



**MINUTES OF THE 213th MEETING OF
THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM
HELD AT THE COSFORD SITE ON MONDAY 27 SEPTEMBER 2021**

Members Present:	Sir Andrew Pulford (Chair)	(AP)
	Ms Maggie Appleton (CEO)	(MA)
	Mr John Banks	(JB)
	Ms Laurie Benson	(LB)
	Dr Carol Cole	(CC)
	David Cooper	(DC)
	Dr Rodney Eastwood	(RE)
	Mr Matthew Gilpin	(MG)
	Ms Julie McGarvey	(JM)
	AM Peter Ruddock	(PR)
	Mr Nick Sanders	(NS)
In attendance	Ms Marguerite Jenkin (Director of Finance and Resources)	(MJ)
	Mr Barry Smith (Director of Visitor and Commercial Development)	(BS)
	Ms Karen Whitting (Director of Content and Programmes)	(KW)
Minutes	Mrs Vanessa White – (PA to the CEO)	(VW)

A Trustee only session took place ahead of the full meeting.

ITEM 1 – CHAIR’S OPENING REMARKS / APOLOGIES FOR ABSENCE / CONFLICTS OF INTEREST

- 1.1 ■ welcomed new Trustees to their first full Board meeting.
- 1.2 ■ congratulated ■ and staff on a successful summer.
- 1.3 Apologies for absence were received from ■
- 1.4 There were no new conflicts of loyalty or interest reported.

ITEM 2 - APPROVAL OF MINUTES, MATTER ARISING, REVIEW OF ACTIONS TABLE

- 2.1 The minutes of the Board meeting held on 5 July 2021 were approved.
- 2.2 The Board is content to remove the completed actions from the actions log.
- 2.3 (5.7) ■ reported that the Museum awaits a decision from MinLords on the pay remit. ■ advised (for new Trustees) that the Museum had taken a zero pay rise the previous year due to COVID.

- 2.4 (8.4) A paper on the digitisation of the collection will be reported to the Development Committee in November.
- 2.5 (12.5) ■ advised that ■ had walked the space with the Head of Estates and a plan is in place to work on the London landscaping. Once the area is back to the original Centenary landscaping plan the team will take another look (ongoing).
- 2.6 (11.2) Fundraising Ethics workshop (ongoing)
- 2.7 (3.2) Colindale station works (ongoing)
- 2.8 (3.3) The annual RAFMAF dinner in October has been cancelled due to COVID restrictions. ■ will take the RAFMAF MOU forward.
- 2.9 ■ reported that the accounts have now been laid before Parliament and given a clean bill of health.

ITEM 3 - BOARD REPORTING, OVERSIGHT AND COMMITTEE STRUCTURE

- 3.1 ■ introduced the previously circulated paper to discuss the responsibility and remit of committees and shared benchmarking with other museum committees. She asked that Trustees consider both committee effectiveness and the number of meetings in their reflections.
- 3.2 Following discussion, the Board agreed that the Finance and Audit and Risk Committees should be kept separate.
- 3.3 ■ advised that ARC manage the risk of IT and Estates but the resources are run through the Finance committee
- 3.4 ■ highlighted the difference between IT to run the Museum and the digital experience.
Agreed: The Board agreed that Collections should report to the main Board quarterly in the Executive appendix with an annual deeper dive and that the support Committees should be:
- Finance and Resource Committee
 - Audit and Risk Committee
 - Major Projects and Programmes Committee
 - Nominations and Governance Committee
 - Staffing and Remuneration Committee

ITEM 4 - COSFORD MASTER PLAN MAJOR OPTIONS

- 4.1 ■ reported that following the focus on the London site for the RAF's Centenary and the successful fundraising of £26M, the focus was now on the long term regeneration of Cosford, the need for which was highlighted as part of Strategy 2030. The Development Committee had looked at the major programmes and those with the best impact and fundability and had agreed on their preferred option.
- 4.2 ■ shared a presentation and highlighted the reasons behind and the outcomes required from the Cosford Masterplan:
- Increase reach and income
 - Increase / deepen community engagement

- Increase the diversity of our Cosford audience, volunteers and staff
- Share the whole RAF story with accent chapters
- Share our stored collection
- Improve visitor experience and security.

4.3 ■ advised that the Development Committee unanimously recommended the hybrid option with an immediate intent to raise the amount required to build the full resource hub and enable the Museum to leave Stafford.

Action: ■ to arrange a visit to Stafford

ITEM 5 – AIRCRAFT TRANSFERS APPROVAL

5.1 ■ thanked the task and finish group for their assistance in assessing which items should be retained or disposed of for approval by the full Board.

