

**MINUTES OF THE 190<sup>TH</sup> MEETING OF  
THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM  
HELD AT THE ROYAL AIR FORCE MUSEUM COSFORD  
ON MONDAY 14 DECEMBER 2015**

Present: ACM Sir Glenn Torpy (Chairman) (GT)  
Ms Maggie Appleton (CEO) (MA)  
Dr Carol Cole (CC)  
Dr Rodney Eastwood (RE)  
Mr Richard Holman (RH)  
Mr John Michaelson (JM)  
Mr Michael Schindler (MS)  
Mr Alan Spence (AS)

In Attendance: Air Marshal Sir Baz North (Sponsor branch) (BN)  
Mr Fred Roggero (RAFMAF) (FR)  
Mr Philip Walsh (Chief Finance Officer) (PW)  
Ms Karen Whitting (Director Public Programmes) (KW)  
Vanessa White (Secretary) (VW)

**ITEM 1 – APOLOGIES FOR ABSENCE**

1.1 Apologies for absence were received from Alan Coppin, Sir Gerry Grimstone, Andrew Reid, Robin Southwell and Malcolm White.

**ITEM 2 – MINUTES OF PREVIOUS MEETING**

2.1 The minutes of the 189th meeting held at Cosford on 28 September 2015 were agreed as a true record.

2.2 The Triennial Review is underway and MA has met with Elaine Dean, the lead officer, and talks are ongoing with the NAM and NMRN regarding shared efficiencies.

2.3 Wg Cdr Andy Green has agreed to become an Ambassador for the Museum and attended the Hendon Happy Hour.

2.4 Sir Gerry Grimstone has written to Boris Johnson inviting him to visit the Museum.

2.5 Health & Safety reporting is in hand as agreed.

2.8 GT advised that Board development would be arranged once new Trustees were on board which, hopefully, would be in time for the July meeting.

### **ITEM 3 – EXECUTIVE REPORT**

3.1 **Action: As one of the Museum’s strategic priorities, MA to provide an annual access and learning update and to ask a member of the team to attend as required.**

3.2 MA advised that the RAF100 Joint Venture agreement will be ready for signing in January 2016. As the RAF Museum is unincorporated, two trustees will be required to sign the agreement on the Museum’s behalf. **Agreed: The Board agreed that Sir Glenn Torpy will sign the RAF100 Joint Venture agreement on the Board’s behalf as Chair with one other Trustee as per their availability.**

3.3 With regards the VC10, **the Board agreed that MA should write to GJD Engineering for their hard work on this project.**

3.4 The staff survey had seen a good response but there was still a much to do. Management are conscious that the key is good follow-up. The survey will be reported to the Board in March.

3.5 BN advised close engagement with Air Command and visibility of pay and negotiations. MA advised that following the comprehensive spending review the Service museums will be afforded the same freedoms as those within DCMS which included the ability to spend its own reserves. BN advised that SDSR had capped increases at 1% until 2019, a 30% reduction in civil servants budget and all bonuses removed.

3.6 The meeting with Elaine Dean on the Triennial Review had emphasised the need for the Museum to exploit all commercial opportunities in order that monies raised could be re-invested and for better communication with Air Command. MA advised that GIA is linked indirectly to the government policy for free admission.

3.7 H&S statistics would be reported at future meetings and would be categorised to include near misses.

3.8 With regards the Museum performance overview, Trustees asked that KPIs cover three or four years for comparison of visitor numbers and income. BN advised that virtual visitors and opportunities should not be overlooked. KW advised that the Museum had been in touch with a digital network which provides access for schools and that the Digital Strategy would be presented to the March Board meeting. **Action: PW to provide three to four year performance comparisons.**

3.9 RAFMAF had held another successful dinner, and as a result, MA will be visiting Dayton in February and also the Pima Air and Space Museum to follow up links and the loan of our Spitfire in 2017.

3.10 GT advised support for simple changes at the London site and asked that the outside lighting at the Museum be considered in the Centenary plans. He advised that energy consumption was a big priority for the Department.

3.11 MA advised that dialogue had started with DIO on the Cosford site and GT asked that the management team keep on top of that.

