



**MINUTES OF THE 198th MEETING OF
THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM
HELD AT THE ROYAL AIR FORCE MUSEUM HENDON
ON MONDAY 18 DECEMBER 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)
	Sr Gerry Grimstone	(GG)
	Mr Richard Holman	(RH)
	Mrs Catriona Kempston	(CK)
	Mr Julie McGarvey	(JMcG)
	Mr John Michaelson	(JM)
	Mr Andrew Reid	(AR)
	Mr Nick Sanders	(NS)
	Mr Robin Southwell	(RS)
	Mr Malcolm White	(MW)
In attendance:	Ms Marguerite Jenkin (DF&R)	(MJ)
	Air Mshl Sean Reynolds (RAF)	(SR)
	Ms Karen Whitting (DC&P)	(KW)
	Maj Gen (Retd) Fred Roggero (RAFMAF)	(FR)
	Caroline Copeman (CASS)	(CC)
	Fiona Ash (CASS)	(FA)
	Vanessa White (Secretary)	(VW)

GT opened the meeting by welcoming CASS Business School to the meeting. They were observing the Board as part of the Museum governance review.

In setting the scene for the meeting, GT outlined the significant amount of work that had been undertaken in 2017 towards both the Centenary Programme and improving the Museum's organisational structures and processes. The Centenary Programme was progressing extremely well and was on track for the opening in June 2018. The challenge for 2018 and beyond, however, was ensuring that the opportunities presented by the Centenary Programme were fully exploited, particularly on the commercial front. He saw this as the major strategic objective, and an essential enabler to improving the long-term financial sustainability of the Museum. GT advised that once the Centenary Programme at Hendon was complete the Museum's focus would shift more towards Cosford.

ITEM 1 – APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Alan Coppin, Alan Spence and Mike Schindler.

ITEM 2 – APPROVAL OF MINUTES AND MATTERS ARISING

- 2.1 No conflicts were declared.
- 2.2 Subject to the change of venue and addition of CC and MS as attendees the Minutes were approved.
- 2.3 The introduction of the new Membership programme will be in place for the RAF Centenary Programme launch.
- 2.4 GT thanked the Board for their input to the Digital Strategy, which he felt was now a more robust document.

ITEM 3 – EXECUTIVE REPORT

- 3.1 The Board discussed the recent reviews of museums. Following the Service Museums review, the MOD would continue to monitor progress and assist with shared efficiencies where possible.
- 3.2 The Museum is ready for the introduction of the GDPR rules next year, although some detail about implementation/application was still in development nationally with regards to museums.
- 3.3 With the SLT restructure complete, the new Director Visitor and Commercial Development would start in January.
- 3.4 The Centenary Programme is now fully funded and will formally open towards the end of June (date to be confirmed by the Palace). The new Cosford displays will open on 1 April (the RAF Centenary date), along with a two-day festival. Next year is also the 80th anniversary of RAF Cosford and the Museum team would be working with the Station to celebrate this anniversary.
- 3.5 Trustees stressed the need to ensure the RAF Centenary provided a platform for developing long-term sustainability for the Museum and a strong and ongoing relationship with the RAF, and that this once-in-a-lifetime marketing opportunity was fully maximised.
- 3.6 SR outlined the momentum building for RAF100 and the Air Force Board's wish to re-emphasise the principles on which the Service was established, particularly through promoting Science, Technology, Engineering, the Arts and Maths. A central theme of RAF100 was to 'inspire' young people's interest in the RAF, engineering and the aerospace sector. GT confirmed that these principles were also at the heart of the Museum's work, and he was keen to see the Museum looking as much forward as back. The Museum was working in partnership with the RAF at every level and was striving to support the RAF to ensure that its STEM programme endures post-Centenary through their partnership work with the Museum.
- 3.7 A Board workshop next year (2018) will revalidate the Museum's strategy and identify the key objectives for the next 10 years. This will be part of the Board programme to develop the new five year strategic plan for 2020-25, which will begin in the latter half of 2018.
- 3.8 The Board gave a vote of thanks to RAFMAF for the Washington dinner, and the positive impact this event has on the RAF/USAF relationship. Thanks went to FR and the National Museum of the USAF for enabling the loan of a Predator UAV, which is expected to be in the UK in February.
- 3.9 The Museum is exploring procurement of an online H&S reporting system. Progress has continued to ensure a robust H&S system which will include new H&S targets.

