



**MINUTES OF THE 204th MEETING OF
THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM
HELD AT THE ROYAL AIR FORCE MUSEUM LONDON
ON MONDAY 8 JULY 2019**

Present:	Sir Andrew Pulford (Chair)	(AP)
	Ms Maggie Appleton (CEO)	(MA)
	Mr Peter Bateson	(PA)
	Ms Laurie Benson	(LA)
	Mr Rodney Eastwood	(RE)
	Mr Richard Holman	(RH)
	Ms Catriona Lougher	(CL)
	Ms Julie McGarvey	(JM)
	Mr Andrew Reid	(AR)
	Mr Nick Sanders	(NS)
In attendance	Marguerite Jenkin (Director of Finance and Resources)	(MJ)
	Emma Mistry (PA to SLT)	(EM)
	Barry Smith (Director of Visitor and Commercial Development)	(BS)
	Karen Whitting (Director of Content and Programmes)	(KW)
	Vanessa White (PA to CEO)	(VW)

ITEM 1 - APOLOGIES FOR ABSENCE/CONFLICTS OF INTEREST

1.1 Apologies for absence were received [REDACTED]

1.2 No conflicts of interest were declared.

ITEM 2 - CHAIR'S OPENING REMARKS

2.1 [REDACTED] said that he looked forward to his tenure as Chair and congratulated [REDACTED] on their mammoth 101 walk to raise funds for the Museum.

ITEM 3 - APPROVAL OF MINUTES AND MATTER ARISING

3.1 The minutes of the 18 March 2019 Board meeting were approved.

3.2 (5.12) The rationale for the car parking income moving to RAFMEL had been discussed and agreed at the Finance Committee meeting.

- 3.3 (5.13) [REDACTED] had provided industry standard digital and media engagement measurement information to the Museum.

ITEM 4 - EXECUTIVE REPORT

- 4.1 [REDACTED] advised that the Strategic Plan would be launched at the Cosford Reception in September.
- 4.2 [REDACTED] drew the Board's attention to current partnership working with RAF Cosford and the Cosford Air Show team and the London Borough of Barnet which saw the Borough's Armed Forces Day held at the London site on 29 June.
- 4.3 [REDACTED] outlined the quarterly staff forums and Percy Awards for colleagues going the extra mile. [REDACTED] presented a Percy Award to [REDACTED] and thanked him and [REDACTED] for their 101 sponsored walk and support in raising funds for the Museum.

4.4 **Collections Development Policy – for approval**

Following input from Trustees it was agreed that [REDACTED] update and circulate the revised policy for email approval from the Board ahead of the Museum's Accreditation submission in September.

4.5 **Business plan monitor for info/discussion - Q4**

4.5.1 **KPI dashboard**

Performance Indicators showed that the Museum performed above audience targets in 2018-19 and that the first quarter of 2019-20 had shown performance slightly above target.

4.5.2 **Approved: Subject to minor updates, the Board approved the KPI Framework**

ITEM 5 - RESEARCH BOARD

- 5.1 The Board welcomed [REDACTED], Head of Air Historical branch and Chair of the Museum's Research Board, to the meeting. [REDACTED] had previously circulated his annual report and advised that Professor Martin Loomes was to retire from the Board to coincide with his retirement from Middlesex University. Professor Loomes had recommended that Balbin Barn, Professor of Computer Science at Middlesex University, be appointed as his successor. The Board were happy with the suggestion of Professor Barn and [REDACTED] would discuss with the Research Board.
- 5.2 [REDACTED] reported that the Research Board had conducted a one-day workshop with Museum staff to get a better insight into the Museum's viewpoint on research.

- 5.3 █ advised he had met with individual members of staff to encourage them to develop their own research expertise. It had been a useful opportunity and well received. █ would follow up with the team, repeat the process, and encourage them going forward.
- 5.4 █ reported that the Museum Research Board awards had been given and the Undergraduate prize winner was particularly impressive. The Masters prize had gone to a candidate for her paper on the Mythologilisation of the Dams Raid. The PhD prize winner had, impressively, learned Swedish as part of her studies into the case of the UK, Polish and Swedish Air Forces. .
- 5.5 The Research programme had been circulated previously with the Research Board report. █ was keen to have more podcasts and blogs available which had already begun and which the Museum would be building on.
- 5.6 █ advised that PhD student Sophy Gardner's lecture attracted 150 people to the RAeS.
- 5.7 Collaborative research programmes were going well and Sophy Gardner was expected to gain her PhD this year. PhD student, Edward Young, gave a lecture at the RAeS and was progressing well. **SC** advised that Edward was based in the US and should provide an impressive PhD.
- 5.8 █ thanked █ for his report and offered any assistance the Board might give.

