



# **Strategic Plan**

## **2015-2020**



## 1. Executive Summary

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The Royal Air Force has shaped our nation and our society. It has influenced how we live our lives today through its impact on world events, society and technology.

The Royal Air Force (RAF) Museum was established as a legacy of the RAF's fiftieth anniversary, opening on the London (Hendon) site in 1972. From 1979, the Museum also managed the Cosford Aerospace Museum for the MOD (which had also been in operation since 1972). This was renamed the RAF Museum Cosford in 1998 when it formally became part of the Museum portfolio.

It is a National Museum, a Government non departmental public body (NDPB) and a registered charity.

**The vision of the Royal Air Force Museum** is to ensure that the Royal Air Force's story endures and enriches future generations.

The RAF Museum will be a world-leading visitor destination that engages, inspires and connects everyone with the RAF story through exploration of its people and its collections.

**The purpose of the Museum** is to tell the story of the Royal Air Force through its people and collections.

- For our nation, we help people to understand the impact of the RAF on the world.
- For our visitors, we make our collections and the RAF story relevant and stimulating.
- For current and former RAF personnel and their families, we preserve, honour and share the stories of their service.

**Three strategic priorities** will shape its direction and activities in 2015-2020:

- Interpret the RAF Story
- Focus the Collection
- Invest in the RAF Museum.

The Museum will focus delivery of all three strategic priorities over the course of this plan principally through its RAF Centenary and Centenary Legacy Programmes. It has a unique opportunity to mark the Royal Air Force's Centenary in 2018 by improving its story-telling and building up its resilience for the next century. Its vision will be delivered through an ambitious Centenary Programme that will transform its London site for 2018 and a Centenary Legacy Programme which will continue this transformation through developments at Cosford.

The first stage of the RAF Centenary Programme, 'The First World War in the Air' opened successfully in December 2014 with generous support from the Heritage Lottery Fund (HLF) and BAE Systems.

**The values** that guide the RAF Museum's planning and behaviour are:

**INtegrity:** we are open, transparent and ethical

**Sharing:** we work as a team to ensure our collections and expertise are accessible to all

**Passion:** we care deeply about sharing our collections and their stories

**Innovation:** we tell our stories and develop our business with creativity and imagination

**Relevance:** we ensure our legacy by linking our histories with today and tomorrow

**Excellence:** we are professional and strive to ensure excellence in all that we do

While the Museum is growing both its physical and virtual audiences, the world in which it operates is becoming ever more challenging. This plan, therefore, also explores the Museum's future resilience through income generation, efficiency savings and improved governance.

## 2. Context

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### 2.1 Partnerships

#### 2.1.1 International, national and regional partnerships

As one of the UK's National Museums, the RAF Museum's responsibility and remit is UK-wide. In addition to its own two public sites, its teams take opportunities to share the collections through loans, roadshows and online, as well as through an enquiries service and research programme. The RAF Museum is a member of the UK Museums Association, the National Museums Directors Council, the Association of Independent Museums, the group for Education in Museums and the International Council of Museums. It is committed to supporting other museums both across the UK and internationally by involvement in national and international programmes. The Museum is formally committed to:

- The Museums Association's Code of Ethics which was updated in 2016 to ensure its relevance for Museums in the current political, economic and social context
- Museums Change Lives . the Museums Association's vision for the increased social impact of museums. It explores impacts under three headings: Wellbeing; Better places; Ideas and People and is being adopted internationally as well as across the UK.
- The Social Justice Alliance for Museums . an international coalition of museums and related bodies and individuals that have signed up to its charter for social justice, and to campaign for and promote best practice in museums.
- Kids in Museums . a national organisation that supports museums to welcome and include families, teenagers and children. Their 20 point family friendly manifesto is created entirely from visitor comments.

The Museum has developed partnerships with a variety of museums and broader organisations with shared purposes. Internationally it has links with the Smithsonian National Air & Space Museum in Washington DC; PIMA Air & Space Museum in Tuscon, Arizona; the Canadian War Museum, Bahrain National Museum; the UAE Armed Forces Museum and the Kuwait House of National Works. The Museum also works with academic and teaching institutions including Imperial College, Kings College London, Birmingham, Coventry, Exeter, Middlesex, Nottingham. Leicester and Wolverhampton Universities as well as Barnet & Southgate and Wolverhampton City Colleges. Other organisations which it partners include the Autism Society, the National Citizenship Service and STEMNET.

The Museum works closely with the Royal Air Force, its sponsor organisation at the Ministry of Defence, including liaison with the Air Historical Branch, RAF Heritage and RAF Engagement.

#### 2.1.2 Community role and social inclusion

As well as being a National Museum which tells globally important stories, the RAF Museum's two public sites have an important role to play in their local communities. Museums help define a place: they help shape and convey a sense of identity and contribute to local distinctiveness. The Museum is committed to working with its local communities to collect and represent their diverse and collective history and heritage as part of the RAF story.

Exhibitions highlighting some of the untold stories of the RAF have included *Brothers in Arms: Airmen of Poland and Czechoslovakia in the Battle of Britain & Beyond* in association with the Polish Institute of National Remembrance; and *Pilots of the Caribbean: Volunteers of African Heritage in the RAF* in association with the Black Cultural Archive.

