

**MINUTES OF THE 187TH MEETING OF
THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM
HELD AT THE ROYAL AIR FORCE MUSEUM LONDON
ON MONDAY 30 MARCH 2015**

Present:	ACM Sir Glenn Torpy (Chairman)	(GT)
	Ms Maggie Appleton	(MA)
	Mr Brendan Connor	(BC)
	Mr Alan Coppin	(AC)
	Dr Rodney Eastwood	(RE)
	Mr Richard Holman	(RH)
	Lord Hutton	(JH)
	Mr John Michaelson	(JM)
	Mr Andrew Reid	(AR)
	Mr Mike Schindler	(MS)
	Mr Alan Spence	(AS)
	Mr Malcolm White	(MW)
In Attendance:	Air Marshal Sir Baz North (Air Command)	(BN)
	Maj Gen (Retd) Fred Roggero	(FR)
	Mr Phil 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 Dr Carol Cole, Sir Gerry Grimstone and Robin Southwell.

1.2 GT welcomed Fred Roggero from RAFMAF to the meeting and also formally welcomed Maggie Appleton CEO, Philip Walsh CFO and advised that the two new Assistant Directors, John Waxman (London) and Paul Pomfret (Cosford) were also now on board.

ITEM 2 – MINUTES OF PREVIOUS MEETING

2.1 The minutes of the 186th meeting held at Hendon on 15 September 2014 were agreed as a true record.

2.2 A grant of £1M towards the Centenary Plan had been secured and the Museum will be receiving £2.5M from LIBOR funds.

2.3 GT thanked MA for the Trustees briefing pack, which was more focussed and more relevant than it had been previously.

2.4 MA acknowledged the work of the Trustees and the development team in delivering the fundraising successes.

2.5 KW advised that she was working with the RAF on how to access and display material on current ops from the MOD and RAF websites on the Museum's site. GT suggested the Museum should factor in the role of reserves into any future exhibitions.

2.6 GT advised that MA would be meeting with JM and FR following the Board meeting and that he was talking to Lord Beaverbrook regarding 601 Sqn. BN advised that South East Squadron 601 RAuxAF would be reformed following the election.

2.7 GT said that discussion on the potential for bringing together the fundraising and development committees is ongoing.

2.8 GT advised that Stow Maries had been awarded £1.5M LIBOR funds. MA and KW had met with Stow Maries colleagues both at Hendon and at their site. GT said that this should be a mutually beneficial relationship with Stow Maries.

ITEM 3 – FIRST 100 DAYS – CEO OVERVIEW AND FIRST IMPRESSIONS

3.1 MA thanked Trustees for their warm welcome and to KW and VW for their work in managing the Museum during the transition to the new SMT. MA was also grateful to KW and VM for the support she had received in her early weeks as CEO. MA also thanked Trustees for setting a clear strategic focus for the Museum and the Centenary Plan. MA will provide the corporate and business plans that underpin the strategy for the next meeting.

Action: Corporate and business plans to be discussed at the next meeting – MA.

3.2 MA said that if successful with the HLF bid on 19 May, the Museum is half way to achieving its funding target. The Museum must ensure that it is ready structurally and financially with a warm and informed welcome for every visitor. Interpretation will be layered to appeal to a broad audience from beginners to specialists, underpinned by sound academic research.

3.3 MA said that she was and needs to continue to spend significant time on external relationships. The partnering with the RAF is key; the Museum should be a shop window for the RAF and visitors should leave knowing and being inspired by the story of the RAF and how important it is to their lives . both past, present and future. MA added that the Museum should also be somewhere that the RAF wants to bring both its cadets and high-level stakeholders, knowing that our exhibitions and people are all advocates for the RAF.

3.4 MA said that the Museum must ensure a robust cost base. Everyone working for the Museum should be entrepreneurs and sales people, from the front-of-house team encouraging people towards the income generating aspects of a visit, to our archive teams advising on IPR opportunities, to Centenary Plan colleagues ensuring new spaces are developed in order to achieve effective commercial outcomes. MA also stressed the need for the Museum and RAFMEL to plan and work closely together. MA said that work has started on the commercial strategy led by PW and that the new Assistant Directors are feeding in opportunities for both sites.

3.5 MA advised that the SMT will be developing a five year financial framework for both revenue and capital planning.

3.6 MA said that employees were passionate about the RAF. MA is optimistic but not relaxed about the future of the Museum and shared that the new SMT is pointing positively in the same direction for the same outcomes.

3.7 GT said that Trustees are here to support, and advised that Trustees have a variety of skills that MA should feel free to exploit where appropriate.

