

**MINUTES OF THE 206<sup>th</sup> MEETING OF  
THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM  
HELD AT THE ROYAL AIR FORCE MUSEUM LONDON  
ON 2 DECEMBER 2019**

Members Present:	Sir Andrew Pulford (Chair)	(AP)
	Ms Maggie Appleton (CEO)	(MA)
	Mr Peter Bateson	(PB)
	Ms Laurie Benson	(LB)
	Dr Carol Cole	(CC)
	Dr Rodney Eastwood	(RE)
	Mr Richard Holman	(RH)
	Ms Catriona Lougher	(CL)
	Ms Julie McGarvey	(JM)
	Mr Nick Sanders	(NS)
	Mr Michael Schindler	(MS)
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)
	Air Vice Marshal Ian Gale (ACAS)	(AT)
	Maj Gen (Ret) Fred Roggero USAF (Chair of RAFMAF)	(FR)
Minutes	Emma Mistry (Assistant PA to SLT)	(EM)

**Item 1 - TRUSTEES CLOSED SESSION**

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

- 1.1 ■ extended a warm welcome to ■ who will represent the RAF at Board Meetings. ■ also welcomed Major General (Ret) Fred Roggero USAF, formerly President and now the new Chair of RAFMAF.
- 1.2 ■ reported that her period at the Charity Commission has ended and she is now advising the Intellectual Property Office
- 1.3 Apologies for absence were received from ■
- 1.4 ■ reported that the RAFMAF Dinner in October commemorating the Berlin Airlift was a great success.
- 1.5 ■ reported that he and ■ attended the RAFMAF Board meeting to discuss the MOU. RAFMAF will now develop their own strategy document to link with the Museum.

### **Item 3 - APPROVAL OF MINUTES AND MATTER ARISING**

- 3.1 The minutes of the 23 September 2019 Board meeting were approved subject to minor amendments.

#### **Item 3 Appendix 2 Action Table**

- 3.2 (3.2) ■ reported that a recent update on Colindale tube station suggested the station closure is now likely to be reduced to 12 weeks, rather than the 18 weeks originally proposed. Although it has not yet been confirmed, TfL now expect the closure to begin in early 2021, rather than September 2020.
- 3.3 (4.7) Trustees felt that the Collections Review summary has been a useful addition to the Executive Report.
- 3.4 (4.11) ■ reported that discussions on KPIs are ongoing to ensure they best meet both Trustee and SLT requirements. There was discussion about the number of KPIs currently listed and how tactical or strategic they were. ■ noted that the list comprises those requested by Trustees as part of the work on Strategy 2030.
- 3.5 (8.7) ■ has provided a report on the Simulator to the RAFMEL Board. ■ has provided a report on the Museum's Gallery digital experiences.
- 3.6 (10.2) The Emergency Plan had been discussed at the A&R Committee.

### **Item 4 - EXECUTIVE REPORT**

- 4.1 The executive summary draws from the 2019-20 Business Plan, the Museum's Strategic Risk Register and Corporate Risk Register to give all trustees an overview of the SLT's key concerns and priorities.
- 4.2 ■ suggested that an awayday in the spring will be an opportunity to reaffirm the strategies and develop further the KPIs required for the Board.
- 4.3 Trustees reviewed the Strategic Risk Register. ■ commented that the SLT has a good risk framework in place and reported a growing understanding of risk from wider staff with a clear process of departmental and team risk register review. It has been agreed that the new internal auditors facilitate a workshop with SLT and A&R Committee Trustees to ensure the strategic risk register is appropriate, to develop the risk assurance framework and develop the Museum's risk appetite and tolerance levels.
- 4.4 ■ advised that risk appetite needs to be owned by the full Board and ■ suggested that a deep dive around risk may be discussed at the awayday.
- 4.5 ■ reported that, at the end of November, visitor figures are just 1% behind the 900,000 annual target, which is 28% ahead of pre-Centenary levels.
- 4.6 Trustees discussed the annual Access and Learning report and asked SLT to pass on their congratulations to the teams from both sites for another excellent year.