The Museum in London is taking an active role in the work of the Colindale Communities Trust to contribute to the regeneration of the local area and is a partner in the Grahame Park Community & Economic Strategy

In Cosford, the Museum works with a broad spectrum of partners with regular events and programmes, including with young offenders from HMP Hewell; with Combat Stress to provide activities for returnees from Afghanistan; and with five dementia groups across the West Midlands.

### 2.1.3 Stakeholders

The RAF Museum has a broad range of stakeholders summarised in Appendix 1. For a more detailed analysis, please refer to the RAF Museum Stakeholder Management Plan.

## 2.2 Assets

### 2.2.1 Estate

The RAF Museum exists on three sites: in London, on an historic pioneering airfield in Colindale; in Cosford in the West Midlands next to RAF Cosford; and at an MOD site storage facility at Stafford. The RAF Museum owns the London site while Cosford and Stafford are rented from the Defence Infrastructure Organisation. The total estate comprises more than 40 acres with 55,000 sqm of indoor space. The estate has been occupied by the Museum for more than forty years in buildings of a variety of ages and conditions most of which were not purpose-built for exhibitions.

The London site has benefited from the move of the historic First World War Watch Office onto its site in partnership with English Heritage and developer St George. Masterplans for both the London and Cosford sites have articulated the development needs for a more coherent visitor journey, an enhanced visitor experience and better facilities in London, and the management of large objects and stores in Cosford.

### 2.2.2 People

The Museum's public sites are visited by more than 700,000 people each year. These are complemented by a million users of the website and our response to over 6,000 written and telephone enquiries per annum from a wide range of people and organisations. The Museum's visitors comprise local people, national visitors from across the country, and a growing international base. The Museum has a detailed understanding of its visitor profile and its focus is to put visitors' needs and expectations at the heart of all its exhibitions, galleries and programmes.

The Museum employs around 175 people with a supporting and active trading company of 40 staff. These are assisted by more than 180 regular volunteers across the two museum sites. The Museum is building development opportunities for all staff and volunteers, both to deliver its ambitious plans and to enable our people to fulfil their personal professional development.

The Museum's highly successful apprenticeship programme has trained 14 young technicians and been recognised at the National Apprenticeship Awards with National Apprentice of the Year,

National Employer of the Year and Regional Finalists. One apprentice was also a silver medallist in the national round of the World Skills Team finals in 2013.

### 2.2.3 Collections

The RAF Museum is a National Museum with a Designated collection. Among the c.250 aircraft are the mighty Vulcan Cold War bomber and the fragile 1909 Bleriot monoplane. 80,000 objects, ranging from missile guidance computers to dinner plates, take up the equivalent of two football pitches of storage. The archive of over half a million documents is complemented by 340,000 photographs and more than 7,000 works of art.

Due to the significant period of change in defence policy, a number of aircraft coming out of service have been acquired by the Museum since 2010, including the Harrier GR9, the Nimrod R1 surveillance aircraft and the Hercules C130K transport plane.

The National Collection requires investment to secure, house, conserve and record. During the period of this plan, the Museum will improve digital access for researchers and the public, and create a more efficient storage solution and effective loans programme.

## 2.3 Achievements

2.3.1 The Museum's successes over the recent years include:

- In 2016, the Museum received awards for both sites: three accolades from the London Volunteers in Museums Awards and an Apprentice of the Year award from the Rotary Club of Wolverhampton
- Three of the Museum's volunteers were awarded France's Légion d'honneur in 2016 and attended a celebration event hosted by the Museum's American Foundation at the RAF Club
- In partnership with BAE Systems, the Museum's Spitfire XIX was displayed in the Middle East at the 2016 Bahrain International Air Show, at Bahrain Polytechnic to support STEM (Science Technology Engineering and Maths) workshops, at HM The Queen's Birthday Party at the UK Embassy, and at the Bahrain National Museum
- In 2015 the 'Pilots of the Caribbean' exhibition was Highly Commended in the Temporary Exhibition category of the Museums and Heritage Awards
- The Grahame-White Watch Office opened at Hendon in 2014-15 having been successfully moved onto the Museum's site and re-built brick by brick
- First World War in The Air exhibitions opened at both public sites in 2014-15 winning the National Lottery's Best Heritage Project of 2015
- In July 2014 the Museum became the first cultural organisation to be awarded an Autism Access Award from the National Autistic Society
- In 2014 volunteer Ian Corfield was commended at the London Volunteers in Museums awards for 'Going the extra mile'
- In 2014 our website gained two Outstanding Achievement Awards at the Interactive Media Awards 2014 for the categories of 'Museum Website' and 'Travel / Tourism Website'
- The Museum raised the last surviving Dornier from the seabed at Goodwin Sands in Kent in 2013, receiving an Excellence Award in June 2014 from the Chartered Institute of Public Relations for its 'Raising the Dornier' campaign
- Our Membership Magazine RADAR was highly commended in the charity magazine category at the 2014 MemCom Awards

- In 2014 our Apprenticeship scheme was Highly Commended at the National Apprentice Awards by the London judging panel
- In 2013 and in 2014 the Association of Leading Visitor Attractions (ALVA) rated the RAF Museum Cosford as the highest scoring attraction in the UK for intensity of visitor experience, ranking it above all other UK Museums and higher than major attractions such as London Zoo. Public feedback at both sites mirrors this: the RAF Museum London is the sixth highest rated London Museum on Trip Advisor
- In 2012 our apprentice Laura Pringle was National Apprentice of the Year
- In 2011 the Michael Beetham Conservation Centre won the National Apprenticeship Service (Small Employer of the Year) award at West Midlands and National level and was nominated one of the Top 100 Employers Nationally by the City & Guilds National Apprenticeship Service and The Times.

