

# MINUTES OF THE 216<sup>th</sup> MEETING OF THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM HELD AT THE LONDON SITE IN PERSON ON MONDAY 4 JULY 2022

| Present:       | Sir Stephen Hillier (Chair) Ms Maggie Appleton (CEO) Mr John Banks Ms Laurie Benson (online) Dr Carol Cole Mr David Cooper Dr Rodney Eastwood Mr Jonathan Field Mr Matthew Gilpin Mr Waseem Mahmood Ms Julie McGarvey AM Peter Ruddock Mr Nick Sanders   | (SSH)<br>(MA)<br>(JB)<br>(LB)<br>(CC)<br>(DC)<br>(RE)<br>(JF)<br>(MG)<br>(WM)<br>(JM)<br>(PR)<br>(NS) |
|----------------|--|---|
| In attendance: | AVM Simon Edwards (RAF Representative) Ms Marguerite Jenkin (Director of Finance and Resources) Mr Barry Smith (Director of Visitor and Commercial Development) Ms Karen Whitting (Director of Content and Programmes) (online) Mr Sebastian Cox (Chair, Academic Research Board) (Item 6) Mr Peter Johnston (Head of Collections) (Item 6) Mr Adam Shepherd (Head of Collections Services) (Item 6) | (SE)<br>(MJ)<br>(BS)<br>(KW)<br>(SC)<br>(PJ)<br>(AS)  |
| Minutes:       | Mrs Vanessa White (PA to the CEO)  | (VW)  |

A Trustee / CEO only session took place ahead of the full meeting.

# ITEM 1 – CHAIR'S OPENING REMARKS / APOLOGIES FOR ABSENCE / CONFLICTS OF INTEREST / NOTIFICATION OF ANY OTHER BUSINESS

- 1.1 welcomed everyone to the meeting.
- 1.2 Apologies for absence were received.
- 1.3 There were no conflicts of interest reported.
- 1.4 highlighted that the annual report and accounts and the strategy, both of which had previously been circulated, would be discussed for approval later in the meeting
- 1.5 commented on the current higher risk environment due to inflationary pressures.

## ITEM 2 - APPROVAL OF MINUTES, MATTER ARISING, REVIEW OF ACTIONS TABLE

2.1 The minutes of the Board meeting held on 21 March 2022 were approved.

2.2 The Board was content to remove the completed actions from the action log.

# **ITEM 3 – GOVERNANCE MATTERS**

#### **Governance Review Reflections**

- 3.1 The Board discussed potential priorities and agreed the following:
  - Whilst formal accountabilities rested with specific individuals, Trustees would adopt a unitary-Board style approach in relation to discharging their responsibilities
  - Greater understanding was required on the difference between Trustee and SLT Board roles, including through Board induction.
  - Extending the Board-only section of the meeting to 30 minutes and inviting the CEO (which had commenced at this meeting).
- 3.2 suggested testing reciprocal Board/SLT assumptions and expectations at the next review.
- It was agreed that the Nominations and Governance Committee would discuss the matter further and report back to the Board.
   Action: Add governance priorities to the NGC Committee programme
- The Chair recommended light touch Board training to ensure ongoing development and he would arrange to meet with Trustees individually for half an hour every six months. It was agreed to appointment a Deputy Chair and to look to diversify the Board. suggested that, notwithstanding the current needs, in future the size of the Board should be reduced.

Action: to progress periodic meetings with Trustees and appointment of a Deputy Chair; and discuss Board training through the NGC.

- 3.5 suggested standardising the format for all terms of reference for Committees.

  Action: to standardise the format for all TOR.
- 3.6 The Board discussed the role of a Board Secretary / Head of Governance.

  Action: NGC to investigate a Board Secretary role and look at a cost benefit analysis for further discussion at a future Board meeting.
- 3.7 Following a discussion on Board management software, advised that he would be in favour of using BoardEffect as recommended in the paper. was reassured that other Board software options had been considered. advised that the IT team would be happy to assist Board members with the introduction.

Agreed: It was agreed that all Board papers would be shared on the new portal by the September meeting. to trial with test papers ahead of the September meeting.