5.2 All items have been through the Museums Association ethics procedure. The Museum has a disposals policy which will be circulated to the Board for the December meeting.

5.3 ■ advised that the Museum cannot dispose of accessioned items for financial reasons. All items up for transfer must first be offered to other Museums, then other organisations who would display the items for the public. The collections review means that each of our objects is discussed by the collections review team.

5.4 ■ outlined the positive outcome of stored items going on display elsewhere. ■ advised that once earmarked for transfer the Museum initially advertises with interested organisations, notably through the Museums Journal and the War and Conflicts Network.

5.5 **Approved: The Board approved the Aircraft Transfer Disposals list below:**

Object Number	Aircraft Name
1989/0305/A	Auster C.4
85/A/8	Avro 707C
84/A/1168	Bristol Sycamore HR. 14
1996/0171/A	De Havilland D.H.60M Gipsy Moth
79/A/1729	Fairchild Cornell Mk. II
1986/0038/A	Gloster Meteor T.7mod
X001-3447	Hafner Rotachute Mk.III
T110386 [2 of 3]	Hang Glider (disassembled, civilian)
84/A/1166	Hawker P.1052
82/A/995	Lockheed SP-2H Neptune
84/A/888	North American B-25J Mitchell
1990/0692/A	North American P-51D Mustang
1990/1040/A	Slingsby Type 21B Sedbergh TX.1
84/A/1170	Supermarine Type 517
66/A/1263	Westland Dragonfly HR.1
78/A/612	C.A.S.A. 352L
69/A/218	De Havilland Dominie Mk. II
1998/0219/A	De Havilland Vampire FB.5
X003-1404	European Industries EH.101
79/A/1086	Fairey Jet Gyrodyne

1987/0025/A	Folland Gnat F.1
X001-2524	Gloster Javelin FAW.9
1998/0220/A	Hawker P.1121
71/A/933	Lakes Waterbird
70/A/352	Morane-Saulnier BB
83/A/246	Slingsby Type 30 Prefect

ITEM 6 – EXECUTIVE REPORT

- 6.1 ■ highlighted the excellent visitor figures at both sites. Both London and Cosford had exceeded the figures for August 2019 and Cosford had achieved the best August figures on record.
- 6.2 ■ asked if the Museum intended to continue with online booking. ■ reported that visitors can book on site but are also able to walk up. ■ reported that the Museum would be incentivising visitors to book online and would remove the ‘timed booking’ signs from the site and online so that no visitors are deterred.
- 6.3 ■ advised that the Board away day would include a review of Strategy 2030 as well as project approvals and hoped that Trustees would be able to stay on in the evening for wider discussions.
- 6.4 ■ thanked the Museum team for their work and success of the recent Cosford Reception and Battle of Britain Dinner.
- 6.5 The Board was happy with the activity appendix to the executive report and ■ asked that MBCC updates be included in the future. ■ highlighted the Women in Defence Awards which the A&L team and its Head had both been shortlisted for.

ITEM 7 – HEALTH AND SAFETY REPORT, Q1

- 7.1 ■ advised that the main activity during Q1 has been around re-opening experiences post-COVID. The period has seen no major incidents but, a number of minor ones, mainly due to the large numbers of visitors onsite.
- 7.2 ■ asked about replacing the lift in H4. ■ advised that the Estates team did not think the lift needed replacing but that a replacement circuit board would rectify the problem.
Action: ■ to email Trustees as soon as a date is set for the final fix
- 7.3 ■ asked that trend graphs be reinstated and targets set. Following discussion, it was agreed that the trend graphs are useful and that ■ should look into benchmarking with the ALVA group.
Action: ■ to include the H&S trend graphs in future reports and explore benchmarking possibilities

ITEM 8 - REPORTS FROM COMMITTEES AND ASSOCIATED BODIES

Finance

- 8.1 The Board noted the Finance Committee Report.

Development

8.2 ■ advised that the Committee is picking up and mapping out digitisation as part of Strategy 2030.

8.3 The Board noted the Committee Report.

RAFMEEL

8.4 ■ advised that the fuel and driver shortage had not yet impacted on deliveries to the Museum, but delivery is costing more.

8.5 The Board noted the RAFMEEL report.

ITEM 9 – BOARD PROGRAMME

9.1 1 December Strategy Day at the RAF Club.

ITEM 10– REFLECTIONS ON THE MEETING

10.1 ■ to send the consolidated papers to the Board on the morning of the meeting.

Action: ■ to look at Diligence software for circulation of Board papers

ITEM 11 – AOB

11.1 Next meeting 20 December, 2.00pm – 6.00pm, London site
1.00pm - Meet the London team
1.30pm - Lunch available
2.00pm - Board meeting