### 2.3.2 Fundraising success

The Museum has a significant fundraising challenge to raise £25.6m for its 2018 RAF Centenary Programme. Early fundraising success included significant support from Heritage Lottery Fund (HLF), BAE Systems, St Georges plc and the City Bridge Trust. Progress towards the next phase of fundraising for the overall RAF Centenary programme has included LIBOR funding announced in the March 2015 Budget, a grant from the Garfield Weston Foundation, also in March 2015, and national HLF round two support in September 2016. Further support was received in late 2016 through an additional grant from the LIBOR fund and from the London region of the HLF.

## 2.4 Change, opportunity and challenges

### 2.4.1 Museum strategic and operational review

The RAF Museum has undergone a period of change and reflection since 2009. In 2012, the Museum's Chairman initiated a review of the organisation, its purpose and its future and through facilitated consultation work, the Museum redefined its purpose and vision.

Further work to build on this definition was undertaken in 2013 through staff, Trustee and stakeholder consultations and workshops, benchmarking and desktop analysis, and external expertise.

The key principle for the future strategy is the RAF Story. The RAF story is at the heart of the Museum's purpose, collections and planning.

### 2.4.2 Opportunities

The RAF Centenary is the centrepiece of the Museum's Strategic Plan. Key opportunities in this period include:

- The Centenary of the First World War which the Museum is marking with its First World War in the Air gallery and events programme : from December 2014 to end 2018
- Battle of Britain 75<sup>th</sup> Anniversary: September 2015
- Arrival of the VC10 at the Museum's Cosford Site: October 2015
- Hurricane 80<sup>th</sup> Anniversary: November 2015



- Air Training Corps (ATC) 75<sup>th</sup> anniversary: February 2016
- Spitfire 80<sup>th</sup> Anniversary: March 2016
- Lancaster (first production aircraft flight) 75<sup>th</sup> Anniversary: October 2016
- RAF Centenary: 2018
- New digital opportunities for engagement and interpretation
- The development and regeneration of the Colindale area adjacent to the Museum's London site bringing 30,000 new residents onto its doorstep
- Economic development resulting from investment in the West Midlands including the area around the Museum at Cosford by companies from the engineering, aerospace, manufacturing and digital sectors, with development clusters including i54
- Significant further inward investment in adult learning, including rapid expansion of the University of Wolverhampton and associated campuses.

### 2.4.3 Challenges

The Museum's strategic risk register which contains the principal risks to the Museum's sustainability is reviewed three times per annum by the Audit and Risk Committee and annually by the Board.

There is and will continue to be continued pressure on Government funding. There is much competition for funding in London while potential sources in the West Midlands are fewer - though a Government shift away from London-centric investment is an opportunity for RAF Centenary Legacy planning at Cosford. The Museum will continue to diversify and broaden its income streams and be more efficient and these principles have been embedded in the RAF Centenary Programme.

The Museum's core audiences are local. In London, this means people from diverse backgrounds, origins and ethnicities. For both sites, there is a shift due to the passing of the militarised generations of wartime and national service to a public with little experience of the RAF which requires different interpretation and communication methods.

The Museum's users have changing expectations in the ways they want to access stories, both as physical and virtual users. It must improve and expand its digital capacity and its interpretation to meet this need.

While the Defence Review of 2015 set out the UK Government's strategic intentions until 2035, the current period of defence uncertainty and change requires the Museum to be agile in its planning in order to keep interpretation relevant and responsive.

### 3. The RAF Museum to 2020

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The key principle driving this strategy is the **RAF Story** which is at the heart of the Museum's vision and its RAF Centenary Programme. Three strategic priorities will deliver the vision and be used to shape activities to 2020:

- **Interpret the RAF Story**
- **Focus the Collection**
- **Invest in the RAF Museum**

#### 3.1 Strategic Priority 1: Interpret the RAF story

The Museum will develop and deliver a programme of exhibitions, events, research and learning activities to mark the centenary of the RAF in 2018. This ambitious programme will be supported by an international fundraising campaign.

##### 3.1.1 Interpretation strategy

The RAF Museum will engage, inspire and connect the public with the RAF story . its people and the Museum's collections. Opportunities for this engagement will be developed and delivered based on the Museum's overarching objective to provide access for all: intellectual, physical, social, aesthetic and emotional. The key principles for each of these areas can be found in the RAF Museum's Interpretation Strategy 2014-19 with headlines below:

- To enable all our audiences to feel welcome at our sites and connected to our stories
- To enable our audiences to discover, not to be led
- To enable our visitors to experience personal and emotional reactions
- To deliver interpretation that engages and includes all visitors at different levels, from casual to specialist
- To incorporate activities that engage all the senses into the galleries, understanding that visitors have different preferred learning styles
- To deliver wow factors supported by high quality displays and interpretation making use of modern technology
- To develop and deliver content that covers subjects from the earliest days of the formation of the RAF to the modern day and that looks ahead to the future
- To ensure that there is a clarity of communication from routeing and signage to content
- To ensure that all our outputs are based on in-depth research
- To ensure that developments are renewable and sustainable.

