



**MINUTES OF THE 217th MEETING OF
THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM
HELD AT THE LONDON SITE IN PERSON AND ONLINE ON FRIDAY 16 SEPTEMBER 2022**

Present:	Sir Stephen Hillier (Chair)	(SSH)
	Ms Maggie Appleton (CEO)	(MA)
	Mr John Banks	(JB)
	Dr Carol Cole	(CC)
	Mr David Cooper (online)	(DC)
	Dr Rodney Eastwood	(RE)
	Mr Matthew Gilpin	(MG)
	Mr Waseem Mahmood (online)	(WM)
	Ms Julie McGarvey (online)	(JM)
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)
	Mrs Kam Sandhu-Patel (Head of HR and Volunteering (online, Item 4)	(KS)
	Mr Edward Sharman (Head of Development) (online, Item 5)	(ES)
Minutes:	Mrs Vanessa White (PA to the CEO)	(VW)

A Trustee / CEO 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 [REDACTED] welcomed everyone and thanked them for their flexibility in moving the meeting due to the funeral of HM The Queen. [REDACTED] recorded the Board’s sadness at the death of HM The Queen, expressed condolences on behalf the Museum and recognised the contribution and commitment of Her Majesty and her deep family connection with the Royal Air Force.
- 1.2 Apologies for absence were received from [REDACTED]. The Board was quorate for the meeting.
- 1.3 There were no current conflicts of interest reported.
- 1.4 [REDACTED] advised that the Board is happy with the BoardEffect platform and thanked [REDACTED] for her work to introduce it.

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

- 2.1 The minutes of the Board meeting held on 4 July 2022 were approved.
- 2.2 The Board was content to remove the completed actions from the action log. Other items would be raised during the meeting.

2.3 (7.4) RAFMAF have now signed the MOU with the Museum – **complete**

ITEM 3 – GOVERNANCE MATTERS

3.1 ■■■ confirmed that ■■■ is now the Deputy Chair and thanked the Board for their email ratification of her appointment.

ITEM 4 – ANNUAL EDI REPORT

4.1 ■■■ referred to the report circulated in advance and advised that he had asked EDI to be considered through the lens of the Museum's strategy.

4.2 The Museum's Head of HR and Volunteering, who joined the meeting, highlighted the Museum's commitment to Equity, Diversity, and Inclusion. The aim is to ensure EDI is embedded in everything the Museum does and acknowledge and celebrate differences. Six focus areas have been developed around which the action plan will be structured:

- Audience
- Story telling
- Communications
- Museum onsite, offsite and online
- Collection
- People.

4.3 The Museum's EDI working group meet monthly, report bi-monthly to the SLT and annually to the Board of Trustees.

4.4 ■■■ highlighted some of the progress made, such as the Museum's Dementia Friendly venue status, marketing which reflects the diversity of our audience and expanded engagement with underrepresented communities by sharing their stories. ■■■ reported that the Museum would be joining the Employers' Network for Equality, Diversity and Inclusion and asked for a member of the Board to be nominated as Trustee Champion. The Board already have Safeguarding, Whistleblowing and Dementia champions.

Action: ■■■ to seek a volunteer Trustee EDI champion

4.5 ■■■ advised that the Senior Management Group (SMG) would be meeting for a two day conference next week and part of that meeting would be to ensure their business plans have both EDI and environmental sustainability at their heart.

4.6 ■■■ asked about the team's capacity to fulfil the Museum's EDI aspirations. ■■■ advised that many programmes and current engagement plans are already fulfilling some of the Museum's EDI goals. The aspiration is to ensure EDI is embedded in all plans and that the Museum remains current and at the forefront of practice. ■■■ highlighted that particularly in terms of sharing content with visitors, investment in new interpretation such as the Centenary programme, Battle of Britain displays and the next year's new Bomber Command and InterWar exhibitions enabled leaps forward in progress. The Midlands Programme has EDI outcomes at its heart.

4.7 ■■■ asked about use of the term BAME. ■■■ advised that best practice is not to use acronyms but to be specific about the people we are looking to engage with or represent and name those communities.

- 4.8 [REDACTED] advised that EDI language would constantly change, and the Museum is keen to ensure teams understand current thinking and best practice within a supportive environment where people feel confident to ask questions.
- 4.9 [REDACTED] thanked [REDACTED] for her report, and reiterated the Board's aspiration to be at the forefront of, and to champion, EDI practice.

ITEM 5 – ANNUAL FUNDRAISING REPORT

- 5.1 A fundraising report had been circulated with the Board papers ahead of the meeting. The Museum's Head of Development joined the meeting online.
- 5.2 [REDACTED] highlighted the governance of the development team, the key income areas and the team's areas of responsibility.
- 5.3 [REDACTED] reported on funds already raised and those expected within the next 12-18 months and shared plans for engagement and partnership going forward.
- 5.4 [REDACTED] advised that fundraising reports are scrutinised by both the FRC and MPPC.
- 5.5 [REDACTED] asked why a substantial increase in fundraising towards the end of the year had been predicted. [REDACTED] advised that the figures reflected the National Lottery Heritage Fund (NLHF) application, which would release development funds before the end of the financial year. The figures also included the Arts Council England (ACE) funding application. [REDACTED] advised that legacies are only included in the figures when the money had been received.
Action: Confidence levels to be included in graphs going forward
- 5.6 [REDACTED] asked about the plan if the NLHF application was unsuccessful. [REDACTED] advised that it would depend on NLHF feedback. The NLHF could ask the Museum to resubmit with minor changes, major changes, or give a clear rejection. The initial NLHF funding is for development of the plans and the MPPC have oversight of the Midlands Programme planning. [REDACTED] reassured that the Museum is at no financial risk as the programme would not happen until funds are committed. [REDACTED] explained that the Museum's restricted funding links mainly to our capital ambition and shows the pipeline of fundraising. The unrestricted funding contributes to the Museum delivering operational breakeven and generating surplus to enable matched funding.
- 5.7 [REDACTED] thanked the Head of Development for his paper and presentation and asked that a fundraising chart be provided for quarterly Board meetings. In depth fundraising reports would continue to be considered at FRC and MPPC and annually to the whole Board in September.
Action: [REDACTED] to ensure a fundraising chart is provided within the Executive Report for each Board meeting

