

**MINUTES OF THE 214<sup>th</sup> MEETING OF  
THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM  
HELD AT THE LONDON SITE ONLINE AND IN PERSON ON MONDAY 20 DECEMBER 2021**

|                |   |      |
|----------------|---|------|
| Present:       | Sir Andrew Pulford (Chair)  | (AP) |
|                | Ms Maggie Appleton (CEO)  | (MA) |
|                | Mr John Banks   | (JB) |
|                | Ms Laurie Benson  | (LB) |
|                | Dr Carol Cole   | (CC) |
|                | David Cooper  | (DC) |
|                | Dr Rodney Eastwood  | (RE) |
|                | Jonathan Field  | (JF) |
|                | Mr Matthew Gilpin   | (MG) |
|                | Sir Stephen Hillier   | (SH) |
|                | Waseem Mahmood  | (WM) |
|                | Ms Julie McGarvey   | (JM) |
|                | AM Peter Ruddock  | (PR) |
|                | Mr Nick Sanders   | (NS) |
|                | Helen Selby   | (HS) |
| 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) |
|                | AVM Simon Edwards (RAF Representative)                              | (SE) |
|                | Ms Sarah Rowley (CRS) (item 4)                                      | (SR) |
|                | Ms Sarah Castle (Head of Access & Learning London) (Items 9 & 10)   | (SC) |
|                | Ms Julie Brierley (Head of Access & Learning Cosford (Items 9 & 10) | (JB) |
| Minutes:       | Mrs Vanessa White – (PA to the CEO)                                 | (VW) |

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

**ITEM 1 – CHAIR’S OPENING REMARKS / APOLOGIES FOR ABSENCE / CONFLICTS OF INTEREST**

- 1.1 All were welcomed to the meeting and SLT congratulated for their work throughout another difficult year.
- 1.2 The excellent online volunteer thank you event was highlighted with hopes that next year would prove a better year for everyone.
- 1.3 There were no apologies for absence.
- 1.4 There were no new conflicts of loyalty or interest reported.

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

- 2.1 The minutes of the Board meeting held on 27 September 2021 were approved.
- 2.2 The Board is content to remove the completed actions from the action log.
- 2.3 (7.3) Following feedback from the ARC, the H&S trend graphs will be reviewed and a report ready for sharing at the next meeting. **Ongoing**
- 2.4 (10.1) Board paper software circulation is covered under item 13 below. **Ongoing**
- 2.5 (8.4) Digitising the collection had been covered by the MPPC who had agreed the paper would be shared with the whole Board in the New Year. **Ongoing**
- 2.6 Colindale Underground Station renovations have now been scheduled between Nov 22 and Feb 23, which is more beneficial for Museum visitors than the previously planned summer closure. **Complete**

## **ITEM 3 - STRATEGY 2030 AND MASTER PLAN DECISIONS FROM BOARD AWAYDAY ON 1 DECEMBER**

### **Cosford Master Plan Resource Hub / Hangar 1 project**

- 3.1 **Approved: The Board approved the Cosford hybrid proposal for the Resource Hub / Hangar 1 development as part of the Master Plan**
- 3.2 The name change to RAF Museum Midlands was discussed at the Board Away Day on 1 December 2021. The costs of the name change had been budgeted for and would be low as the Museum physical branding / brown signage (that generally incurs the largest cost) is for the RAF Museum (rather than RAF Museum Cosford), so will not need changing.  
**Approved: The Board approved the change of name to the RAF Museum Midlands**

### **London Master Plan priorities**

- 3.3 The MPPC had scrutinised the critical paths of the priorities and highlighted the key benefits in terms of glazing and access and learning. The committee had also debated management bandwidth and the ability to undertake digitisation in line with Board aspirations. The Committee had requested detailed research on footfall, etc, to ensure Trustees understand the detail, what it means and how the Board should use it in the best interests of the Museum. Two pieces of research are underway to understand visitor perceptions and what they feel about the whole journey from finding us online to their physical visit. This research would be available for the March committee meetings.
- 3.4 The MPPC was comfortable with the glazing project and the first two years' project plans. The team would look at procurement for just the West wing and also the whole glazing project and report back to the March meetings on the implications of completing more of the glazing. Financially it would make more sense to undertake the whole glazing project. **Action: The Board approved the glazing of the West wing and to look at further work at the March meetings.**
- 3.5 Trustees commented on the usefulness of the Board away day and supported it as an annual event.

#### **ITEM 4 - Governance: Royal Charter**

- 4.1 The Museum was granted the Royal Charter on 21 July 2021, which was then sent to HMTQ for signature and is awaiting the seal. The date of the Charter is 17 December 2021; it is now digitally sealed and the Great Seal will be added in the New Year.