### 3.1.2 Telling the story

Through extensive consultation, the Museum has examined and reviewed its visitors' engagement with its exhibitions. This has led to the commitment to provide broader context and richer narrative to its interpretation in order to tell the story of the Royal Air Force.

As part of the strategic gallery renewal plan and to bring recognisable context, the Museum will structure the story both chronologically and thematically. This enables long term planning of its spaces and collections. The chapter structure will be:

- The First 100 Years of the Royal Air Force (introduction)
- Early Development and First World War
- Inter-War and Second World War 1918-1945
- Cold War
- Post-Cold War 1989 - 2014
- Now & the Future.

The interpretation strategy will support the Museum's RAF Centenary plans and the principles for the delivery of this gallery structure will be that:

- Each of the two sites will tell the whole story, but with different emphases at each
- Each story will be rich in people and collections
- Each exhibition will be relevant and exciting for a broad range of people.

### 3.1.3 The RAF Centenary Programme 2014-18

The first phase of the RAF Centenary Programme, 'The First World War in the Air' opened in December 2014 and went on to win the National Lottery's Best Heritage Project of 2015 award.

Three further exhibitions/displays will be developed for 2018:

- First 100 Years of the RAF: London & Cosford (2018)
- Now & the Future: London (2018)
- Air Power: in an Age of Uncertainty: London (2018).

As the landscape of the London site is transformed to reflect its rich heritage as the London Aerodrome and RAF Hendon, the Museum will also develop interpretation that explores both the physical environment and the stories of the people who worked there.

### 3.1.4 The RAF Centenary Legacy Programme 2019-22

The Museum will develop a new facility at its Cosford site designed to provide suitable storage conditions for the reserve collections that can be explored by the public, thereby releasing the Stafford site. A new Science Technology Engineering and Maths (STEM) learning centre will be developed as part of this facility. The Museum will also develop and deliver new exhibitions and displays as follows:

- Now & the Future: Cosford
- Air Power: in an Age of Uncertainty: Cosford
- Inter-War and Second World War: London and Cosford
- Cold War: London.

### 3.1.5 Digital experience strategy

In an increasingly technology-focused world the Royal Air Force Museum has an opportunity to deliver its overarching strategic objectives through digital activities. In particular, these technologies can be used to engage the widest possible audiences with the RAF Story through physical and virtual exhibition programming.

In order for this approach to be successful, the RAF Museum will introduce a digital experience strategy and delivery plan, embedding digital thinking, technologies and skills across the organisation as part of a new digital culture.

### 3.1.6 Audience engagement

The Museum will develop and deliver opportunities for engagement with its audiences through each of the Centenary Programme strands linked to its interpretation strategy principles to:

- Enable visitors to discover, not to be led
- Enable visitors to experience personal and emotional reactions
- Deliver interpretation throughout the Museum that engages and includes all visitors at different levels, from casual to specialist (equality, inclusion, accessibility)
- Incorporate activities that engage all the senses into the galleries, understanding that visitors have different preferred learning styles
- Ensure that there is a clarity of communication from routeing, signage to content
- Deliver key ~~avowq~~ factors supported by high quality displays and interpretation making use of modern technology
- Deliver displays, both permanent and temporary, that cover subjects from the origins of the RAF to the modern day and into the future
- Ensure that developments are renewable and sustainable.

### 3.1.7 Research strategy

The RAF Museum aspires to become a centre of excellence for academic work in RAF, air power and aviation history. The Museum holds great expertise and specialist collections which will be used to support academic study in the following areas:

- History of the RAF, aviation and air power
- Museology and curatorial practice
- Access and learning practice in museums
- Heritage, conservation and restoration.

### 3.1.8 Access and learning strategy

The Museum will build on existing successful learning experiences at both sites where currently around 70,000 schoolchildren engage annually on formal programmes. National curriculum changes which took place in September 2014 and advances in technology offer an opportunity to carry out a full review of the current offer and develop a new lifetime learning strategy to support the RAF centenary plans and beyond.

The Museum will embed interactive learning experiences into all new exhibitions, developing ~~classrooms~~ of the future~~q~~ for both sites. Delivery mechanisms will support engagement for the

widest possible constituency through a combination of formal education, outreach and informal lifetime learning activities.

## **3.2 Strategic Priority 2: Focus the Collection**

The Museum will carry out a full review of the collections to align them more closely with its vision and purpose. It will introduce an active contemporary collecting policy and digital technologies to enable access to and conservation of its artefacts and archives.

### 3.2.1 Collections development

A comprehensive collections review began in 2014 drawing on consultation around museum sector best practice and Museums Association guidelines. Artefact assessment is based around four main criteria, corresponding to the PAS (Publicly Available Specification) 197 Collections Management framework: information, development, access and care. The focus also includes the Museum's ongoing commitment to collections care under PAS 198. A pilot review, focussed on the rotary wing collection, was undertaken to test and iteratively improve this process.

The review is designed to identify both material that is duplicated or damaged and no longer relevant to the permanent collection **and** areas to further develop the collections.

The initial focus of the review will be the backlog of unaccessioned items (not yet formally inventoried or taken into the permanent National Collection) and a review of the accessioned aircraft and engines.