ITEM 6 – RAFM LONDON EXIT REVIEW UPDATE

- 6.1 [REDACTED] advised that the wayfinding elements in the paper are complementary to, but separate from, the exit gate interventions.
- 6.2 [REDACTED] highlighted the previously circulated paper and advised that the wayfinding element looks at site navigation and had highlighted some major interventions.
- 6.3 The design for the exit gate is at a well developed stage. The Museum is about to go out for the costs and will report to the Board for a decision in December. [REDACTED] advised that the whole of the fencing around the swale and the landscaping around H3/4/5

are included in the exit review to ensure they complement the look and feel of the site.

- 6.4 [REDACTED] advised that the Board would like to see the programme of projects, individually identified, their outcome, the cost of each and the impact of prioritisation. The exit gate should be ready for a decision at the December Board. [REDACTED] advised that visuals are available if the Board would like to see them.

Action: [REDACTED] to ensure the exit gate costings are ready for approval at the December Board meeting with a programme of individual wayfinding projects, their outcomes, costs, and the impact on other project if these are prioritised.

ITEM 7 – RAFM GLAZING PROPOSAL

- 7.1 [REDACTED] advised that the proposal had been recommended by the FRC and MPPC.

- 7.2 [REDACTED] talked the Board through the process to date and advised that the most cost effective option is to undertake the entire project.

- 7.3 **Approved: The Board approved the [REDACTED] glazing project**

- 7.4 [REDACTED] highlighted the inflationary pressures on projects, suppliers, and visitor numbers which are likely to rise and suggested that adapting to these changing circumstances be include in the Board away discussions. [REDACTED] advised that the two day conference with the SMG the following week would focus on business planning and prioritisation. This might mean that some priorities are paused, delayed, or their scope may change.

- 7.5 [REDACTED] suggested caution should be in the Board's mind in the current environment.
Action: The outcome of the forthcoming SMG conference should be used to inform and build the agenda for the Board Awayday planned for January 2023.

ITEM 8 – EXECUTIVE REPORT

- 8.1 [REDACTED] drew the Board's attention to the main risks due to current financial pressures and advised that the tailored review of the MOD Service museums is about to begin.

- 8.2 [REDACTED] reported that the Museum had reached 93% of visitor target at the end of September. Although it is predicted that spend per visitor will reduce due to the cost of living crisis, RAFMEL is currently ahead of target.

- 8.3 [REDACTED] asked about international visitors and suggested targeted marketing.

- 8.4 The Board was content with the business plan update and KPIs.
Action: [REDACTED] to use a dotted line for the forecast figures in future reports

- 8.5 [REDACTED] advised that the Museum's 50th birthday celebrations had been pared back to manage costs but hope it will still prove an appropriate celebration. She suggested the Board visit the art exhibition with 50 of the Museum's best artworks on display.

ITEM 9 – HEALTH AND SAFETY REPORT

- 9.1 Our teams have experienced an increase in the number of antisocial behaviour incidents. [REDACTED] asked about the effect of this on staff and [REDACTED] reported that some colleagues were shaken but that HR colleagues had been excellent in following up

and supporting. ■ highlighted that, despite these negative experiences, visitor feedback is still hugely positive.

Action: ■ to ensure that staff involved know that the Board is focused on such incidents and recognise the personal impact.

9.2 Fire Marshal training is on track.

ITEM 10 – REPORTS FROM COMMITTEES AND ASSOCIATED BODIES

Nominations and Governance (NGC)

10.1 ■ advised that the NGC would be discussing the role of a Board Secretary and asked Trustees to feed back any comments regarding the need or gaps such a role might support.

10.2 ■ highlighted the co-opted Trustee role and need to diversify the Board, whilst remaining conscious of its size and asked for Trustee thoughts. The subject would be included for more discussion at the December Board meeting.

Action: NGC to follow up regarding the co-opted Trustee role, as part of its planned update to the Board in December

Finance and Resources (FRC)

10.3 ■ advised that the glazing project was a key piece of work for the committee, as well as reviewing performance. Both had been covered earlier in the meeting.

Major Projects and Programmes (MPPC)

10.4 There was nothing to report which had not been covered earlier in the meeting.

RAFMEI

10.6 ■ highlighted the possible collaboration with a childrens books/television programme company.

ITEM 11 – REFLECTIONS ON THE MEETING

11.1 **Action: ■ to follow up with IT on the sound quality of Teams in the London Boardroom**

11.2 ■ thanked ■ and the team for the papers. He highlighted particularly the Board's EDI commitment, and the need to ensure that resources match our aspiration.

ITEM 12 – BOARD PROGRAMME

12.1 The Board was content with the programme.

12.2 **Action: ■ to poll the Board to move the March 2023 meeting to Cosford and look at opportunities for additional Trustee engagement with volunteers**

ITEM 13 – ANY OTHER BUSINESS / NEXT MEETING

- 13.1 The next meeting is scheduled for 12 December 2022, starting at 12.15pm with a 'Meet the Team' in the Art Gallery. The Board meeting will begin at 1.00pm, with the annual Hendon Happy Hour reception commencing at 6.30pm. Trustees are welcome to use the Board Room between the meeting and reception.