**Nominations and Governance Committee Terms of Reference** 

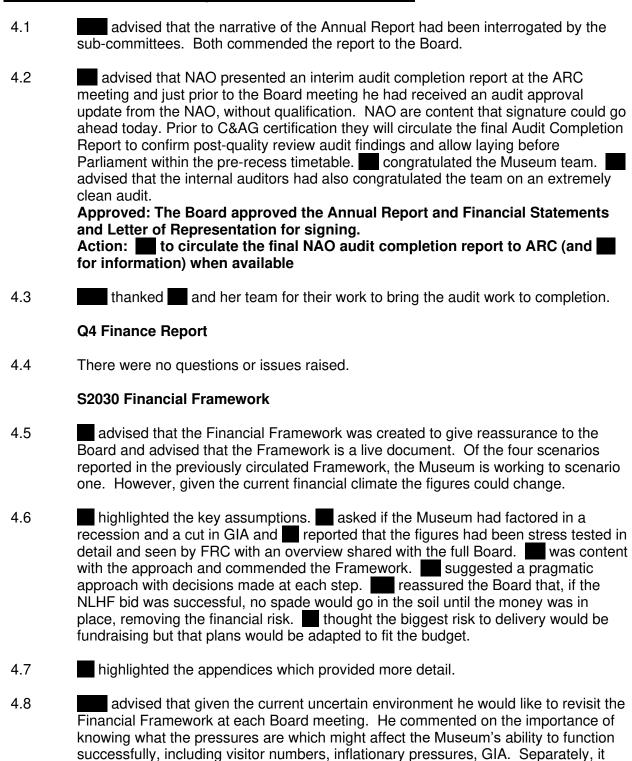
- 3.8 Approved: The Board approved the NGC TORs subject to a typo in para 4.1 RAFM Ethics Advisory Group TOR
- 3.9 Action: Committee TOR format to be standardised

#### Strategy 2030 update

ramps would be.

3.10 Approved: The Board approved the previously circulated updates to Strategy 2030

#### ITEM 4 – Trustees Annual Report and Financial Statements



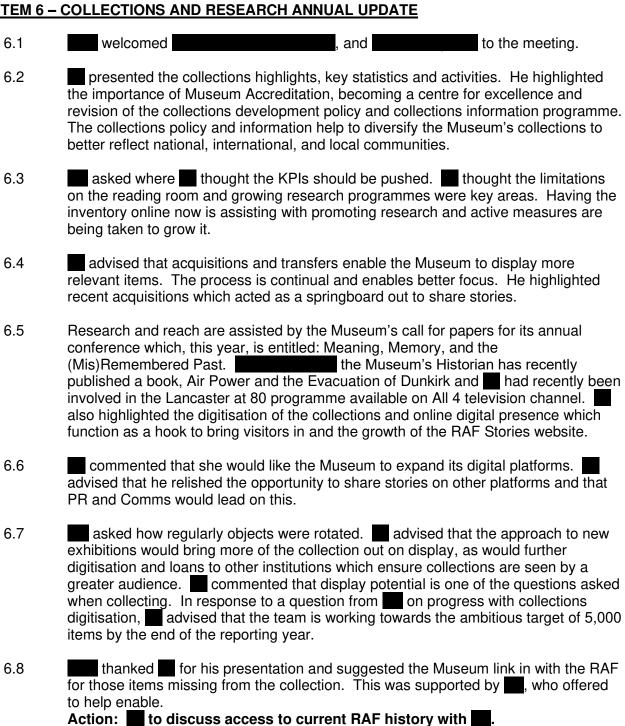
was important to understand the Museum's ambition and have clarity on what and when the Museum would need to commit to aspects of the project and what the off

