

Minutes of the The King's Own Scottish Borderers Museum Committee
Meeting The Barracks, Berwick upon Tweed – 21 Jan 2022

1. Attending

Captain (Retd) AJD Herberts	Chairman
Major (Retd) AG Horsburgh	by video
Lieutenant Colonel P McCutcheon	Education Officer
Major (Retd) L Thornton	Association Executive Officer
Mr Gerry O'Neill	Museum Officer
Lieutenant Colonel (Retd) G Vevers	by video

Apologies

Major (Retd) MAC Linaker	
Mr Mike Taylor	Museum Mentor

2. Minutes of Previous Meeting

Minutes of the previous Committee Meeting held on 22 October 2021 were read and confirmed as a true record.

Proposed: Gerry O'Neill

Seconded: Peter McCutcheon

3. Matters Arising

- a. Acquisitions fund – **GV, MUSO** to investigate mooted national fund (carry forward)
- b. Peacekeeping display – **MUSO, PMcC** to investigate viability of such (carry forward)
- c. Digitisation project – **AH, MUSO** to liaise with AMOT on next steps and possible funding (initial contact made and advice given. Carry forward.)
- d. Friends of the museum. **MUSO, Chair, XO** to explore taking this **forward.** (carry forward)
- e. RHQ debit cards (**chair** to follow up with treasurer).
- f. Card reader for shop and donations, as above.
- g. Museum collection valuation. **ML** informed us that James Glennie will produce the report week of 24 Jan 22.
- h. KOSB Association and Museum property on loan at 1 Ranger. It was the unanimous decision of the committee that all KOSB property should ultimately return to Berwick. The Association President would like to leave in place until the Bn moves. **GV** discussed that he and RHQ SCOTS would help facilitate a smooth transition of all antecedent property as they have a duty to assist the Bn. There will be a visit to 1 Ranger on 22 Mar by **GV, Russell Combe and EXO** to carry out an

audit and discuss future options. **GV** stated that the property belongs to the KOSB Association and it would be our decision what to do, he also mentioned that 1 Ranger may stay in Palace. **PMc** reiterated that we have no links to the new Regiment.

4. Review of strategy and aims

“The aim of the KOSB Museum is to represent to the public the history of the Regiment and its soldiers from creation to disbandment in order to continue to honour and commemorate the memory of those who gave their lives serving as or with Borderers and to deliver a lasting legacy for generations yet to come”.

No change

5. Barracks re-Development project

GH briefed:

Museum development – Stirling Castle/A&SH Museum visit

- AGH organised visit to A&SH Museum and its prime mover, Col AKM Miller. AGH, XO, MUSO and AJDH attended. Key was to learn from the experience of AK in running the project and the considerations with regards to collection and exhibition management.

Background:

On the loss of MoD funding, A&SH wanted to secure the financial security of their Regimental Museum in Stirling Castle (their depot since 1881). It undertook a substantial renovation/rebuild of their museum in order to secure visitor and other sources of income. Close liaison with HES was required given the scheduled monument status of the building and it also needed to agree terms with HES regarding income share, staffing and the division of maintenance and upkeep responsibilities.

Key similarities:

- Listed building work
- Regimental museum rethink and rebuild
- Required income streams to secure future/robust business model

Key differences:

- A&SH undertook entire project on its own with HES as an interested party/landlord
- Responsible for entire fund raise, including applications to HLF
- Responsible for entire project management of the scheme

Lots of content to meeting, summary of conclusions:

- Authority on the project resided in an individual (AK) – any other set up would have unnecessarily delayed implementation

- Need a very clear vision from the outset
- Should have as much detail settled in terms of the build and fit-out as possible before work starts or project manager appointed
- Budgeting and financial control is key (A&SH had dedicated, qualified, individual tracking finances)
- Cost over-runs in excess of original budget contingency make fund raising harder!
- HLF are very important to the success of the project
- Listed consent progress is onerous and sometimes unfathomable
- Regimental engagement in story telling is non-negotiable
- Designing the museum and interpreting the story is a huge undertaking and should be started as soon as possible
- Need very close liaison and relationship with all partners and contractors
- Aligning the PM's interests with that of the project is vital
- Start early with preparation of collection for display in terms of restoration and/or preservation
- Ongoing communication is vital to all stakeholders
- Delays are almost inevitable, as are cost over-runs
- Project flexibility is vital

The meeting was extremely useful and leads to a number of recommendations.

