



**MINUTES OF THE 196<sup>th</sup> MEETING OF  
THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM  
HELD AT THE ROYAL AIR FORCE MUSEUM HENDON  
ON THURSDAY 6 JULY 2017**

Present:	ACM Sir Glenn Torpy (Chairman)	(GT)
	Ms Maggie Appleton (CEO)	(MA)
	Mr Peter Bateson	(PB)
	Ms Laurie Benson	(LB)
	Mr Alan Coppin	(AC)
	Dr Rodney Eastwood	(RE)
	Sir Gerry Grimstone	(GG)
	Mr Richard Holman	(RH)
	Mrs Catriona Kempston	(CK)
	Ms Julie McGarvey	(JMcG)
	Mr Andrew Reid	(AR)
	Mr Nick Sanders	(NS)
	Mr Robin Southwell	(RS)
	Mr Malcolm White	(MW)
In Attendance:	Ms Karen Whitting (Director Public Programmes)	(KW)
	Mr Matthew Fowler (Head of Finance)	(MF)
	Wg Cdr Erica Ferguson (RAF Heritage)	(EF)
	Vanessa White (Secretary)	(VW)

**ITEM 1 – APOLOGIES FOR ABSENCE**

1. Apologies for absence were received from Carol Cole, John Michaelson, Michael Schindler and Alan Spence. Apologies were also received from Air Marshal Sean Reynolds who was represented by Wg Cdr Erica Ferguson.

**ITEM 2 – APPROVAL OF MINUTES, MATTERS ARISING, ACTIONS**

2.1 The Board congratulated RS and AC on their sponsored walk and on the c.£30K raised as a result. The Board also thanked the RAF and the Museum management team and staff for their support and encouragement.

2.2 Following a site tour of the transformation works, the Board congratulated the management team on the work thus far on the Centenary Programme.

2.3. The minutes of the 195th meeting held on 13 March 2017 were agreed as a true record.

2.4 AS still to provide modern slavery policy example.

2.5 The Museum would like to be able to share up to date information about RAF operations in the new galleries; EF will chase this and pass on to the Museum's digital team.

### **ITEM 3 – RESEARCH BOARD UPDATE**

3.1 Professor Richard Overy joined the meeting and gave an update on the work of the Research Board. The Board had raised the profile of the Museum and the Museum's Conference next year will be an endorsed RAF100 conference. CAS has agreed to open the Conference, which will explore the impact that air power has had over the last century and look ahead to the future.

3.2 The Board was updated on BBC programmes to mark the RAF's Centenary

3.3 The Board discussed the development of the academic department at the Museum whilst recognising resource implications. The current Historian is now part of a wider Collections team, and once the Centenary Programme is complete, other colleagues would have more time available to spend on academic research.

3.4 Following a discussion around schools and learners, the Board noted that there would be an Access and Learning update at the December meeting as per the Board programme.

### **ITEM 4 – EXECUTIVE REPORT**

4.1 MA advised that the Museums exhibition tax relief issue is still not resolved but hopes that a decision will be made by the end of August.

4.2 The Museum's partnership agreement with the RAF had been agreed with CAS and awaited final signatures of the linked financial framework from colleagues in the RAF's Resources team. On completion, there will be a signing ceremony with CAS at the Museum.

4.3 Following a discussion on Safeguarding best practice, the Board was informed that RE would be assuming Board responsibility for Safeguarding.

4.4 Following a discussion on the Omani Hunter, the Board agreed that the aircraft should be retained due it representing partnership working and the broader relationship with Oman and the Royal Air Force of Oman.

4.5 The Board was advised that teams across the Museum were supporting RAF100 to develop and deliver a static aircraft tour, events, publications and merchandising. The RAF100 Appeal partnership mechanism was shared and discussed for the benefit of newer Trustees.

4.6 The Board was informed that RAFMAF had facilitated the loan of a Predator for the Age of Uncertainty exhibition, and the Museum was liaising with the USAFM to arrange the transfer of the aircraft. RAFMAF colleagues had also been joined by several new Board members and had recently made introductions to several US companies.