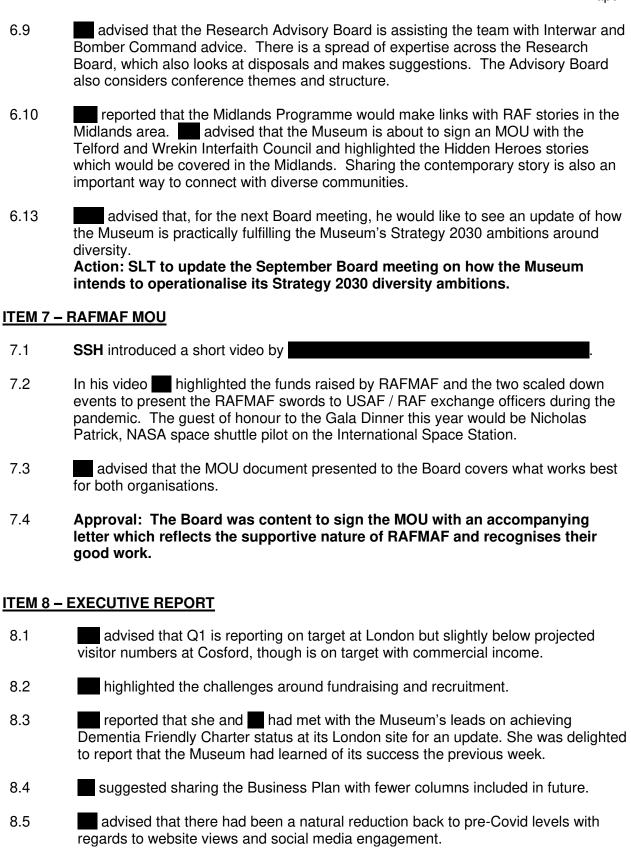
Action: to bring the Financial Framework to each Board meeting

# **ITEM 5 - PAY REMIT UPDATE**

- 5.1 MA advised that the SRC was recommending the way forward outlined in the circulated paper on the Pay Remit following consultation with staff and union representatives.
- 5.2 Following discussion, the Board supported the SRC recommendation.

# ITEM 6 - COLLECTIONS AND RESEARCH ANNUAL UPDATE





#### **ITEM 9 – HEALTH AND SAFETY REPORT**

9.1 asked if felt that a strong health and safety culture was still in evidence. advised that post-Covid it had taken more effort to retrain and re-induct staff, who are in a different psychological space to pre-Covid.

- 9.2 asked to see a three year rolling programme. advised that the statistics were previously collated via a paper system but are now being collected online and would be available as soon as there is the longitudinal data.
- 9.3 advised that a H&S audit had recently taken place and would be reported to the next ARC meeting. suggested that benchmarking would be useful. advised that the qualitative data from the audit should provide the reassurance needed.

## ITEM 10 - REPORTS FROM COMMITTEES AND ASSOCIATED BODIES

#### **Finance and Resources (FRC)**

10.1 The FRC summary was previously circulated. There were no questions.

# **Major Projects and Programmes (MPPC)**

10.2 KW advised that the Museum is on track to submit the delivery phase of the NLHF bid.

#### **Audit and Risk**

10.3 The ARC summary was previously circulated, and RE advised that there would be a November audit of the sustainability programme to enable progress towards Carbon Net Zero.

#### **RAFMEL**

- advised that the wayfinding project would start on Thursday. The project is in three stages and will report back to the September Board.
- advised that a social media strategy is in development.

#### ITEM 11 - BOARD GOVERNANCE

- The Board discussed the Ethics Group Terms of Reference. It is not a formal committee of the Board, but the TOR will be updated it in line with those of Committees. The Board agreed the need for agility in decision making in this area and were content that email agreement to donation proposals would be acceptable.

  Action: to update the TOR and Board programme.
- 11.2 suggested that fundraising should report quarterly to the Board. suggested that SLT expand the fundraising section of the executive report with clear data about whether the Museum is on track. The annual fundraising report to the Board would continue.

Action: to expand the fundraising section of the Executive Report

# ITEM 12 - BOARD PROGRAMME / REFLECTIONS ON THE MEETING

12.1 The Board was content with the programme.

# ITEM 13 – ANY OTHER BUSINESS / NEXT MEETING

13.1 The next meeting is scheduled for 19 September 2022, in the Conference Room at Cosford starting with a half hour 'meet the team'.