



**MINUTES OF THE 197<sup>th</sup> MEETING OF  
THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM  
HELD AT THE ROYAL AIR FORCE MUSEUM COSFORD  
ON MONDAY 11 SEPTEMBER 2017**

Present:	ACM Sir Glenn Torpy (Chairman)	(GT)
	Ms Maggie Appleton (CEO)	(MA)
	Mr Peter Bateson	(PB)
	Ms Laurie Benson	(LB)
	Dr Carol Cole	(CC)
	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 Michael Schindler	(MS)
	Mr Robin Southwell	(RS)
	Mr Malcolm White	(MW)
In Attendance:	Ms Karen Whitting (Director Public Programmes)	(KW)
	Wg Cdr Erica Ferguson (RAF Heritage)	(EF)
	Vanessa White (Secretary)	(VW)

**ITEM 1 – APOLOGIES FOR ABSENCE**

1.1 Apologies for absence were received from Alan Coppin, John Michaelson and Alan Spence. Apologies were also received from Air Marshal Sean Reynolds who was represented by Wg Cdr Erica Ferguson.

1.2 GT welcomed the Museum's new Director of Finance and Resources, to her first Board meeting.

1.3 GT commended the management team for the work and progress on the Centenary Programme, welcomed the Station Commander's support at Cosford and advised of the RAF100 Appeal Board agreed outcomes from RAF100.

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

2.1 Following the amendment (5.2) to read 'review of Charity Commission guidance', the minutes of the 196th meeting held on 6 July 2017 were agreed as a true record.

2.2 GT advised that he, MA and CC would be meeting with CASS business school to discuss Board governance on 26 September.

2.3 Following a huge amount of benchmarking work on pay and pensions the Board were content that the Museum had a robust pay award proposal and gave approval for submission to MOD.

2.4 The IT strategy is in final draft following reviews from a trustee peer group and external advisors. It will be circulated by email to the Board for comments/approval.

### **ITEM 3 – EXECUTIVE REPORT**

3.1 The Board discussed the revised rules on museums and galleries tax relief (enhanced corporation tax) and will apply for tax relief on its four new exhibitions.

3.2 This year's RAFMAF dinner would be held in Washington DC on 4 October and promised to be another excellent event organised by RAFMAF.

3.3 Trustees discussed the previously circulated H&S update which provided a detailed overview and analysis. The H&S Committee had confirmed the two working groups at Hendon and Cosford and reviewed membership.

3.4 With regards to KPIs, for Q1, London visitors are up 1.5% compared to last year but on forecast are up 35% as the significant reduction due to the extensive building work had pleasingly not materialised. Cosford is down 6.5% and down on forecast. The July audited figures show London to be 18% up on last year. Following a focused social media and radio campaign targeting families, Cosford's August figures are now up 15% on last year and London up 11% on August last year. Trustees emphasised the importance of continued analysis of market data in planning future campaigns and spend. The Museum uses significant local, drive time and penetration data for its planning, which it uses against its postcode analysis.

3.5 The key Business Plan Monitor focus this quarter were the Centenary Programme and SLT restructure. Interviews for candidates for the Director Visitor and Commercial Development the Head of Business Development would be held towards the end of September and it was hoped to have someone in place early in the New Year.

3.6 The over-cladding of Hangars 2 and 3 at Cosford are likely to be at or below budget. All cladding had been checked following the Grenfell disaster.

3.7 Staff morale is generally good with colleagues looking forward to the Centenary Programme being delivered. However, the SLT remains alert to a few specific issues and concerned about workloads in some areas. The staffing risk register will reflect these.

3.8 The Cosford Spitfire 10k event was oversubscribed. With the over-subscription at Cosford and no run at Hendon due to the Centenary Programme, the team is extending the event as a virtual race for those who weren't able to sign-up.

3.9 A list of key future events that Trustees may be interested in attending will be regularly circulated.

3.10 The Cosford and London business development teams will be holding regular idea sharing forums. Commercial colleagues across both sites are being brought together as one team in advance of the new Director starting in post.

