



**MINUTES OF THE 211<sup>th</sup> MEETING OF  
THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM  
HELD VIA VIDEO CONFERENCE CALL ON  
MONDAY 29 MARCH 2021**

Members Present:	Sir Andrew Pulford (Chair)	(AP)
	Ms Maggie Appleton (CEO)	(MA)
	Ms Laurie Benson	(LB)
	Dr Carol Cole	(CC)
	Dr Rodney Eastwood	(RE)
	Mr Richard Holman Ms	(RH)
	Catriona Lougher	(CL)
	Ms Julie McGarvey	(JM)
	Mr Andrew Reid	(AR)
	Mr Nick Sanders	(NS)
	Mr Michael Schindler	
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)
	Simon Standish (external Board Effectiveness facilitator)	(SS)
	Air Cdre Catherine Coton	(ACC)
Minutes	Mrs Vanessa White – (PA to the CEO)	(VW)

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

**ITEM 1 – BOARD EFFECTIVENESS REPORT**

- 1.1 Following the Board-only discussion on Board effectiveness, ■ will discuss the way forward with ■ regarding the next stages for Board / SLT follow up.

**ITEM 2 – CHAIR’S OPENING REMARKS / APOLOGIES FOR ABSENCE / CONFLICTS OF INTEREST**

- 2.1 ■ welcomed ■ to the meeting.
- 2.2 There were no apologies for absence or conflicts of interest reported.

**ITEM 3 - APPROVAL OF MINUTES, MATTER ARISING, REVIEW OF ACTIONS TABLE**

- 3.1 The minutes of the Board meeting held on 14 December 2020 were approved.

- 3.2 The Board was content to remove the completed actions from the actions log.
- 3.3 (3.10) A&L Heads repurposing online content (**ongoing**)
- 3.4 (10.1) A Board Away day will take place in the future (**ongoing**)
- 3.5 (11.2) A Fundraising Ethics workshop will be held in 2021-22 (**ongoing**)
- 3.6 (3.2) Colindale tube station move (**ongoing**)
- 3.7 (4.9.9) RAFMAF MOU with AP for review (**ongoing**)

#### **ITEM 4 - APPROVAL OF 2021-22 BUDGET AND BUSINESS PLAN (INCLUDING VISITOR TARGETS DISCUSSED / SUPPORTED BY FINANCE COMMITTEE AND RAFMEL)**

##### **2021-22 Budget**

- 4.1 ■ advised that the key risk to the achievability of the budget for 2021-22 is the unpredictable number of visitors following Covid-19. However, the Museum team have done well to pull together a logical approach to visitor numbers with a cautious but steady growth from June onward. A further lockdown is not built into the budget.
- 4.2 Trustees recorded their appreciation to the RAF for their financial support towards losses due to Covid-19.
- 4.3 ■ reported a cautious approach to the budget and advised that the Finance Committee recommended the budget to the Board for approval. ■ reported that the budget is about recovery with a gradual return pattern of visitor numbers predicted

##### **2021-22 Business Plan (BP)**

- 4.4 ■ advised that the SLT have focussed their teams on a year of recovery.
- 4.5 Following discussion, the Board approved the 2021-22 Budget and Business Plan  
**Approved: The Board approved the 2021-22 Budget and Business Plan**

#### **ITEM 5 - STRATEGY 2030 - RECOMMENDATION FROM DEVELOPMENT COMMITTEE (DC) TO DEVELOP THE PRIORITY PROGRAMMES**

- 5.1 ■ advised that the DC had discussed the top priority projects and recommended Board approval for seed funding to progress projects to the next stage.
- 5.2 ■ advised that the prioritisation will concentrate the use of staff time and focus on those projects which will give the most reach, funding, etc. If a funder comes along with an interest in another project the Museum will remain agile to pull them forward if the Board considers it strategically sensible. None of the projects will go ahead without a business case.

- 5.3 Following detailed discussion, the Board approved the seed funding to develop priority programmes.

**Approved: The Board approved the seed funding to develop priority programmes**

#### **ITEM 6 – PAY REMIT 2021-22 - RECOMMENDATION FROM S&R COMMITTEE**

- 6.1 After discussion the Board agreed to discuss the main pay remit at its July meeting following the Chancellor's announcement and further steers from Government.

#### **ITEM 7 – AIRCRAFT DISPOSALS PROPOSAL**

- 7.1 As requested and ahead of the main Board papers, ■■■ had shared a paper on aircraft disposals.
- 7.2 ■■■ advised that the list was for the Board's consideration. Options could be no disposals, that a selection may go ahead or that all of them do to a certain stage, ie, permission to offer for gifting but, if unsuccessful, the list reports back to the Board before going out for sale.
- 7.3 After detailed discussion, ■■■ suggested a working group considers the disposals issue in further detail.

**Action: ■■■ to organise a follow up meeting to discuss the disposals process further**

#### **ITEM 8 – 2021-22 KPIs FOR APPROVAL**

- 8.1 ■■■ advised that the KPIs are high level for Board reporting to enable tracking of Strategy 2030. Other KPIs across the organisation are reported to RAFMEL, Board committees, or to SLT.
- 8.2 **Action: Board to provide any collections reporting KPI feedback to ■■■ ahead of the July meeting.**
- 8.3 **Approved: The KPIs were approved subject to the refinement of digital KPIs and a monitoring of the collections narrative report.**

#### **ITEM 9 – EXECUTIVE REPORT**

- 9.1 ■■■ advised that the Board recruitment advert had been extended to 6 April.

#### **ITEM 10 – COMMITTEE AND ASSOCIATED BOARD REPORTS**

- 10.1 ■■■ reassured the Board that 39 KPIs sit behind the Committee report. The Committee sought and was comforted that the Museum was following the letter and spirit of the law on the furlough scheme. The Committee was reassured that they gave their risk register the same scrutiny as other committees and the committee effectiveness review was positive.
- 10.2 The Finance report was covered earlier in the meeting.

- 10.3 The Audit and Risk report was noted with no comments.
- 10.4 ■ reported that the Development Committee had reviewed the IT strategy which was a great piece of work and suggested that the IT team be given more exposure to the Board.
- 10.5 The RAFMEL report was noted with no comments.

#### **ITEM 11 – BOARD PROGRAMME / MEETING REFLECTIONS**

- 11.1 **Action: Board to send any additional subjects for the Board Programme to ■**
- 11.2 **Action: ■ to include an annual fundraising update at the July Board**
- 11.3 **Action: Board / SLT to reflect on usefulness of the new agenda and report back to ■**

#### **ITEM 12 – POLICY APPROVALS LIST**

- 12.1 The list was circulated ahead of the meeting.

#### **Item 13 – AOB**

- 13.1 ■ thanked ■ for all she had done for the Museum during her term as a Trustee and advised that she would be invited back for lunch with the Board in the summer.
- 13.2 The next meeting is scheduled for Monday 5 July 2021 at the London site at 1.00pm. A back of house tour for those who would like to join will start at 11.00am.
- 13.3 ■ thanked ■ and the team for their work during this difficult year.