ITEM 6 - AUDIT AND RISK

- 6.1 **Summary and Minutes from the meeting on June 2019 and draft Annual Report and Financial Statement to 31 March 2019**
- 6.1.1 █ advised that the main focus of the Committee was on the report and accounts which were good with no major judgements, new disclosures or sensitive items to report.
- 6.1.2 █ said that the timetable was tight but the outstanding items had been dealt with and a clean audit opinion received. The NAO were very complimentary on the help and support from █ and her team. The Letter of Representation was standard.
- 6.1.3 The Audit and Risk Committee were happy to recommend Board approval of the annual report and accounts.
Approved: The Board approved the signing of the accounts.
- 6.2 The Board gave a vote of thanks to █ and her team with special thanks to ██████, Head of Finance, who would be leaving the Museum at the end of July.
- 6.3 █ advised that there would be further discussions at the Audit and Risk Committee on strategic risk and suggested there would be merit on a

regular Board risk workshop. [REDACTED] confirmed that the Museum now had all GDPR documentation in place. There was nothing to report on bribery, corruption or whistleblowing.

ITEM 7 - FINANCE COMMITTEE

- 7.1 **Summary and minutes from the meeting on 24 June 2019-for information**
- 7.2 [REDACTED] reported that the Museum finances were strong but advised some caution. Fundraising was the biggest risk and there were also ambitious projections for commercial revenues.
- 7.3 [REDACTED] advised that the Museum now held reasonable reserves and [REDACTED] flagged that following Committee discussion, the Board had approved that the Centenary Legacy Development fund be renamed the Strategy to 2030 Fund.
- 7.4 [REDACTED] informed the Board that the Museum had been looking into incorporation as a company limited by guarantee. [REDACTED] had met with three lawyers to discuss the matter and, following their advice, the Museum was now looking at Royal Charter (applications through the Privy Council) which offered the same legal advantages as incorporation.
Approved: The Board approved the direction of travel option of Royal Charter to be discussed at Finance Committee with recommendations brought to the September Board.

ITEM 8 – DEVELOPMENT COMMITTEE

- 8.1 **Summary and minutes from the meeting on 10 June 2019**
- 8.2 [REDACTED] reported that the Committee had looked at completion of the Centenary Programme and NLHF commitments to ensure the Museum was in a good place for future programmes.
- 8.3 The SLT were breaking down the Cosford master plan into phases and development and enabling works and more detail would be reported at the September meeting.

ITEM 9 – STAFFING AND REMUNERATION COMMITTEE

- 9.1 **Summary and minutes from the meeting on 3 June 2019**

ITEM 10 - RAFMEL BOARD

- 10.1 **Summary and minutes from the meeting on 10 June 2019**

ITEM 11 – ANY OTHER BUSINESS

- 11.1 An equalities monitoring form was circulated to the Board. All to complete and return to [REDACTED].
- 11.2 The next Board meeting was scheduled for **23 September 2019 at Cosford** followed by a joint reception with RAF Cosford and the RAF Cosford Air Show team at which the Museum's new strategy would be launched:

Meet the team 1.30-2.00pm
Board meeting 2.00-5.00pm
Stakeholder reception at 6.00pm for 6.30pm followed by overnight stay
Action: All to advise [REDACTED] if they would like overnight accommodation

ITEM 12 – GOVERNANCE MATTERS AND BOARD PROGRAMME

- 12.1 The new Head of Development would be invited to present to the September Board meeting.
Action: [REDACTED] to follow up
- 12.2 [REDACTED] would look at whether a risk appetite discussion could be included at the December Board meeting.
Action: [REDACTED]
- 12.3 [REDACTED] would schedule in a time for the Heads of Collections to present to the Board.
Action: [REDACTED]
- 12.4 [REDACTED] asked that the Board let her know of anything they would like added to the Board programme.
Action: Board