

**MINUTES OF THE 205<sup>th</sup> MEETING OF  
THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM  
HELD AT THE ROYAL AIR FORCE MUSEUM COSFORD  
ON 23 SEPTEMBER 2019**

Members Present:	Sir Andrew Pulford (Chair)	(AP)
	Ms Maggie Appleton (CEO)	(MA)
	Mr Peter Bateson	(PB)
	Dr Carol Cole	(CC)
	Dr 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)
	Barry Smith (Director of Visitor and Commercial Development)	(BS)
	Karen Whitting (Director of Content and Programmes)	(KW)
	Air Marshal Andrew Turner (DComCap&AMP RAF)	(AT)
Minutes	Emma Mistry (Assistant PA to SLT)	(EM)
	Vanessa White (PA to CEO)	(VW)

**Item 1 - TRUSTEES CLOSED SESSION**

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

- 1.1 Apologies for absence were received from [REDACTED]
- 1.2 No conflicts of interest were declared.
- 1.3 [REDACTED] extended a warm welcome to [REDACTED]. He outlined the good summer the Museum had enjoyed and the work the SLT had underway to restructure the Museum to take it forward and ensure relevance.

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

- 3.1 The minutes of the 8 July 2019 Board meeting were approved subject to minor amendments.

- 3.2 ■ provided an update on Colindale tube station refurbishment. TFL were looking at options that would have a less detrimental impact on the Museum than the original plans. The first would see the station close in September 2020 for two months and the second option was to not close at all.  
**Action: ■ would monitor the situation and provide any updates**
- 3.3 ■ reported that she and ■ had met with RAFMAF regarding the MOU and hoped to get approval from them at their Board meeting ahead of the Washington dinner in October.  
**Action: ■ to circulate RAFMAF MOU to the Board and provide an update post Washington dinner**

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

- 4.1 ■ advised that the executive report now followed the Museum's 2030 strategic priorities. The Strategy would be unveiled at the Cosford Reception in the evening following the Board meeting.
- 4.2 ■ thanked ■ for attending the finale of this year's STAAR Programme. ■ told the Board how he impressed he had been with the young people on the Programme, sponsored by Northrop Grumman. ■ suggested taking the Programme to Scotland and Wales and KW reported that the STAAR Programme would be rolled out to RAF Valley and RAF Lossiemouth.
- 4.3 ■ outlined the programme for the 80<sup>th</sup> anniversary of the Battle of Britain and the public engagement plan to tour one of the Museum's Spitfires in towns and cities in the West Midlands.
- 4.4 ■ offered Board members the opportunity to undertake the Museum's e-learning courses and recommended, in particular, GDPR and Safeguarding.  
**Decision: GDPR e-learning module would be discretionary – Trustees to email ■ if they would like to access it or any additional e-learning modules being offered to Museum staff.**  
**Decision: Safeguarding training would be compulsory for all Trustees. Trustees should confirm to ■ if they had recently undertaken Safeguarding training through other organisations as this would be considered an acceptable alternative. ■ to assess whether the e-learning courses offered to Museum staff were relevant for Board level; otherwise she would organise a tailored briefing.**
- 4.5 Following discussion, the Board approved the Collections Development policy.  
**Approved: The Board approved the Collections Development Policy**
- 4.6 ■ reported that the Business Plan Monitor was in its new format reporting only on the Board level lines (hence the line numbers not being concurrent).  
**Action: SLT to review Business Plan PIs with their budget holders.**

## **Item 5 - FUNDRAISING**

- 5.1 ■ welcomed ■ to the Board meeting.
- 5.2 ■ would shortly report the strategy development at a joint Finance / Development Committee and then to the full Board.

## **Item 6 – DEVELOPMENT COMMITTEE**

- 6.1 **Cosford Master Plan:** ■ was pleased with the team’s phasing and the logic of the order of the plans.
- 6.2 ■ reminded the Board that the Master Plan phasing had been shared previously with the Board. The plan aimed to increase footfall at Cosford, improve the commercial impact and better look after the collection. The issues around Hangar 9 and Stafford had already been discussed and the Board had previously stated that moving out of Stafford was a priority. The first Cosford project was the development of an outdoor play area which would be themed to the Cosford collections and STEAM (Science, Technology, Engineering, the Arts and Maths). As the content of each phase became available it would come to the Board for approval.

## **Item 7 – FINANCE COMMITTEE**

- 7.1 ■ outlined that the current financial risks sat with RAFMEL and Fundraising.
- 7.2 The Finance Committee recommended applying for Royal Charter which sat well with the status of a National Museum. Both a Royal Charter and Incorporation create significant protection for Trustees and also create a formal legal entity. ■ thanked ■ for his recommendations and ■ thanked ■ for a comprehensive paper.
- Approved: The Board approved that the Museum commence the process to apply for Royal Charter.**

## **Item 8 – RAFMEL BOARD**

- 8.1 ■ reported a challenging summer, though with the strong start to the year. It was important to note that 25% of visitors came during the summer and ALVA and Visit Britain advised that inbound tourism from the EU to the UK was declining for the first time in a decade, though remained up for the rest of the world. Museums which were dependent on international visitors were struggling the most and 30% of visitors to London museums were international. Changing weather patterns showed that particularly hot days caused visitor figures to decrease and the Museum would have to plan for this going forward. A strong Q3 and Q4 was needed and ■ added that, although the target of 900k visitors this year was ambitious, it remained achievable.

## **Item 9 – BOARD PROGRAMME**

- 9.1 The Fundraising strategy and Access and Learning reports were due to report to the December meeting

**Item 10 – ANY OTHER BUSINESS**

- 10.1. ■ advised that the Museum had gone out to tender on the internal audit with the other service museums and he had attended a tender presentation day with ■.