3.11 The stellar performance of the A&L team at Cosford was recognised; the A&L managers from both sites would present a joint report to the Board in December.

#### **ITEM 4 – FINANCE REPORT**

4.1 The unrestricted year to date surplus before depreciation, is mainly due to phasing and savings on business rates. The restricted expenditure is ahead of budget with combined capital and revenue spend on the Centenary Programme ahead of budgeted profile.

4.2 The DFR will report back on the Apprenticeship Levy.

4.3 The Museum would be undertaking further work in the next financial year on aircraft suspension and on those stored outside.

#### **ITEM 5 – RAFMEL REPORT**

5.1 The RAFMEL Board had visited the Centenary development and both they and the commercial teams were excited about the commercial spaces and opportunities for the London site post 2018.

5.2 The DFR is taking action to improve the retail offer prior to the appointment of the Director of Visitor and Commercial Development (DVCD).

5.3 Following the shop tender, Stamp have been awarded the contract for the fit-out.

5.4 A Business Development strategy is underway (including corporate and public events) as part of the business planning process, which will be in place when the new DVCD takes up post.

5.5 The Board recognised the need to ensure that everything is in place for the Centenary. Significant commercial opportunities and potential had been built into the Centenary Programme planning and the new DVCD would take this forward in the year ahead.

#### **ITEM 6 – CENTENARY DEVELOPMENT REPORT**

6.1 The CDC had met at Cosford to discuss progress at Hendon and on the Cosford masterplan. Once the Centenary Programme is complete the CDC's focus would shift to Cosford and, as a result, there was a need to review membership of the CDC and the location of future meetings.

6.2 The Cosford masterplan was a long-term plan and the CDC had agreed the immediate priorities including the small quick wins. Trustee discussed the unique opportunity to link/launch the Cosford Legacy Programme with the 2018 Cosford Air Show and the need to be realistic about the Museum's fundraising ability – especially so soon after the Centenary Programme. The SLT would be meeting to discuss the long-term strategy in February, before further discussions with the Board.

6.3 The Museum still hopes to have the Building 52 restaurant at Hendon open for October half-term and advised that all exhibition contractors had now been appointed. The option to extend to Phase 3 had been written in to all tenders.

6.4 The Centenary programme is on budget and the Museum has been drawing down appropriate contingency.

6.5 KW advised that Museum teams are also assisting RAF100 with STEM and aircraft loans, which will tour different locations around the UK in 2018. The MBCC and A&L teams will be the most heavily involved and the Board was grateful to the teams, especially those from the MBCC who were spending significant time away from home.

### **ITEM 7 – ANNUAL REVIEWS**

7.1 The H&S statement, policy and list of responsible people was previously circulated and discussed. The number of annual meetings should be added to the policy and should include monthly report of H&S to SLT.

7.2 The Strategic Risk Register had been discussed by the Audit & Risk Committee and reviewed and updated by the SLT. The Museum is on track with GDPR and the SLT have suggested this area is subject to internal audit, which will take place before the end of 2017.

7.3 On the Safeguarding Policy, the number of people appointed as designated safeguarding officers was discussed, as was the response flow chart and incident reporting procedure to the LADO.

### **ITEM 8 – GOVERNANCE MATTERS**

8.1 As reported above, GT, MA and CC are meeting with CASS business school on 26 September to discuss Board governance.

8.2 A number of Trustees would be retiring from the Board in 2018. The last Trustee recruitment round had increased the diversity of the Board and the overall size of the Board and sub-committee structure would be reviewed in deciding how many new Trustees should be recruited.

### **ITEM 9 – FUTURE MEETINGS**

9.1 Next meeting on 18 December starts at 0900hrs with a 'meet the team' at Hendon.

### **ITEM 10 – ANY OTHER BUSINESS**

10.1 2018 meeting dates to be circulated asap.