### **Item 5 - FUNDRAISING**

## **Fundraising Strategy**

- 5.1 [REDACTED] presented the Fundraising Strategy 2019-2030 for discussion and approval.

**Approval: The Board approved the Fundraising Strategy 2019-2030.**

## **RAFMAF Update**

- 5.2 [REDACTED] gave a briefing on RAFMAF which was founded in 2002 and receives no government funding. RAFMAF champions the relationship between the US and UK Air Forces and, in 2009, instituted the Sword of Honour to be presented annually to one RAF and one USAF exchange officer who has contributed the most in the previous year to the relationship between the two nations and their air forces.
- 5.3 RAFMAF recently set up a Learning Fund for the RAF Museum. This year the project focused on the Berlin Airlift to complement the theme of the RAFMAF dinner. The theme for 2020 will be Space.
- 5.4 The next Spirit of the Battle of Britain dinner will be held on 30 September 2020 in Washington DC.

## **Item 6 – S&R COMMITTEE**

### **Appendix 1 Summary and Minutes from 12.11.19**

- 6.1 [REDACTED] reported that safeguarding lines have been updated in all departmental risk registers.
- 6.2 [REDACTED] is the Trustee responsible for Safeguarding.
- 6.3 The Trustees responsible for Whistleblowing are [REDACTED].

### **Appendix 2 - Annual Safeguarding Report to S&RC**

- 6.4 [REDACTED] reported that a specific Board Safeguarding briefing will be delivered next year.  
**Action: [REDACTED] to organise a Board briefing/training session on Safeguarding – potentially via an additional half hour session before / after a Board meeting.**

## **Item 7 –DEVELOPMENT COMMITTEE**

### **Appendix 1 Summary and Minutes from 15.11.19**

- 7.1 [REDACTED] reported that NLHF Expression of Interest approvals have now been postponed until after the General Election. The team will continue to work on the two-track plan for gaining NLHF support – either national or regional.

## **Item 8 – FINANCE COMMITTEE**

### **Appendix 1 Summary and Minutes from 15.11.19**

- 8.1 [REDACTED] updated the Board on the Museum's Royal Charter application. The target date for completion is 1 April 2021.

### **Appendix 2 RAFM Finance Summary Report, Q2 2019-20**

## **Item 9 – A&R COMMITTEE**

### **Appendix 1 Summary and Minutes from 14.11.19**

- 9.1 ■ reported that the cyber security specialist for BDO conducted the cyber security audit and presented the findings to the Committee. The IT Team have made extensive progress moving from red to a green/amber rating.
- 9.2 ■ reported that the new internal auditors RSM have been appointed across the three service museums which will help the Museum to share working practices.

## **Item 10 – RAFMEL BOARD**

### **Appendix 1 Summary and Minutes from 14.11.19**

- 10.1. There were a number of key issues that were discussed at RAFMEL Board:
- Q2 performance review
  - Visitors number projections for 2020-21
  - Performance Review of Commercial Experience at RAF Museum London and Cosford
- 10.2 ■ reported that extreme temperatures reduced visitor numbers by up to 45% during a three-week period over the summer. However, following a strong autumn, the Museum is now on track to achieve the annual target of 900,000 visitors.

### **Appendix 2 RAFMEL Finance Summary Profit & Loss, Q2 2019-20**

- 10.3 ■ shared the RAFMEL Finance Summary Profit & Loss, Q2 2019-20

## **Item 11 – GOVERNANCE MATTERS**

### **Nominations and Governance Committee report 02.12.19**

- 11.1. ■ reported that the Nominations Committee met that afternoon. The Committee discussed a Board skills audit and performance questionnaire which will be sent to Trustees in the New Year. There will be an awayday organised during March / April 2020 to review Trustee roles and governance.
- 11.2 ■ asked for Board approval to amend the name of the Committee to Nominations and Governance Committee to better describe its role. The Committee is looking at its ToR to deconflict overlaps with the S&R Committee after which they will be circulated to the Board.
- Approval: Trustees approved the change of name to Nominations and Governance Committee**

## **Item 12 – ANY OTHER BUSINESS**

- 12.1. Next Meeting – 23 March 2020 at 1.00–4.00pm in the Boardroom at RAF Museum London.