4.7 Board members were encouraged to publicise the RAFMAF October Washington dinner.

4.8 Board members who had agreed to sit on an IT strategy peer review group were thanked for their support.

4.9 The proposed staff pay remit and would be followed up by the Chair with the Chair of the S&R Committee.

4.10 Following the H&S update the Board expressed concern that the trend in Cosford in terms of numbers of accidents was increasing. The Executive explained that that this was mainly due to staff being encouraged to actively report incidents. The H&S Committee will

analyse the trends and put in place a strategy to investigate and deal with any patterns or issues that arise. The Museum's internal auditors had confirmed they were content that the Museum had the correct procedures in place.

4.11 The Museum performance overview shows a downward trend in visitor numbers partly due to the Centenary works and lack of an Easter break in 2016-17 year. However, the reduction also mirrored a broader downturn in visitors across all London attractions.

4.12 The Board was advised that the SLT restructure would ensure stronger commerciality across the Museum.

## **ITEM 5 – FINANCE**

5.1 The Board was advised of an underspend driven in the main by the timing of Centenary spend and the primary focus on the Centenary Programme. Capital expenditure is over budget due to phasing and, as agreed at the last Board meeting, self-generated income had been allocated towards the Centenary Programme match funding.

5.2 Following a discussion on reserves policy and advice from the Charity Commission, the Board agreed to a reserves policy of £500K.

5.3 The Board was informed by the Chair of the Finance Committee that the aircraft condition survey would pose a financial obligation, especially at Cosford over the next five years.

## **ITEM 6 - RAFMEL**

6.1 The RAFMEL results were discussed by the Board in the context of the Centenary works. The online figures were particularly frustrating, due in part to ongoing issues with the new website. The new structure had been proposed in order to provide the additional focus, expertise and accountability required to improve the Museum's commercial performance.

## **ITEM 7 – CENTENARY PROGRAMME.**

7.1 KW advised that both the new HLF case officer and mentor had visited, and were pleased with progress on the Centenary Programme.

7.2 The restaurant opening date had slipped due to the lead paint and flooring issues, but the overall programme was not affected. The programme is on budget, with some draw on contingency. Further car parking space will be released next week, ahead of schedule.

7.3 The Museum is currently in the exhibition fit out tender phase, with the appointment of the selected contractor being made by the end of August. The new Senior IT Manager had reviewed the exhibition designs to confirm IT compatibility and the Museum would ensure assurances over cladding, fireproofing and safety of the building were signed off by contractors and sub-contractors.

7.4 Planning for Phase 3 was moving on rapidly and the Museum's QS had carried out an options appraisal for the Learning Centre free of charge.

7.5 The Board was updated on the current fundraising position. At the Board's request, an up-to-date brief (including images) on progress with the Centenary Programme would be circulated to the Board so they could better engage with potential donors/sponsors.

### **ITEM 8 – STAFFING AND REMUNERATION**

8.1 The HR strategy would be circulated to the Board; HR KPIs would be delivered for the S&R Committee for review.

8.2 Succession planning had been added to the risk register.

8.3 The HR department is now properly resourced across both sites with an HR Adviser due to start in post in London in the next fortnight.

### **ITEM 9 – AUDIT AND RISK**

9.1 A summary of changes to the Annual Accounts was circulated to the Board which had been audited by the NAO.

9.2 The A&R Committee recommended that Trustee insurance should be considered; there were also advantages to be had from the Museum being incorporated. The Committee has asked that the new Director of Finance Resources work with the Museum's solicitors to undertake this work.

### **ITEM 10 – GOVERNANCE ISSUES**

10.1 The Chairman advised that he was in the process of agreeing a Governance review with CASS business school.

### **ITEM 11 – NEXT MEETING**

11.1 The next meeting was scheduled for Monday 11 September at Cosford,