



**MINUTES OF THE 188TH MEETING OF
THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM
HELD AT THE ROYAL AIR FORCE MUSEUM LONDON
ON MONDAY 6 JULY 2015**

Present:	ACM Sir Glenn Torpy (Chairman)	(GT)
	Ms Maggie Appleton	(MA)
	Dr Carol Cole	(CC)
	Mr Brendan Connor	(BC)
	Mr Alan Coppin	(AC)
	Dr Rodney Eastwood	(RE)
	Sir Gerry Grimstone	(GG)
	Mr Richard Holman	(RH)
	Mr John Michaelson	(JM)
	Mr Andrew Reid	(AR)
	Mr Mike Schindler	(MS)
	Mr Alan Spence	(AS)
	Mr Malcolm White	(MW)
In Attendance:	Air Marshal Sir Baz North (Air Command)	(BN)
	Mr Phil Walsh	(PW)
	Ms Karen Whitting (Director Public Programmes)	(KW)
	Professor Richard Overy (Item 10 only)	(RO)
	Vanessa White (Secretary)	

ITEM 1 – APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Lord Hutton and Robin Southwell.

ITEM 2 – MINUTES OF PREVIOUS MEETING

2.1 The minutes of the 187th meeting held at Hendon on 30 March 2015 were agreed as a true record.

2.2 MA advised that the front-of-house review was underway.

2.3 MA advised that an annual Access and Learning report had been programmed into the Board forward plan.

2.4 MA advised that a Health and Safety report would be ready for the September Board meeting.

2.5 PW advised that he was working on a sensitivity analysis and would report to the next meeting.

2.6 MA advised that she had spoken with the NAO regarding the Museum's deficit and that they welcome the no surprises approach from the Museum.

2.7 PW advised that he is working on the retail performance dashboard. **Action: GT asked that PW look at identifying unhealthy trends in order to mitigate possible sales losses.**

2.8 GT advised that MS had been appointed as Chairman of RAFMEL.

2.9 MA advised that she was following up West Midlands income streams with BC.

ITEM 3 – EXECUTIVE REPORT

3.1 MA drew Trustees' attention to the current list of items for disposal. **Action: KW to provide a one page justification for disposal for each item and a short précis of the process and timescale of disposal.**

3.2 MA advised that the staffing and front of house reviews were underway and that Moore Stephens were providing independent advice to the Museum.

3.3 GG advised that the Triennial Review would be looking at all the Service museums. AC said that the Museum should try to identify the scope of the Review and the team who would be undertaking the work.

3.4 The Board discussed the draft Corporate and Business Plans, which were based on the previously agreed and published Strategic Plan.

3.5 The Board agreed that whilst the Museum had National status it should continue to emphasise the importance of its contribution to the local community. It should also highlight the support provided to other Museums, both nationally and internationally.

3.6 It was agreed that a quarterly/six monthly update on the Business Plan would come to the Board.

3.7 **Trustees were broadly content with the overall framework of the Strategic and Corporate Plans but would like the final Corporate Plan to include detailed 5 year budget work.**

ITEM 4 – FINANCE

4.1 RH confirmed that the key issue now with the quarterly finance reports was that of formatting.

4.2 PW advised that the minutes of the previous week's Finance and Audit Committee meetings would be circulated shortly, and that in future meetings would be held far enough in advance to include the Minutes with the main Board papers.

4.3 PW said that NAO report had been completed with only immaterial errors and a concern about the treatment of the LIBOR monies and how they would be paid.

4.4 RH praised the Museum's Accounts team for progressing through the audit with no adjustments.

ITEM 5 – AUDIT AND RISK

5.1 GG advised that the Audit and Risk Committee had looked at the Terms of Reference of the Remuneration Committee and gave an update on the meeting.

5.2 **Trustees approved the Museum's accounts to 31 March 2015.**

ITEM 6 – RAFMEL

6.1 MS advised that RAFMEL is performing adequately, apart from a flat spot around e-commerce, which the Head of Retail had been tasked to look at. MS said that the Museum should also look at using assets commercially.

6.2 MA advised that operationally, the Public Programmes and Commercial teams were working together to ensure that any exhibitions and anniversaries were covered in our retail offer.

6.3 BN advised that he could put the Museum in touch with Wg Cdr Andy Greene (Project Bloodhound . the World Land Speed Record). **Action: MA to liaise with BN to contact Andy Greene.**

ITEM 7 – CENTENARY PROGRAMME

7.1 MW advised that that the Development Committee had been renamed the Centenary Development Committee, and would provide additional Trustee oversight of the Centenary Project. The Committee would include the Chairman of the Campaign Board.

7.2 MW said that TORs had previously been circulated and **Trustees agreed the Terms of Reference for the Centenary Development Committee.**

7.3 KW provided an update on the status of the Centenary Project.

7.4 GT stressed the importance of focusing current activity on raising the £800K of matched funding to support the HLF that was due for submission in September. GT asked Trustees to provide any ideas/contacts to support the Museum's fundraising activities. **Action: All to contact MA/KW with their thoughts.**

7.5 GT said that concepts for the Centenary Project should come to Trustees for approval. He also stressed the importance of having clear fall-back plans to take account of shortfalls in funding. **Action: MA to provide outline of proposals if the funding is not forthcoming.**

ITEM 8 – RAF100 JOINT VENTURE

8.1 GT outlined the nature of the RAF100 Joint Venture, which would provide a governance mechanism to coordinate the Centenary fundraising activities and disburse funds between the 4 charities and the RAF.

8.2 **It was agreed that GT and MA, on behalf of the Board, should progress and finalise the Joint Venture document.**

ITEM 9 – BOARD PROGRAMME

9.1 The Board was content with detail of the Board programme.

ITEM 10 – RESEARCH BOARD

10.1 GT thanked Richard Overy for attending and said that the Board was very encouraged with what the Research Board had achieved. **The Board agreed the revised Terms of Reference of the Research Board.**

10.2 RO presented on the work carried out by the Research Board and future plans.

10.3 GT asked RO to ensure that the Research Board had visibility of the themes for the Centenary Programme.

ITEM 11 – DATE AND TIME OF FUTURE MEETINGS

11.1 MA to liaise with CC regarding Staffing and Remuneration Committee dates.

ITEM 12 – ANY OTHER BUSINESS

12.1 RH expressed concern that following BC's retirement there was no Trustee representation from the West Midlands. GT advised that he and MA are currently beginning the Trustee appointment process.

12.2 PW provided Register of Interest forms to Trustees and asked that they be complete and returned asap.

12.3 GT closed the meeting by expressing his sincere thanks to BC, on behalf of the Trustee Board, for his 10 years as a Trustee and Deputy Chairman. BC had made a significant contribution to the Museum, particularly in representing the interests of the Cosford site.