**Approved:**

**The Board approved in principle the wording of the Transfer Agreement ahead of final approval in March**

**The Board approved a resolution to continue the process and apply for the new charity number**

**The Board approved that two Trustees will finally execute the transfer and that those would appropriately be the Chair of Trustees and Chair of the Finance & Resources Committee**

#### **ITEM 5 – GOVERNANCE: RECRUITMENT PROCESS FOR THE NEXT RAFM CHAIR OF TRUSTEES**

- 5.1 A paper had been circulated in advance regarding the process for recruitment of the next Chair of Trustees. Any Trustees wishing to put themselves forward for the role should do so by mid-January, prior to discussion by the Nominations and Governance Committee on 31 January. A recommendation will then come to the March Board for approval. Following the appointment, the NGC will consider the role of Deputy Chair.

#### **ITEM 6 – COLLECTIONS DEVELOPMENT POLICY**

- 6.1 Trustees were thanked for taking part in the task and finish group considering aircraft transfers and the Collections Development Policy. The policy is based on a template provided by Arts Council England.
- 6.2 The Collections Development Committee comprises colleagues from collections, collections management, conservation and archives teams. Board members were invited to join any of the meetings if they wished. The Committee meets monthly.

**Approved: After discussion, subject to an amendment stating that all acquisitions will be within budget, the Board approved the Collections Development Policy**

#### **ITEM 7 – HEALTH AND SAFETY POLICY ANNUAL REVIEW AND QUARTERLY REPORT**

- 7.1 The H&S policy comes annually to the Board for approval and any changes from since the last approval are highlighted.
- 7.2 **Approved: The Board approved the Health and Safety Policy**
- 7.3 There were no major incidents reported.
- 7.4 **Action: Three year incident data to be included in future H&S reports**

## **ITEM 8 - ANNUAL STRATEGIC RISK REGISTER REVIEW**

- 8.1 The ARC had scrutinised the Strategic Risk Register. There were no changes and the ARC commended it to the Board for approval.
- 8.2 **Action: A date column to be added to the Strategic Risk Register as well as graphics mapping the risks**

## **ITEM 9 – SAFEGUARDING POLICY ANNUAL REVIEW (JULIE BRIERLEY AND SARAH CASTLE IN ATTENDANCE)**

- 9.1 The Safeguarding Policy had been discussed at SRC who commended it to the Board  
**Approved: The Board discussed and approved the Safeguarding Policy**

## **ITEM 10 – ANNUAL ACCESS & LEARNING REVIEW (JULIE BRIERLEY AND SARAH CASTLE IN ATTENDANCE)**

- 10.1 The team reported a remarkably good year and that colleagues were looking forward to being back out into the community. Partnership work in person has resumed and ESOL conversation cafes will be starting back up in London the New Year. The new Community Engagement Manager post is established in Cosford.
- 10.2 Trustees discussed their commitment to the Museum telling the contemporary RAF story, including disaster relief, humanitarian aid and COVID support. This is supported by debates around AI at the debate table in London's H1 and a new Space STEM day at Cosford, with a drone school in development.
- 10.3 After detailed discussion, the Board congratulated the Access and Learning teams for their excellent work.

## **ITEM 11 – EXECUTIVE REPORT**

- 11.1 The excellent visitor numbers in August were noted as well as good commercial performance and appreciation for Air Command's support. These, along with the team's ongoing focus on managing the COVID uncertainty, provide reassurance that the Museum is financially stable despite the continued concern that the Omicron variant brings.
- 11.2 The RAF's aspiration to be carbon net zero by 2040 was discussed alongside the Museum's aspiration to reach CNZ by 2030.

## **ITEM 12 – REPORTS FROM COMMITTEES AND ASSOCIATED BODIES**

- 12.1 **Staffing and Remuneration**  
The Board noted the SRC report.
- 12.2 **Audit and Risk**  
The Board noted the ARC report.
- 12.3 **RAFMEI**  
The Board noted the RAFMEI report.

- 12.4      **Finance and Resources**  
The Board noted the FRC report.

- 12.5      **Major Projects and Programmes**  
The Board noted the MPPC report.

### **ITEM 13 – BOARD PROGRAMME 2022**

- 13.1      **Action: The IT team to investigate software for Board paper sharing**

### **ITEM 14 – REFLECTIONS ON THE MEETING**

- 14.1      Trustees discussed the importance of reading the papers in advance and that any points of clarity can be raised and discussed ahead of the meeting in order to ensure meetings are kept to time and discussion to a strategic level.

### **ITEM 15– ANY OTHER BUSINESS**

- 15.1      Next meeting – Monday 21 March 2021 at 1.00pm (light working lunch will be available).
- 15.4      ■ thanked the SLT and the Museum team for all that they do and thanked the Board and RAF representative for their support during the year.