

THE ROYAL GREEN JACKETS MUSEUM TRUST

REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 31st DECEMBER 2009

The Trustees present their report and financial statements for the year ended 31st December 2009.

Background

On 26 June 2009 the Trustees elected to change the name of the Museum from The Royal Green Jackets Museum to The Royal Green Jackets (Rifles) Museum (RGJ (Rifles) Museum). The title of the Trust – RGJ Museum Trust - remains unchanged.

The RGJ (Rifles) Museum is a MOD sponsored and part-funded museum, accredited by the Council of Museum Archives and Libraries (Registration No: 959). The Museum is also a registered charity (1009691), legally constituted by a Declaration of Trust dated 19 December 1991.

The Museum has an operating company (2193863), which generates income by trading through the Museum shop and which manages the charitable operation of the Museum on the Trust's behalf. The Trust provides grant-in-aid from its own income, including donations from its restricted funds, to assist the Trading Company in funding the Museum's charitable operating costs and programme of improvements.

Structure, Governance and Management

The Trust Deed provides for the appointment of 10 elected Trustees and two ex-officio Trustees. Elected trustees are appointed for an initial period of 5 years, renewable up to a maximum of 10 years, with provision to exceed 10 years in exceptional circumstances. On 30 October 2009 the Trustees resolved, after consultation with the Charity Commission, to increase the maximum number of elected Trustees from ten to twelve.

An audit of Trustees' competencies is periodically carried out by the Board to ensure that its members collectively have the skills required for the Board to do its job properly as required by Charity law. When gaps are identified, new Trustees are sought within the total number allowed. The names of potential candidates are then considered at a Trustees' meeting, with no formal approach made to potential candidates without the full agreement of the Board. If, after being approached, potential candidates indicate a readiness to serve on the Board, a meeting with the Chairman is arranged at the Museum and, inter alia, the responsibilities of Trustees explained and the candidate given a copy of Charity Commission publications CC3/CC3a. The potential candidate also receives an induction pack including a copy of the Trust Deed, the latest annual accounts and the minutes of recent meetings. If the candidate remains ready to be nominated as a Trustee, his or her name goes forward to the Board for election, or otherwise, at the next Board meeting. Any further induction required, including training, takes place thereafter.

There were three changes in the membership of the Board of the Museum Trust during 2009 – Mr N J E Sealy resigned on 30 June 2009. Brigadier G de V W Hayes and Mr R J Tennant were appointed from 1 July 2009. The names of the Trustees in office at 31 December 2009 are listed in the Trust Information at page 1.

The Board meets formally three times a year to review the operation of the Museum, including its financial position; to make decisions regarding the future of the Museum; to approve the Forward Plan for the following three years, including the establishment of Key Performance Indicators; and to set the budget for the year ahead.

The Board is served by a General Purpose and Finance (GP&F) Committee, which handles matters of detail on the Board's behalf and which meets periodically to agree and co-ordinate business activities.

Day-to-day management of the Museum rests with the Museum Curator and her staff, who administer the Museum as directed by MOD and the Trustees.

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Statement of Risk

The Trustees have considered the major risks to which the Charity could be exposed and have reviewed the systems and arrangements in place to mitigate such risks; a risk register and ongoing system of review are in place. They are unaware of any irregularities, including fraud, involving the management or employees of the Charity, or of any instances of actual or possible non-compliance with laws, regulations or agreements, that might result in the Charity suffering significant penalties or other loss.

Purpose, Vision and Objectives

The legal object of the RGJ Museum Trust, as stated in the Trust Deed, is to hold the Regimental Collection upon Trust for the purpose of upholding the traditions of the Regiment and of perpetuating its deeds.

The legal object has been developed into a Mission Statement, most recently amended by the Trustees on 30 October 2009, as follows: "The purpose of The Royal Green Jackets (Rifles) Museum is to collect, document, preserve, display and provide access to material relating to The Royal Green Jackets and its antecedent regiments, and to use and interpret this material for the education and benefit of members of the Armed Forces and the public of all ages and backgrounds."

The Trustees' vision for the future is that: "The Royal Green Jackets (Rifles) Museum should be widely recognised as a dynamic and progressive constituent of Winchester's Military Museums that capitalises on the excellence of its collection and modern technology to reach out and provide information and an experience for visitors and users that excites, inspires, educates and appeals, which prompts them to return, and which generates sufficient income for the Museum to develop and flourish."

The Museum's Objectives during 2009 were:

MO 1 To attract additional visitors and users of all ages and backgrounds, and to be more accessible to all, including electronically

MO 2 To optimise the use of resources and maximise revenue generation in order to achieve greater levels of self-sufficiency and realise the Museum's purpose and vision more easily and swiftly

MO 3 To manage, conserve and develop the Museum Collection, including its archives, efficiently and effectively

MO 4 To sustain the current programme of continuous improvement of the Museum and its displays

MO 5 To exercise good governance and administer the Museum in accordance with best practice, providing opportunity for the staff to acquire the necessary skills to develop and realise their full potential

MO 6 To develop existing partnership arrangements to mutual advantage and seek others

Public Benefit

In the Trustees' view, the Mission Statement is compliant with the Charities Act 2006 and subsequent Charity Commission guidance, highlighting, explicitly and implicitly, the public benefit arising from the Trust's use of its collection to educate Servicemen and the public at large about the character, activities and history of The Royal Green Jackets and the British Army in general. In particular, the Trust's educational activities emphasise the importance of the interaction between the civil and military in developing a full understanding of the role, significance and advancement in the modern world of citizenship, human rights and conflict resolution.