### 3.2.2 Collections strategy development

A review of the Museum's Collecting Strategy will be carried out supported by a re-development of associated policies and procedures. As part of this review the Museum will introduce a new Collections Development Strategy to enable it to collect and tell the stories of the RAF today and in the future.

This will be supported by the introduction of best practice digital solutions to collections management challenges. Much content that has traditionally been offered to the Museum in paper form such as photographs, diaries and letters will, in the future, be digital in their original format. The Museum will put in place policies, procedures and infrastructure to enable it to collect and store this content.

The storage and access of the paper archive continues to present challenges to the Museum. During this period, a digital solution will be explored to allow more content to be publicly available while work continues on a storage solution for 2D material.

### 3.2.3 Collections display practice

In order to tell the story of the Royal Air Force more effectively and, in particular, with a focus on the men and women of the Service and those in the wider RAF family the Museum will use a much broader range of our collections in our exhibitions and displays. It will match the rich collections to exhibition narratives and mine its archives for the stories and evidence to illustrate exhibition themes and messages.

### 3.2.4 Collections digital strategy

A focus on best practice digital solutions to collections management challenges will enable the Museum to prioritise its collecting. Much content that has traditionally been donated to the Museum in paper form, such as photographs, diaries and letters, will in the future, be digital in its original format. The Museum will put in place the policies, procedures and infrastructure enable it to collect and store this content.

## 3.3 Strategic Priority 3: Invest in the RAF Museum

In order for the RAF Museum to deliver its vision, it is critical that it builds organisational resilience and is supported by a more robust financial and operational framework. The development of new income streams coupled with focused investment and operational cost-saving measures over the course of this plan will enable this investment to better secure the Museum's future.

### 3.3.1 Financial resilience and commercial capacity

The Museum must establish a more sustainable financial position to enable it to plan and invest for the future. The focus over the course of this plan will be to invest in growth while reshaping the Museum to be both more efficient and effective.

The Museum is considering its business model in the early part of this plan to ensure that its current governance model of an NDPB (non-departmental public body) and independent charity is the best fit and most effective for its purpose.

The Museum must continue to diversify its funding in order to develop and sustain its ambitions. It is embedding commercial capacity in its renewal process across the Museum and encouraging all its staff to have a financial and entrepreneurial focus across both charitable and trading activity.

### 3.3.2 Commercial strategy

A new Commercial strategy was developed in 2015. This has identified commercial opportunities and set out a phased development and delivery plan to, pursue and invest in new commercial activity through the Museum's trading arm, RAF Museum Enterprises Ltd, leveraging its estate, collections and expertise to benefit the Museum's broader objectives.

### 3.3.3 Customer care and improved visitor facilities

Visitors must be the Museum's key priority and its intent is to embed a visitors-first culture in all aspects of its work. The Museum will continually improve the visitor experience at both sites, through its people via a warm welcome, and by how the Museum engages with visitors before, during and after their visit.

In support of this the Museum will improve its visitor facilities at each site. This will include:

- An orientation space to outline the visitor offer
- Safe and simple car parking facilities
- Better and more attractive access for pedestrians and cyclists
- Consistent and clear signage
- Improved café, retail and play facilities.

### 3.3.4 People

The Museum will review its people and financial resources to ensure its team is fit for the future and the delivery of this plan. Key to this is putting visitors at its heart, requiring investment in and development of staff and volunteers.

A Volunteering strategy and associated policies and procedures will be developed and rolled out.

A new training and development strategy and plan will be developed during the course of this period which prioritises current skills gaps and focuses on a whole team approach where all Museum staff are invested in its future.

### 3.3.5 Estate

As the Museum's estate ages, the needs of its infrastructure and plant increase. These needs will be integrated into a broad spectrum renewal process tied into the delivery of projects causing minimum disruption for the visitor and maximum control over budgets and scheduling. This will be achieved via investment in a resilient IT infrastructure and the commissioning of fabric, structural, plant and systems condition surveys at both sites, using the findings to develop best fit capital and revenue strategies.

The Museum will work over the course of this period to plan its move from the Stafford store and relocate the reserve collections held there to Cosford as part of the RAF Centenary Legacy Programme outlined on page 10. The Museum will also continue to explore opportunities to extend the Cosford Estate as they arise. Reducing the estate to two sites rather than three will be a significant efficiency measure, with the move also enabling visitors to engage with the reserve collection for the first time in open storage at Cosford.

## 4. Financial Plan

The Museum needs to achieve financial sustainability and to secure its financial future against a background of funding uncertainty and during the significant challenges of delivering the Centenary Programme. It has embarked on a plan to deliver operational cost-saving measures with a re-focus of expenditure across the organisational structure both in staff costs and departmental budgeting. This plan, together with the opportunities afforded by the capital redevelopment in London is an opportunity for the Museum to secure a degree of longer term funding certainty.