Recommendations

Immediate activity

Trustees authorise the establishment of a project team to drive KOSB engagement with Project and in the first instance to work up a concept document capturing the purpose of the project from the KOSB point of view (what are we for? Who are we targeting? How can we deliver?) This will be broader than simply the museum and capture the needs of the wider organisation to ensure that the Barracks Redevelopment Project can deliver a functional and enduring Regimental Home or Centre incorporating the Museum and the Association functions (including veteran support). It will identify work streams and ultimately result in a concise "Vision Statement" which can be used with stakeholders.

GV asked if there was a plan for a museum consultant, **GH** replied that it would be included in the plan and that we were getting the contacts list from the Argyll's team. **AH** added that the KOSB contribution to the project itself would be limited to £100k however given other ambitions in terms of exhibitions, collection management and long term financial security additional fund raising will certainly be required.

The following is a brief given by Association President at the Association AGM on 15 Jan 2022:

Angus Loudon briefed on the Barracks project, there was a meeting on 8 Dec 2021 at which all partners (English Heritage, Northumberland County Council, the Maltings, Berwick Archive and KOSB) were positive. The

Woodhorn Trust, who run Berwick Museum, will leave the site and have withdrawn as it does not meet their needs. The Communities Development Fund Bid for redevelopment of the East Block (bid is for £4.2m) is pending with a decision expected in Feb 2022.

The total cost of the East Block work is £9.5m, we will need to begin fund raising when it is approved. NCC Will look fund £1.2m leaving a £4m gap. The Guild of Berwick Freemen have stated they may be willing to help fund the Berwick archive building (the KOSB archive may be collocated). The Mob store and gym are funded separately as part of the Maltings project.

Questions still arise over site management and governance.

An outline timeline is- Maltings move into Mob store 2023 until 2024, the east range work begins Oct 2023 until Mar 2025. The Officers Mess will be completed at same time. The west range will be at the discretion of any future developer.

The President of EH (Admiral Sir Tim Lawrence) is very keen on the project and hopes to see support for veterans included. The KOSB must now establish a project team to work with the other partners and decide what we want our museum to look like. We have one of the finest and largest collections in the country and need to showcase our best items. Angus stated the plan is good and positive and that patience and understanding is required by all members as it goes forward. EH will leave the site as an exhibiting partner and will only retain ownership.

PMc discussed that communication would be key to keep branches and members informed of the plan.

It was confirmed by **GH** and **AH** that a draft ToR would be produced for submission to **AL**. A project office would be set up in the former SSAFA office to manage the KOSB part of any re development.

6. Finance/Grants work

An update was requested by **GH** on the bid to MNE **GO'N** will follow up.

Update: Grant of £2,500 approved by MDNE for update of KOSB website and other IT work, enabling easier access to parts of Museum collection online.

7. Museum Collection

There have been no significant items to the collection. Currently ongoing is the possibility of purchasing a 25th SUSSEX Regt shoulder belt plate from a dealer in Holland. The piece was dug up close to the battle site at Egmont op Zee, **GH** and **GO'N** are following up cost could be around £2000.

A group of medals to Chandos Leigh are at auction, is the museum prepared to purchase? Estimate is £3.5k, auction is 28 Jan 2022, **GH** to decide.

GV mentioned there is a national fund for acquisitions and that we should liaise with Desmond at SCOTS museum, **GO'N** to follow up.

8. Archive

The archive has now been moved upstairs next to the library, making research a simpler task in better surroundings. The former archive store will house the Regimental photo collection. It is planned to scan all photos and catalogue them.

9. **Education and Outreach**

Due to restrictions progress has been limited, **PMc** will produce a vision statement and continue to engage with local education providers.

10. **Volunteers**

The volunteers had been a great success during the winter works programme, in particular the work of Bill Heaney and John Pollock has made a significant impact on the museum.

There is still work to be done through Feb and Mar when both will be helping again.

11. **Museum Fabric**

The museum is still in a poor state of repair due to leaking roofs causing internal damage and it was decided that a face to face meeting with relevant EH personnel might help them understand our concerns. **AH** to organise meeting with EH.

12. **Shop**

The shop is set up in the old museum office, we do not trade on E bay due to costs. Current stock will be run down prior to closer for re build of museum. Thereafter we need to decide what form a future shop will have and what we should sell. A means to receive electronic payments is a must for any shop.

13. **Accreditation**

MT briefed that due to Covid, applications have been delayed. ACE will invite re-applications for accreditation possibly in 2023 but more likely 2024.

GH stated that we lose our accreditation if and when we close for re build and that the intervening time should be used to ensure we have all the documentation in place, **GH**, **GO'N** and **AH** to action.

14. **AOCB**

Date and Location of Next Meeting

Date: 11 Mar 2022 at 1000

Location: KOSB Museum library, Berwick

