

**MINUTES OF THE 203rd MEETING OF  
THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM  
HELD AT THE ROYAL AIR FORCE MUSEUM LONDON  
ON MONDAY 18 MARCH 2019**

Present:	ACM Sir Glenn Torpy (Chair)	(GT)
	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 Julie McGarvey	(JMcG)
	ACM Sir Andrew Pulford	(AP)
	Mr Andrew Reid	(AR)
	Mr Mike Schindler	(MS)
In attendance:	Air Marshal Mike Wigston (RAF)	(AMW)
	Ms Marguerite Jenkin (DFR)	(MJ)
	Mr Barry Smith (DVCD)	(BS)
	Ms Karen Whitting (DCP)	(KW)
	Vanessa White (Secretary)	(VW)

**ITEM 1 – APOLOGIES FOR ABSENCE/CONFLICTS OF INTEREST**

- 1.1 Apologies for absence were received from [REDACTED]
- 1.2 No conflicts were declared.

**ITEM 2 – CHAIR’S OPENING REMARKS**

- 2.1 [REDACTED] informed the Board that the strategy would be the main focus of the meeting.

**ITEM 3 - APPROVAL OF MINUTES AND MATTERS ARISING**

- 3.1 The minutes of the December meeting were approved.
- 3.2 (3.4) [REDACTED] reported that H&S KPI of the number of accidents per number of visitors was being regularly monitored through the H&S Committee.
- 3.3 (4.10) [REDACTED] understood that the Museum’s American Foundation had been connected with the Red Arrows 2019 tour but would confirm.  
**Action: [REDACTED] follow up**
- 3.4 (5.10) Conversations continued on the Museum’s involvement with air power research and conferences.

**ITEM 4 – EXECUTIVE REPORT**

- 4.1 ■ advised that the National Lottery had changed its name to the National Lottery Heritage Fund (NLHF) and there had been a number of changes as outlined in the Executive Report, including an emphasis on projects outside London.
- 4.2 ■ reported that the Museum's PhD students all commit to presenting their theses to the Museum, run blogs during their study with us and that on completion their research is lodged with the Museum for future use.
- 4.3 ■ reported that the 948,000k visitor target had been exceeded and was currently at 958,105k visitors.
- 4.4 ■ advised the Board that this year's RAF Day would take place on 8 May and ■ agreed to encourage all colleagues to attend.  
**Action: ■ to follow up**

## **5. Strategic Plan 2019-30**

- 5.1 ■ applauded the SLT for the huge amount of work they had undertaken on the Strategic Plan with the Board, Committee heads, Senior Management Group and other stakeholders.
- 5.2 **Framework**  
■ outlined the strategic framework and work undertaken on the draft document including consultation with 27 different stakeholders and thanked Trustees on the Strategic Planning Group for their input and support.
- 5.3 **Vision**  
**Approved: The Board approved the proposed Vision**
- 5.4 **Purpose**  
Following discussion on the Purpose the Board agreed that the words should be changed to read '**Engage, inspire and encourage learning.**'  
**Approved: Trustees approved the Purpose with the above amendment**
- 5.5 **Strategic Priorities**  
Following discussion on the strategic priorities the Board agreed that ■ should make the final decision on the framework wording.  
**Action: ■ to make the final decision on the framework wording**
- 5.6 **Major Projects**  
The ten year draft programme and budget were circulated and ■ outlined the thinking behind the timetable. ■ outlined the two major fundraising campaigns, one for five years for £25M and a three year campaign for £15M. ■ thought the ten year plan an ambitious but sensibly constructed one, balanced between Cosford and Hendon.
- 5.7 **Strategic Plan Financial Summary**  
■ outlined that building the financial framework to support the strategic plan was an iterative process, with underlying assumptions relating to fundraising and commercial income potential, inflationary GIA and increased visitor numbers, alongside meeting long term maintenance requirements and demonstrating financial resilience and sustainability.
- 5.8 The RAFMEL contribution to the Museum was assumed to double by year 11.
- 5.9 Key financial assumptions were that the Museum always achieved an operational break-even and that reserves were set at two months of budgeted operational expenditure. All the transfers of surpluses would be to the designated Centenary Legacy Development

Fund. ■ advised that the Finance Committee had reviewed and approved the plan and were recommending it to the Board.

5.10 ■ advised that KPIs had been developed by the Strategic Planning Group. These would be the headline KPIs for the Board and key funders and need to be kept to a manageable number; other more detailed indicators were monitored by committees and SLT.

5.11 The Board congratulated the SLT on their work on the Strategy.

**Approved: The Board approved the Strategic plan, framework, public document and general direction of travel**

## **6. Finance**

6.1 ■ advised that the key issue in relation to the forecast for 2018-19 was fundraising as it was the major unknown.

6.2 ■ reported that the finances were stronger than they had been in a long time and ■ and ■ had agreed the reserves policy for recommendation to the Board (see item 9.5).

6.3 ■ is waiting for feedback on the historical background to the Cosford Freehold.

6.4 ■ advised that the Finance Committee had reviewed the 2019-20 Budget and Business Plan in detail and recommended it to the Board for approval.

**Approved: The Board approved the 2019-20 Budget and Business Plan**

## **7. Development**

7.1 The outstanding Centenary Programme capital works were now underway. The team was focussed on NLHF reporting which would be covered at the Development Committee.

7.2 The Museum had won three Association of Cultural Enterprises (ACE) awards for the new shop and products. Three other elements of the transformation had also been nominated for the Museums + Heritage awards, the outcome of which we would be known by mid-May.

## **8. Staffing and Remuneration**

8.1 ■ advised of the huge amount of work from ■ and the HR team to transform processes.

8.2 ■ encouraged Trustees to get involved in the Museum's next job jumbling opportunity.

8.3 ■ confirmed that staff survey responses were anonymous with themes drawn out and reported.

8.4 ■ advised GDPR e-learning should be mandatory and ■ confirmed that the e-learning system would confirm when colleagues had completed the e-learning.

8.5 ■ reported that 95% of individuals had completed PDRs and priorities had been set for everyone linked to the new strategic priorities.

## **9. Audit and Risk**

9.1 ■ reported that the external audit plan showed that significant risks remain the same. The timetable of ensuring the accounts were laid before the Parliamentary recess remained challenging but was manageable.

9.2 No frauds, whistleblowing or bribery were reported.

9.3 ■ advised that following a discussion on reserves, the Audit and Risk and Finance committees had discussed this (with the auditors present at the Audit and Risk meeting) and agreed that a reserves policy of two months was acceptable and should be recommended. ■ advised that Air Command was also represented at the meeting.  
**Approved: The Board approved the reserves policy of free reserves set at two months of operational expenditure**

## 10. RAFMEEL

10.1 ■ advised that the budget looked different due to a shift of car parking income to RAFMEEL. ■ confirmed that the £1.9M budgeted contribution included an £800k increase excluding the impact of car parking.

10.2 This was an ambitious target but improvements were being made which should see more resilience.

## 11. Board Programme

11.1 ■ advised that the Estates Strategy would be reported to Finance Committee.

11.2 Board members should advise ■ of anything they would like added to the programme.  
**Action: All**

## 12. Committee responsibilities

12.1 ■ had previously circulated a paper by email and all were content.

## 13. Chair appointment governance

13.1 The Board agreed that anyone who is eligible to be voted Chair by the Board must have undergone the public appointments process to reflect external competition.

**Action: The Board agreed the way forward recommended in the paper and the Nominations Committee would take this forward**

13.2 ■ advised that a Board effectiveness questionnaire would be circulated and responses discussed at the July meeting.