This work will continue throughout the current strategic plan timetable to 2020-21 with further efficiency savings to be made and an increasing focus on fundraising and commercial activities in order to sustain the Museum's charitable objectives. In light of this significant work, the forecasts are subject to change and will be reviewed annually:

### 4.1 Five year financial overview

Table 1 - Unrestricted activities (including capital expenditure)

	2016-17 £000 Anticipated Outturn	2017-18 £000 Budget	2018-19 £000 Forecast	2019-20 £000 Forecast	2020-21 £000 Forecast
Opening net current assets	1,688	1,754	1,758	1,762	1,790
Grant in Aid	8,792	8,792	8,792	8,792	8,792
Self-generated income*	625	900	1,361	1,529	1,595
<b>Total Income</b>	<b>9,417</b>	<b>9,692</b>	<b>10,154</b>	<b>10,321</b>	<b>10,387</b>
Staff Costs	4,962	4,828	4,925	5,072	5,123
Operational expenditure	4,388	4,735	5,125	5,121	5,157
<b>Total Expenditure</b>	<b>9,350</b>	<b>9,563</b>	<b>10,050</b>	<b>10,193</b>	<b>10,280</b>
<b>Contingency</b>	-	125	100	100	100
<b>Totals - Unrestricted (deficit)/surplus</b>	<b>66</b>	<b>4</b>	<b>4</b>	<b>28</b>	<b>7</b>
Closing net current assets	1,754	1,758	1,762	1,790	1,797

\* Net figure incorporating trading profits

The detail of these figures can be found in the rolling five year forecast which is reviewed annually by the Senior Leadership Team (SLT) and the Board. At 31 March 2014, the beginning of the strategic review period, the Museum had unrestricted cash reserves of a little over £700k, meaning that the significant deficits budgeted in 2014-15 and 2015-16 were not sustainable. The SLT therefore put in place the plans noted above to address this position. These have proven successful, with c.£300k p.a. of efficiency savings made, moving the deficit position to a surplus, and giving the Museum the ability to respond to further challenges such as the rates increase of £150k p.a. from 2017-18 onwards.

In line with best practice in the charitable sector and against the backdrop of economic uncertainty and a major capital project, the Museum is aiming to retain self-generated unrestricted funds



sufficient to cover between two and three months of expenditure (which equates to not less than £1.6m).

Table 2 - Restricted Projects (including the Centenary programme+):

	2016-17 £000 Anticipated Outturn	2017-18 £000 Budget	2018-19 £000 Forecast	2019-20 £000 Forecast	2020-21 £000 Forecast
Opening net current assets	5,187	7,444	2,865	2,760	2,045
Income	5,725	7,220	4,778	1,535	586
Expenditure	4,026	15,781	3,753	1,120	546
<b>Totals – Restricted (deficit)/surplus</b>	<b>1,697</b>	<b>(8,561)</b>	<b>1,025</b>	<b>415</b>	<b>40</b>
Loan & repayments	560	3,982	(1,130)	(1,130)	(1,130)
Closing net current assets	7,444	2,865	2,760	2,045	955

+ Including forecast loan income and repayments

The restricted surplus brought forward from 2015-16 and the anticipated surplus outturn for 2016-17 shown above represent the surplus of fundraising over expenditure on the Centenary programme to date, with the main capital expenditure showing in the 2017-18 budget and beyond.

In seeking to deliver the key strategic priorities, the next four years of these forecasts include funds for the Centenary project (£25.6m) to interpret the RAF story together with further investment in exhibitions across the sites, funds and staff time in order to deliver the collections review as part of the focusing of the collection, and significant investment in the IT infrastructure (>£300k), buildings and estate (>£1m) and staff training (>£400k) . underpinning the Museum's commitment to investing in people and the estate. In order to deliver the organisation's RAF Centenary Programme in 2018, the Museum has taken a loan facility from Government of £5.6m to enable the works to be undertaken whilst fundraising continues.

In addition, work will continue on planning and developing the Centenary legacy programme for Cosford.

#### 4.2 Key underlying assumptions

- Grant in Aid income remains frozen for the period
- Salary inflation in the range of 1% to 3% through the period. The Museum has committed within this to seek to protect the lowest paid staff
- Improved efficiencies through restructuring and working practices
- Utilities inflation at 2% p.a. . whilst this is likely to be greater than 2%, the Museum is seeking to offset increases above 2% p.a. through operational efficiencies which will require investment in green infrastructure
- Retendering of major contracts through the period to deliver savings
- Increased commercial revenues following the implementation of the commercial strategy and the additional opportunities provided by the Centenary project
- 2020-21 sees the initial results of the fundraising efforts for the RAF Centenary Legacy Programme

- A significant increase in business rates following the 2017 ratings valuations
- Significant investment in IT and digital provision over the period
- Other expenditure inflation is assumed to be 2%.

The major sensitivities in relation to the five year plan are:

- The risk of a reduction in GIA from 2017/18 onwards, and the inability to match any such GIA reduction with cost savings or additional commercial revenue
- Any unforeseen major building maintenance
- Unforeseen major costs of maintaining large aircraft currently not under cover
- A shortfall in fundraising . both Centenary and core
- Inability to capitalise on commercial opportunities
- That the budgets and forecasts reflect the impact of the centenary works on the core business
- Macro-economic factors such as the impact of Brexit on everything from visitor numbers to utilities prices and other areas potentially impacted by market uncertainties
- Outcome of Centenary re-development works on both visitor numbers and income generation.

