

**MINUTES OF THE 189TH MEETING OF
THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM
HELD AT THE ROYAL AIR FORCE MUSEUM COSFORD
ON MONDAY 28 SEPTEMBER 2015**

Present:	ACM Sir Glenn Torpy (Chairman)	(GT)
	Ms Maggie Appleton	(MA)
	Dr Carol Cole	(CC)
	Dr Rodney Eastwood	(RE)
	Sir Gerry Grimstone	(GG)
	Mr Richard Holman	(RH)
	Mr Andrew Reid	(AR)
	Mr Robin Southwell	(RS)
	Mr Alan Spence	(AS)
	Mr Malcolm White	(MW)
In Attendance:	Mr Philip Walsh	(PW)
	Ms Karen Whitting (Director Public Programmes)	(KW)
	Vanessa White (Secretary)	

ITEM 1 – APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Alan Coppin, Lord Hutton, John Michaelson, Michael Schindler and Air Marshal Sir Baz North.

ITEM 2 – MINUTES OF PREVIOUS MEETING

2.1 The minutes were agreed as a true record.

2.2 Due to pressures on his time, Lord Hutton will be standing down as a Trustee with immediate effect. The Trustee recruitment process will start shortly and is a good opportunity to look at diversifying the Board.

2.3 MA and PW have met with the NAM and are looking at opportunities for shared efficiencies.

2.4 GT thanked Carol Cole for her assistance in running Values Workshops for the Museum staff.

2.5 GT advised Trustees of the timeframe pressure on current fundraising and said that there should be focussed activity over the next year. Trustees were urged to work with any contacts they had and advised that the fundraising team stand ready to assist in any way.

2.6 KW advised that January next year was a serious decision date for the Centenary Project and an HLF decision should be received early in the New Year.

2.9 Given the recent clarity on the future of RAF Cosford, RH noted the opportunity for meaningful discussions with DIO on the Cosford Freehold.

ITEM 3 – EXECUTIVE REPORT

3.1 MA thanked KW for her work leading the team on the FWWitA exhibition following the Museum's award of the Heritage Lottery Fund's Best Heritage project 2015q

3.2 MA advised that the RAF100 Joint Venture will finalise the agreement in the next few months and the appeal would be formally launched in April 2016.

3.2 Following the circulation and discussion of the collections review report **the Board approved the recommendations for disposal from the Collections Review Team.**

3.4 The commercial strategy will be presented to RAFMEL and then to the full Board in December.

3.5 The staffing review will also be presented to the Board in December and the Museum has taken independent advice which feeds into it. The review will be discussed with the HR Committee before coming to the full Board.

3.6 Following a discussion, **the Board approved the suggested changes to opening hours at the Cosford and London sites.**

ITEM 4 – FINANCE

4.1 PW previously circulated figures but advised that he has separated out the core and project elements.

4.2 PW advised that key staff have attended John Lewis training and this will now be rolled out across the Museum. Trustees are extremely grateful for the assistance of RAFMEL Director, Jonathan Field.

ITEM 5 – AUDIT & RISK

5.1 GG advised that the Audit Committee would look at procurement policies and health and safety reporting. There was a difference in process between Cosford and Hendon and this should be brought into a uniform policy.

5.2 GT said that H&S should report to the SMT quarterly and be fed in to the Executive Report to Trustees to ensure rigour and transparency. A full H&S report will be presented annually.

5.3 With regards to risk, PW advised that the ADs are looking at having fewer H&S committee meetings and more local working group meetings to get things done.

ITEM 6 - RAFMEL

6.1 RH reported on the meeting and noted that RAFMEL Board are all agreed that, although up on last year, RAFMEL must capitalise more on its online offer.

ITEM 7 – CENTENARY PROGRAMME DEVELOPMENT

7.1 MW advised that the new fundraising team is now embedded at the Museum and, recognising that they are newly in place, real rigor is needed in order to raise matched funds to de-risk the project.

7.2 KW advised that the fundraising strategy was focused initially on potential large donors as a means of leveraging the maximum from staff resources. A parallel strand focussing on local smaller donations was suggested.

7.3 Following the circulation of a paper and discussion of the move from Stafford, **the Board approved the recommendation that a direct move of the reserve collections from Stafford to Cosford was the most cost-effective and efficient solution.**

7.4 MW asked that a Gantt chart with amounts/decisions and off-ramps be provided in future Centenary development reports. **KW to action.**

7.5 Following an overview of the project and timelines from KW, RE suggested that a visitor evaluation of Phase 1 would be a useful test and good for sponsors to see.

7.6 KW informed the Board that the application to HLF for Phase 2B was submitted in September. GT advised that Trustees must have sight of any designs. **Action: KW to provide sketches for next Centenary Development Committee.** GT stressed the importance of having some good quality, inspiring sketches/material produced that could be used to with potential sponsors.

ITEM 8 – SAFEGUARDING

8.1 **The Board approved the Safeguarding Policy**, noting the importance for staff to be trained and that refresher training should also take place. It was agreed that safeguarding would be tabled annually.

ITEM 9 – BOARD PROGRAMME

9.1 MW asked if the Centenary Fundraising Review could be moved to the December meeting. **Action: KW to provide Centenary Fundraising Review for December.**

9.2 GT advised that CC had offered to engage CASS business school to facilitate some work on Board development and asked that Trustees keep the whole day free on 14 December. **Action: VW to put a note out to Trustees regarding Board Development session.**

ITEM 10 – DATE AND TIME OF FUTURE MEETINGS

10.1 GT apologised for not yet setting the 2016 dates but hoped to do this next week following confirmation of the BAE Systems corporate diary.

10.2 The next Trustee meeting would be held at Hendon on 14 December.

ITEM 11 – ANY OTHER BUSINESS

11.1 RS suggested talking to the Cosford Station Commander about using the Museum's classroom. MA advised that the Cosford Station Commander has suggested he might be able to provide some hangar space and that these conversations would be followed up over the next few months.