



**MINUTES OF THE 194<sup>th</sup> MEETING OF  
THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM  
HELD AT THE ROYAL AIR FORCE MUSEUM HENDON  
ON FRIDAY 16 DECEMBER 2016**

Present:	ACM Sir Glenn Torpy (Chairman)	(GT)
	Ms Maggie Appleton (CEO)	(MA)
	Mr Peter Bateson	(PB)
	Ms Laurie Benson	(LB)
	Dr Carol Cole	(CC)
	Mr Alan Coppin	(AC)
	Dr Rodney Eastwood	(RE)
	Mr Richard Holman	(RH)
	Ms Catriona Kempston	(CK)
	Mr Andrew Reid	(AR)
	Mr Nick Sanders	(NS)
	Mr Michael Schindler	(MS)
	Mr Robin Southwell	(RS)
	Mr Alan Spence	(AS)
	Mr Malcolm White	(MW)
In Attendance:	Mr Philip Walsh (Chief Finance Officer)	(PW)
	Ms Karen Whitting (Director Public Programmes)	(KW)
	Air Cdre Rich Barrow (RAF Heritage)	(RB)
	Charlie Pate (Director Resources)	(CP)
	Vanessa White (Secretary)	(VW)

**ITEM 1 – APOLOGIES FOR ABSENCE**

1.1 Apologies for absence were received from Sir Gerry Grimstone, Julie McGarvey, John Michaelson and Air Marshal Sean Reynolds.

**ITEM 2 – APPROVAL OF MINUTES AND MATTERS ARISING**

2.1 The minutes of the 193rd meeting held on 26 September 2016 were agreed as a true record.

2.2 GT welcomed Charlie Pate, Director Resources, representing AMP and Air Cdre Rich Barrow as an observer for RAF Heritage.

2.3 In setting the scene for the meeting, the Chair stated that significant improvements had been made to the Museum's management, organisational structure and procedures over the past two years and, as a result, he felt that the organisation was more robust than it had been for some time. Financial resilience was also

improving. The Board had benefitted from new Trustees and was now more diverse and balanced.

All agreed that keeping the Centenary Programme on time, on budget and mitigating any risks was the main priority for 2017-18, and a significant ingredient to the future success of the Museum. However, the board also discussed the importance of maintaining focus on other key priorities: namely, improving the Museum's commercial and on-line offer, enhancing the Museum's profile and broadening its appeal.

2.4 The Board congratulated LB on her appointment to the Charity Commission Board.

2.5 In clarifying the Museum's position as both a Charity and an NDPB, PW advised that the Museum is obliged to meet its legal requirements as a registered charity, whilst at the same time recognising the regulations associated with being an NDPB, particularly in the context of 'Managing Public Money'. In reflecting this duality, the NAO audited the Museum against both sets of rules and regulations. The Triennial review recognised the potential difficulty this could cause and concluded that any tensions between the two governance requirements would be dealt with on a case by case basis.

### **ITEM 3 – EXECUTIVE REPORT**

3.1 The Board discussed the current DCMS Review of Museums which aims to gain a deeper understanding of the issues facing the sector, how the sector can be made more resilient, and how Government can best assist. The Review is not intended to revisit the findings of the recently completed Triennial Review of Service Museums and neither will they be revisiting Government Policy on free admission to National Museums. The Museum is engaged in the debate through the NMDC and via individual interviews with the review team.

**3.2 Approved: The Board agreed the inward loan of the Predator if required conditions are met.**

3.3 The Museum continues to be actively engaged with the RAF100 Appeal. Recent activity has focussed on clarifying the licensing arrangements for merchandise.

3.4 Trustees discussed in detail the Digital Experience Strategy and the recruitment of an IT specialist, both of which the Board felt was crucial to future success.

3.5 The board discussed the museum's Safeguarding policy and procedures as per its annual health check.

3.6 In reviewing the Business Plan monitor, it was confirmed that the Development team would re-launch the Museum's membership programme next year. Trustees asked for a one page summary of Museum policies and strategies and the approval mechanism for each.

**3.7 Action: MA to provide list of policies and strategies and their approval mechanisms.**

3.8 The Access and Learning (A&L) annual report was previously circulated. A new Learning Partnerships Manager for London had recently been recruited, who would

also be responsible for partnership management to grow the Museum's learning offer; this would include STEM and heritage under the Centenary Programme. The Board asked that their thanks be passed to the A&L team.

#### **ITEM 4 – CHIEF FINANCIAL OFFICER UPDATE**

4.1 The board discussed the previously circulated finance report. The SLT recognised the need to build up the Museum's financial reserves ahead of the Centenary Programme and to undertake a detailed cash-flow analysis which would be reported to the Finance Committee in the New Year. In preparing the 17/18 budgets the Museum was facing a number of cost pressures, including an increase in rates and in insurance premiums. The SLT were planning a break-even budget for 2017-18. RH advised that the Finance Committee would look carefully at the budget for robustness and coherence. Overall, the Committee felt that the Museum's finances were under good control.

#### **ITEM 5 – RAFMEL REPORT**

5.1 The Board discussed the problems with the introduction of the new software for the online shop and the review of the commercial team to ensure that it has the correct structure, resources and skills in place to support the Museum/RAFMEL's commercial strategy.

#### **ITEM 6 - STAFFING AND REMUNERATION**

6.1 The HR KPIs would be reviewed and there is now a process for ensuring policies are looked at, updated and signed off.

6.2 The Volunteer Manager in London had presented the Volunteering Strategy to the S&R Committee who considered it sound. Securing long-term volunteering remained a challenge though community volunteering had already increased as part of the Centenary Programme. This had helped improve diversity and had been commended by the HLF.

6.3 The Board agreed to nominate a Trustee to be a readily identifiable point of contact for whistle blowing and one for safeguarding.

#### **ITEM 7 – GOVERNANCE MATTERS**

7.1 DCMS had issued guidance on the governance regimes for DCMS Boards, which included assessment of Chair, Board and CEO performance. Trustees felt that there was merit in the Museum Board adopting similar principles proposals.

#### **ITEM 8 – BOARD PROGRAMME**

8.1 The future Board programme had previously been circulated for discussion and an updated sub-committee/Board events calendar was tabled.

#### **ITEM 9 – FUTURE MEETINGS**

9.1 The next meeting will be held on 13 March.

## **ITEM 10 - CENTENARY PROGRAMME**

10.1 The Master Planning for Cosford will be completed in time to enable effective forward planning.

10.2 Moore Stephens had undertaken an internal audit of the governance of the Centenary Programme and the processes underpinning delivery. The audit report has now been received and circulated to the A&R Committee. A number of useful recommendations were made in the report but there were no serious shortcomings identified in the way the Centenary Programme was being managed and executed. The audit observed that it would be useful to clarify the responsibilities (in relation to the

10.3 The Centenary Programme delivery stage of phases 2a and 2b is now underway and enabling works have started. Contracts were in place with Borrás for Building 52 and SDC for Hangar One, landscaping and the car park. Building work is currently predicted to be finished in late 2017.

10.4 There was a discussion on staff resilience and appreciation by the Board of the volume of work being undertaken.

10.5 The formal meeting closed and trustees were joined by the Centenary Programme Manager, Head of Interpretation, Head of Digital Experience, and Community Outreach Officer to share further details of the programme.