As an illustrative example - the impact of a change in inflation, due to macro-economic factors largely beyond the Museum's control, on the operational expenditure figures shown in table 1 above, would have the following impact on the unrestricted surplus/deficit position is shown in the table below:

		2016-17 £000 Anticipated Outturn	2017-18 £000 Budgeted	2018-19 £000 Forecast	2019-20 £000 Forecast	2020-21 £000 Forecast
Inflation increase	As forecast	<b>66</b>	<b>4</b>	<b>4</b>	<b>28</b>	<b>7</b>
	+1%	22	(43)	(47)	(23)	(45)
	+2%	(22)	(91)	(99)	(74)	(96)
	+3%	(66)	(138)	(150)	(126)	(148)

NB. All sensitivities will be reviewed regularly by SLT and the Finance committee and the plan will be updated for any changes.

### 4.3 Key Performance Indicators

The Museum currently assesses performance using the indicators below to measure progress in delivering the Strategic Plan.

RAF Museum Strategic Plan 2015-2020 (updated to 2016-2021)

<b>Key Performance Indicator</b>	<b>2016-17 Anticipated Outturn</b>	<b>2017-18 Targets</b>	<b>2018-19 Targets</b>	<b>2019-20 Targets</b>	<b>2020-21 Targets</b>
<b>Visitor numbers (including events such as the Cosford Air Show)</b>					
- London	335,625	247,250	550,000	495,000	475,000
- Cosford	350,440	384,750	398,000	398,000	402,000
<b>Self-Generated income</b>	3,102,200	3,073,507	3,296,246	3,449,446	3,594,730
<b>GIA income as a percentage of total income</b>	74%	74%	73%	72%	71%
<b>Number of formal learning visitors</b>					
- London	33,769	27,015	34,444	35,133	35,836
- Cosford	27,390	27,938	28,497	29,066	29,648
<b>Visitor satisfaction ratings*</b>					
Enjoyment					
- London	90%	90%	92%	92%	92%
- Cosford	90%	90%	90%	90%	90%
Value for Money					
- London	90%	90%	90%	90%	90%
- Cosford	90%	90%	90%	90%	90%
Likelihood to recommend					
- London	75%	75%	77%	77%	77%
- Cosford	75%	75%	75%	75%	75%
<b>Social media interaction (no. of Facebook followers, Twitter users and YouTube and Instagram subscribers)</b>	90,000	126,000	176,400	246,960	345,740

These are reported to the Board and the MOD as its sponsor body and are being developed to help monitor activity, and in many instances, benchmark progress internally and externally.

These indicators will be refined further over the course of this plan, taking into consideration the impact of the capital works at London and how they can reflect the strategic priorities of the Museum.

## 5. Strategic Plan Overview 2016-2021

	2016-17	2017-18	2018-19	2019-2020	2020-2021
<b>Strategic Objective 1</b>					
<b>Interpret the RAF story</b>					
Centenary Programme Phase 1	Deliver FWW programme activities including Learning, Events and Volunteering	Deliver FWW programme activities including Learning, Events and Volunteering	Deliver FWW programme activities including Learning, Events and Volunteering  Evaluate full programme	N/a	N/a
Centenary Programme Phases 2A, 2B and 3	Develop the 'Centenary Programme' and associated fundraising plan, including exhibitions and associated activities	Develop the 'Centenary Programme' and associated fundraising plan, including exhibitions and associated activities	Deliver the 'Centenary Programme' - completing site development for June 2018  Deliver the 'Centenary Programme' associated activities Yr 1	Deliver the 'Centenary Programme' associated activities Yr 2	Deliver the 'Centenary Programme' associated activities Yr 3  Evaluate full programme
Centenary Legacy Programme: Cosford	Develop business case and master plan for Cosford capital redevelopment including discussions with DIO re real estate	Undertake fundraising feasibility study and prepare strategy based on the Masterplan	Develop concept designs for Cosford re-development;  Prepare & submit HLF bids as identified from Fundraising Strategy for Cosford re-development	Continue Fundraising Strategy for Cosford re-development  Work to HLF/funded timetable for design development	Continue Fundraising Strategy for Cosford re-development  Work to HLF/funded timetable for design development and delivery
Centenary Legacy Programme: London		Make interim improvements to Hangars 3, 4 and 5	Make interim improvements as required	Develop business case and plans for London capital redevelopment Phase 4	Undertake fundraising feasibility study and prepare strategy based on the Business case and plans

RAF Museum Strategic Plan 2015-2020 (updated to 2016-2021)

	2016-17	2017-18	2018-19	2019-2020	2020-2021
<b>Strategic Objective 1</b>					
<b>Interpret the RAF story</b>					
Exhibitions Programme	On hold for RAF Centenary Programme	On hold for RAF Centenary Programme	On hold for RAF Centenary Programme	Develop a temporary exhibition strategy and accompanying 5 year plan	Rollout Strategy Yr 1
Digital Experience Programme	Introduce the Digital Strategy Phase 1 and roll out associated action plan  Develop 5 year Digital Experience Strategy	Deliver Digital Experience Strategy Yr 1	Deliver Digital Experience Strategy Yr 2	Deliver Digital Experience Strategy Yr 3	Deliver Digital Experience Strategy Yr 4
Research Programme	Deliver phase 3 of Research Strategy	Deliver phase 4 of Research Strategy	Deliver phase 5 of Research Strategy  Evaluate development and delivery of Research Strategy/prepare new 5 year strategy and plan	Deliver Research Strategy Yr 1	Deliver Research Strategy Yr 2
Access and Learning Programme	Further development of STEM programme & spaces for London;  Deliver A&L Strategy Yr 1	Delivery of new STEM spaces at London;  Deliver A&L Strategy Yr 2	Delivery of Year 1 STEM programme at London;  Deliver A&L Strategy Yr 3	Delivery of Year 2 STEM programme at London;  Evaluate strategy and prepare new 5 year strategy and plan	Delivery of Year 3 STEM programme at London;  Deliver A&L strategy Yr 1