3.10 Emergency and Business Continuity plans were currently being updated and that table-top exercises would continue to take place annually.

3.11 Visitor figures are slightly up at Cosford and higher than expected at Hendon due to a number of factors, including the poor weather during the summer, additional social media regarding the ease of visiting Hendon by Tube, and publicity surrounding the Centenary Programme.

3.12 The Centenary Programme continues to be the focus for the Business Plan. RE was keen to ensure that the Museum conference went ahead next year (2018): KW confirmed that a sub-committee of the Research Board were looking at potential subjects.

3.13 The Board discussed the need to have an ambitious and robust fundraising target going forward. With funding for the Centenary Programme now secure, the 2018-2019 Business Plan would include more focus on revenue fundraising.

ITEM 4 – FINANCE

4.1 The Centenary Programme is fully funded and the Government loan will be fully repaid before the end of the financial year.

4.2 During Q2, the surplus was as a result of underspend on public programmes, marketing and digital and the Cosford rates rebate. Financial sustainability is high on the agenda in senior leadership team discussions, as is site maintenance

4.3 The current main financial risk was the uplift in the Cosford lease.

4.4 The Museum would look at arranging a Managing Public Money briefing for the Board.

ITEM 5 – RAFMEL

5.1 The major strategic priority for 2018 should be for RAFMEL to provide real commerciality and profit to the Museum. The Board had previously approved the Commercial Strategy.

ITEM 6 - STAFFING AND REMUNERATION

6.1 Trustees discussed the upward trajectory of the HR department, boosted by the arrival of the Head of HR and Volunteering and then the DFR. The new sickness policy had resulted in a large reduction in short-term absenteeism, the outdated pay system would be replaced and the annual leave year would be aligned with the financial year. HR were also looking to introduce a wellbeing programme for staff. The Committee were now looking at a suite of KPIs and annual targets, which would be rag-rated and monitored.

6.2 The new performance appraisal process would start on 1 April and KPIs on responses had been set.

ITEM 7 - Centenary Programme

7.1 The Centenary Programme would open on time with a soft opening in May and the formal opening in June. KW advised that the contingency was intact for all phases but the Museum would

shortly be drawing some of this down. The project is 80% complete, with only exhibitions and activity plans left to complete.

7.2 Practical completion on Hangar 1 was planned for 21 December. The Sea King is now in Hangar 1 and SDC remain helpful in the timely handover of spaces. The exhibition fit-out by The Hub starts on 1 Feb and the team are currently public testing all the new systems and running focus groups to look at exhibition titles and content.

7.3 The board discussed the wellbeing of staff in this busy time and reflected on the very positive input of the team across all sites. The MBCC team (based at Cosford) who had consistently worked away from home to lead the aircraft moves programme was particularly appreciated.

ITEM 8 – ACCESS AND LEARNING

8.1 The Access and Learning managers from Hendon and Cosford presented their report for 2016-17.

8.2 The Board thanked them for their presentation and were impressed with the quality and range of impact the Museum is making in access and learning. SR outlined the importance of Space going forward and advised that the RAF would launch its first satellite next year. RE asked what the Museum was doing to attract female young people between 13-18 and JB advised that the STAAR programme, drone missions and a number of other programmes were aimed at that demographic with more thinking going into this group. SC advised that unconscious bias training was being organised and that they would share the age and gender breakdown in future reports.

ITEM 9 – GOVERNANCE

9.1 The Board programme had previously been circulated and comments/views on anything which the Board could or should be covering or how it could do things better should be forwarded to the Chair.

9.2 The Policy/Strategy approvals list had previously been circulated and any feedback should be forwarded to the CEO.

ITEM 10 – DATE AND TIME OF FUTURE MEETINGS

10.1 The next meeting would be held on 26 March at Hendon.

ITEM 11 – ANY OTHER BUSINESS

11.1 FR advised that RAFMAF would be holding an event in New York on 21 March, that the Udvar Hazy would be holding a RAF open day event on 15 April followed by a reception at the Smithsonian on 17 April and that it would be possible for RAFMAF/RAFM to have a marketing presence. The annual RAFMAF BofB dinner would be held on 11 October next year at the Mayflower Hotel.

11.2 The Board expressed their appreciation for RAFMAF's support and asked that thanks be passed to the rest of the RAFMAF Board.