Achievement and Performance 2009

The Trustees pre-determined five Key Performance Indicators (KPIs) (targets) used to measure the Museum's achievements during 2009 were:

KPI 1 Achieve 12,500 recorded visits to the Museum

KPI 2 Achieve income and operate within the budgetary limits set in the Budget for 2009

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KPI 3 Formulate a 5-year Development Plan with associated Audience Development and Collection Management Plans by 31 December 2009

KPI 4 Sustain and enhance the appeal and usage of the Museum website, doubling the number of monthly visitors to the site from 1,500 to 3,000 by 31 December 2009

KPI 5 Complete the computer-cataloguing of at least 60% of the Museum's collection of artefacts by not later than 31 December 2009

KPI 1 was not achieved. In 2009 there were 11,663 recorded visits to the Museum, 2% (263) fewer than in 2008 and 5.5% (691) fewer than in 2007. An additional 453 people attended the Museum's programme of talks (2008: 480). The decline in the number of visitors in 2009 is attributable to the Trustees' decision in early 2009 to cease opening on Sundays in order to save on staff costs.

KPI 2 was achieved.

KPI 3 was partially achieved. A comprehensive Collection Management Plan was completed in September 2009. The 5-year Development Plan with an associated Audience Development Plan remains work in hand.

KPI 4 was not achieved, the Museum website receiving a monthly average of 2,407 visitors to the website during the last quarter of 2009 (last quarter of 2008: 1,565).

KPI 5 was not achieved. Despite considerable staff effort, only 50% of the Museum's collection of artefacts had been computer-catalogued by 31 December 2009.

During 2009 the Museum ran a programme of events comparable to previous years. A temporary exhibition entitled 'The Battle of Quebec and the Conquest of Canada, 1758-60' was held in August/September, and a touring exhibition about Prisoners of War hosted in July. There were eight evening talks, seven in Winchester and one in London, and two 'Fun for All' days, one in April and the other in August. Additionally, the year was punctuated with schoolchildren's visits, with 664 pupils attending sessions hosted collectively by Winchester's Military Museums (2008: 479), with outreach visits to schools and teacher training sessions also taking place.

During 2009 the Museum staff responded to a range of enquiries relating to the Museum Collection, including its archives, regimental history and the service of former members of the RGJ and its antecedent regiments. There were also a number of very welcome acquisitions by donation.

On 26 June 2009 the Trustees approved a new version of the Museum's Acquisitions & Disposals Policy following the issue of the Museum Association's revised Code of Ethics in October 2007.

During the year the Museum's film archive, for which the Museum lacked adequate storage and which was at high risk of deterioration, was placed on loan for a minimum period of 20 years with the Wessex Film and Sound Archive at the Hampshire Record Office.

On 1 April 2009 Rifles Direct, the on-line trading arm of The Rifles, assumed responsibility for the management of the Museum shop from the Museum Trading Company. The arrangement quickly proved unsatisfactory from the perspective of both parties and was terminated by mutual agreement with effect from 30 September 2009.

Financial Review

The Trust Fund, assisted by Gift Aid recoveries, finished the year in a satisfactory position with current assets of £209,245, £23,495 less than at the start of the year. As at 31 December 2009, the balance standing to the credit of each fund was:

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General (Unrestricted) Fund	£53,749
Development Fund	£64,708
Endowment Fund	£54,768
Oxford & Bucks (Oxf & Bucks) LI Fund	£36,020

The decline in the Trust Fund's assets as at 31 December 2009 was principally due to drawing-down on the Development Fund to pay for a number of changes and improvements to the Museum's displays approved by Trustees. Additionally, a book loss of £1,349 resulted from the Trust's investments in M & G Charibonds.

Reserves

It is Trustees' policy to maintain the 'free reserves' of the Charity – that is those unrestricted funds not committed or invested in tangible fixed assets – at a level to provide sufficient funds to cover the management, administration and support costs of the Charity for a period of 6 months without income from admission or trading. In fulfilment of this policy, the Trustees aimed in 2009 to retain free reserves of not less than £20,000, a sum which is presently covered by the credit balance held in the General (Unrestricted) Fund. With running costs, especially staff costs, rising, Trustees increased the sum from £20,000 to £30,000 on 26 February 2010.

Plans for the Future

The Museum's mission, vision and principal objectives remain unchanged in 2010 from those in 2009. In particular, and in fulfilment of these objectives, the Board plans to focus over the next 12 months on two main priorities: first, and despite forecasting a £2,500 deficit on the operating costs budget in 2010, to achieve financial break-even; and, secondly, using the resources available in its restricted funds, to improve access to, and users' enjoyment of, the Museum and its collections.

The five Key Performance Indicators (KPIs) which Trustees will use to measure the Museum's achievements in 2010 are:

- KPI 1** Achieve 12,500 recorded visits to the Museum
- KPI 2** Achieve income and operate within the budgetary limits set in the Budget for 2010
- KPI 3** Complete a 5-year Development Plan with an associated Audience Development Plan by 31 October 2010
- KPI 4** Sustain and enhance the appeal and usage of the Museum website, increasing the number of monthly visitors to the site from 2,400 to 3,000 by 31 December 2010
- KPI 5** Complete computer-cataloguing on MODES of 70% of the Museum's collection of artefacts at Winchester by not later than 31 December 2010

In 2010 the Museum will again sustain a full programme of activities for public benefit comparable to previous years. Improvements to the front entrance, shop and a number of displays are in hand. A new CCTV system will be installed. The improvements will be funded from both General funds and the Development Fund. Meanwhile negotiations are underway to deposit to advantage the majority of the Museum's archives on loan for a minimum period of 20 years at the Hampshire Record Office.

The financial statements were approved by the Board of Trustees on 25 June 2010

CBQ Wallace

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Lieutenant-General Sir Christopher Wallace
Chairman of the Trustees