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	2016-17	2017-18	2018-19	2019-2020	2020-2021
<b>Strategic Objective 2</b>					
<b>Focus the collection</b>					
VC10 Project	Deliver facilitation works	Develop internal space for public use eg learning/ corporate hire			
Collections Development Programme	Deliver Collections Review Yr 3  Develop/ identify digitisation and digital storage, asset management & sharing solutions (DAMS)	Deliver Collections Review Yr 4  Procure identified digital storage, asset management & sharing solutions	Deliver Collections Review Yr 5  Migrate current data to new Digital Asset Management systems and 'go live'	Evaluate progress and strategy; prepare new 5 year plan  Evaluate new system; plan next steps  Review conservation services and related commercial opportunities	Deliver Yr 1 of plan

RAF Museum Strategic Plan 2015-2020 (updated to 2016-2021)

	2016-17	2017-18	2018-19	2019-2020	2020-2021
<b>Strategic Objective 3</b>					
<b>Invest in the Museum</b>					
Staff Development Programme	<p>Continue to work with all teams to improve visitor focus and experience, increasing revenue and making efficiency improvements</p> <p>Continue organisational review including salary framework</p> <p>Develop and introduce Staff Development Strategy and associated plans including succession planning and new appraisals system</p>	Deliver staff development programme Yr 1	Deliver staff development programme Yr 2	Deliver staff development programme Yr 3  Evaluate programme and plan next steps	Deliver next stage staff development programme
Sites' Maintenance Programme	Create & roll out a 5 yr maintenance plan aligned with masterplans for both sites	Deliver site maintenance plan Yr 2	Deliver site maintenance plan Yr 3	Deliver site maintenance plan Yr 4	Deliver site maintenance plan Yr 5  Evaluate and create new 5 year maintenance plan
IT Programme	Draft 5 year IT Strategy and plan	Finalise IT strategy and plan.  Deliver Yr 1	Deliver IT strategy Yr 2	Deliver IT strategy Yr 3	Deliver IT strategy Yr 4
Commercial Programme	Deliver the strategy and related action plans Yr1	Deliver the strategy and related action plans Yr2	Deliver the strategy and related action plans Yr 3  Evaluate progress and prepare new 5 year strategy and plan	Deliver Commercial Strategy Yr 1	Deliver Commercial Strategy Yr 2

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	2016-17	2017-18	2018-19	2019-2020	2020-2021
<b>Strategic Objective 3</b>					
<b>Invest in the Museum</b>					
Visitor Experience Programme		Develop Visitor Experience commitment paper and associated plan	Deliver Visitor Experience action plan Yr 1	Deliver Visitor Experience action plan Yr 2	Evaluate Visitor Experience and plan next steps
Corporate Risk Management	Develop a new Corporate Risk Management strategy and policy	Annual review	Annual review	Annual review	Annual review
Business Continuity Programme		Research and consult to develop a new Business Continuity Strategy and action plan  Consult on position/ requirements for the London Control Room and plan in response to recommendations	Sign off and roll out the strategy and related action plan Yr1	Deliver the strategy and related action plan Yr2	Deliver the strategy and related action plan Yr3
Health and Safety Programme	Review and improve the H&S governance and reporting structures	Continue to improve H&S management through iteration and annual review and report	Continue to improve H&S management through iteration and annual review and report	Continue to improve H&S management through iteration and annual review and report	Continue to improve H&S management through iteration and annual review and report



## **6. Review of the RAF Museum Strategic Plan**

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This plan will be reviewed annually as part of the Museum's business planning cycle. A detailed overview of the strategic direction and plans including stakeholder consultation will begin in autumn 2018.

**Sir Glenn Torpy, Chairman**

**Maggie Appleton, Chief Executive Officer**

**Royal Air Force Museum**

## Appendix 1 Stakeholders

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The RAF Museum has a broad range of stakeholders; please see the RAF Museum's Communication Strategy and Stakeholder Management Plan for further details.

The Royal Air Force Board	
Air Historical Branch	Lincolnshire County Council
Arts Council England	Local communities
BAE Systems	London Borough of Barnet
Barnet & Southgate College	Middlesex University
Bomber Command Association	Ministry of Defence
British Aircraft Preservation Council	Museums Association
British Council	National Apprenticeship Service
Charity Commission	National Museum Directors Council
Colindale Community Trust	RAF Air Command
Culture 24	RAF Cosford
Defence industry	RAF Family of charities
Defence Infrastructure Organisation	RAF Historical Society
Department for Business, Innovation & Skills	RAF Museum American Foundation
Department for Culture, Media & Sport	RAF Museum Enterprises Ltd
Department for Trade & Industry	RAF Museum members
Department for Communities & Local Government	RAF Museum staff
English Heritage	RAF Museum volunteers
European Regional Development Fund	Shropshire Council
Foreign Office	Telford & Wrekin Council
Heritage Lottery Fund	Visit Britain
Imperial College London	Wolverhampton University