ITEM 4 – EXECUTIVE REPORT

4.1 Since the papers were circulated the Museum has been informed that there will be a Triennial Review in the summer and that formal notification should be received after Easter. This will be a significant piece of work in the second and third quarter this year and is an opportunity to look at the partnering agreement and financial framework.

4.2 RE asked that a separate report on access and learning outreach be provided once a year.

Action: MA to programme an annual access and learning report

4.3 With regards Health and Safety, GT asked MA to ensure that the Museum is meeting all governance requirements and is compliant.

Action: MA to provide Health & Safety report for September meeting.

ITEM 5 – FINANCE REPORT

5.1 PW highlighted the December/January accounts. PW said it was important to understand the core structural deficit and that this is not masked by the £3.5M for the Centenary Plan. PW said he was looking to improve the quality and clarity of the accounts so that core and project funding was clearly evident.

5.2 PW advised that the Budget had been set for 2015/16 and that the deficit was fundable through existing reserves but not sustainable longer term.

5.3 RH said that the Finance Committee were not happy recommending a deficit budget but that it would be monitored and updated at Finance Committee meetings.

5.4 GT said that he was currently looking at the allocation of Trustees to committees.

5.5 Trustees approved the 2015/16 budgets with an operating income deficit to be funded, if necessary, by Trustees funds.

ITEM 6 – AUDIT & RISK

6.1 AR said that the A&R Committee was satisfied that major project management was now in place and the NAO were content. He said that A&R would like to see an increase in pay for lower paid staff and an uplift in GIA.

6.2 AC asked if the NAO were aware the Museum has a deficit budget. MA agreed to talk through the deficit with the NAO to ensure they were content.

Action: MA to advise NAO of deficit.

6.3 MS advised that the A&R Committee had asked PW to provide the top five risks and mitigations to the next meeting along with a Health and Safety report.

ITEM 7 – RAFMEL

7.1 A discussion about tracking profits was had and PW advised that the Cosford and Hendon catering contracts were providing good profits, which would have a positive impact on Gift Aid.

ITEM 8 – DEVELOPMENT AND CENTENARY PROGRAMME UPDATE

8.1 KW said that the HLF were so impressed with the FWW exhibition that the Museum was now able to report electronically and they had also asked us to submit an application for an HLF award for the project. KW circulated a top-line view of the breakdown of money required for the Centenary Plan, which now included the costs of raising the money.

8.2 KW advised that the HLF outcome was due on or after the HLF Board meeting on 19 May. KW added that the conservation and site surveys had been undertaken to ensure that everything is aligned and ready to go following the outcome of the bid, and that the next phase bid for sub-£2M would go to the London HLF regional committee in September 2015.

8.3 In terms of funding, KW advised that the Museum had to have raised the money for the Centenary Plan by March 2017 in order to deliver the opening in summer 2018. MA said that the additional Trustee meeting arranged for 1 June was intended to take stock of the Centenary fund-raising plan in light of the outcome of the HLF bid.

8.4 KW said that the Museum would have to remain open throughout the redevelopment and further advised that the Museum would be recruiting an HLF-funded project manager for Phase 2A of the Centenary Plan.

8.5 A discussion followed about potential fundraising prospects and partners.

ITEM 9 – RAF 100 JOINT VENTURE

9.1 The RAF100 Appeal joint venture is currently being set up between the four charities and RAF. There would be a non-executive governance structure and a COO appointed for the period. KW explained that the money raised would be divided between the four charities and the RAF, and any surplus above a specified level could then be available for the charities to bid against specific projects. KW said that the Museum's Centenary Plan funding had been ring-fenced and sat outside the RAF100. However, the Museum was working closely with the RAFBF on joint funding opportunities ahead of the main RAF100 Appeal period; one such opportunity was a 75th Battle of Britain Anniversary fundraising dinner planned for 17 September 2015.

ITEM 10 – BOARD PROGRAMME

10.1 GT asked Trustees to forward comments to MA for inclusion in the programme.

ITEM 11- ANY OTHER BUSINESS

11.1 BC reminded Trustees that the next meeting would be his last as a Trustee. GT said that he was looking at co-opting another Trustee and diversifying the Board.

11.2 FR thanked Trustees and management for their support and advised that Battle of Britain veteran, Tom Neil, would be the guest of honour at the US banquet on 7 October 2015. He also advised that decommissioning of the Predator would start in 2016/17 and that he had been in contact with Jack Hudson at the USAFM. FR suggested MA consider visiting the USAFM. FR also thanked the Museum for linking RAFMAF to its website. MA advised that she would be speaking at the American Alliance of Museums in Atlanta towards the end of April.