3.12 MA advised that she had recently updated the AFB on the Centenary programme. The AFB was very supportive and is particularly keen on covering the contemporary story and the Museums role in supporting recruitment.

#### **ITEM 4 – FINANCE**

4.1 PW previously circulated figures and advised that the positive variance was around project timing.

4.2 PW advised that the IT budget would be higher next year due to investment in digital.

4.3 PW advised of the clear system of control over spending on the Centenary Programme whereby the Centenary Programme Manager reports to the Programme Board (which consists of the SMT) once a month for sign-off.

4.4 With regards self-generated income, legacies are variable but the development team are focussed on increasing visibility of these.

4.5 **Action: In future, PW to split core and project costs and provide a couple of sentences about what that looks like on a day-to-day basis.**

#### **ITEM 5 - RAFMEL**

5.1 RAFMEL had agreed to align RAFMEL terms and conditions with those of Museum colleagues.

5.2 There has been an increase in sales despite the drop in visitor numbers and the shop has increased the number of catalogues it produces.

5.3 The Commercial Strategy had previously been circulated. Exploiting assets and encouraging innovation were core, as was trialling new commercial ideas. MS explained how the Commercial Strategy linked with the activity and action plans and how that would report back to the Board.

5.4 MS advised that RAFMEL were also looking into a John Lewis type bonus structure for all staff. The RAFMEL Board would also be looking to set targets and to stretch people, but was realistic and conscious of the likely fall in visitors due to the development of the site over the next few years. The Board would be looking to a 15% growth in online sales for next year and pop-up retail and coffee shops.

#### **ITEM 6 – CENTENARY PROGRAMME DEVELOPMENT**

6.1 KW advised of the headlines and circulated updated papers to the Board. **Action: Board invited to attend the Centenary Development Committee scheduled to be held at Hendon at 1400hrs on 29 February where Trustees would have sign off on the now and the future phase.**

6.2 The team is progressing well through the concept development stage of Phase 2A.

6.3 Discussion took place regarding the restaurant and whether this should seek a wider audience than the Museum visitor. KW advised that the restaurant would be themed around the Hendon Air Pageant.

6.4 KW advised that there is no funding for Phase 3, Age of Uncertainty, and that £30-40K was needed for early design work.

6.5 KW circulated a funding graph and advised that, following the success of the most recent HLF bid and £500K from a corporate sponsor, the Museum now had £7.8M left to raise.

6.6 KW reported that the public appeal for £2M would be launched on 1 April and that the Museum was currently in talks with the RAF to provide support for this. KW reminded Trustees to provide any door openers to potential funders they may know of.

6.7 KW advised that the bid for Phase 3 would go to HLF on 16 June and that the Museum should have an answer by 27 September but that matched funding of £5.5M and planning permission would need to be in place before the Museum receives permission to start. £800K matched funding is needed for Phase 2B by December.

6.8 The team are currently working on the aircraft moves and on keeping as many aircraft on display as possible during the development.

6.9 January 2017 is the cut-off date for the project when any decision to stop would be made. JM suggested contacting the US Marine Corps Museum for lessons learned following their development. **Action: KW to ensure Trustees have visibility before any sign-off.**

#### **ITEM 7 – STAFFING AND REMUNERATION**

7.1 CC drew Trustees' attention to her previously circulated report. The S&R Committee had signed off on the re-structure and had agreed SMT's approach to current staffing and pension issues. The S&R had also agreed a 1% increase in pay to the SMT, in line with all other staff. **Agreed: The Board agreed the TORs for the Staffing and Remuneration Committee.**

7.2 Following staff values workshops facilitated by Carol Cole, the Board agreed the values. **Agreed: The Board agreed the Museum values based on the Mnemonic INSPIRE.**

#### **ITEM 8 – BOARD PROGRAMME**

8.1 MA to add Access & Learning presentation to December 2016 meeting.

8.2 All agreed that there should be a RAFMAF update once a year.

8.3 GT advised that a Board skills questionnaire would be produced and circulated to the Board for completion and return.

**ITEM 9 - DATE AND TIME OF FUTURE MEETINGS**

9.1 GT advised that the July meeting could change and once confirmed, VW would circulate the list of all Board the sub-committee meetings. **Action: VW to circulate 2016 dates once July date confirmed.**