



Strategic Plan

2015-2020

Approved by Board of Trustees: 130317

Updated for Approval: 0703

1. Executive Summary

The Royal Air Force has shaped our nation and our society. It has influenced how we live our lives today through its impact on world events, society and technology.

The Royal Air Force (RAF) Museum was established as a legacy of the RAF's fiftieth anniversary, opening on the London (Hendon) site in 1972. From 1979, the Museum also managed the Cosford Aerospace Museum for the MOD (which had also been in operation since 1972). This was renamed the RAF Museum Cosford in 1998 when it formally became part of the Museum portfolio.

It is a National Museum, a Government non-departmental public body (NDPB) and a registered charity.

The vision of the Royal Air Force Museum is to ensure that the Royal Air Force's story endures and enriches future generations.

The RAF Museum will be a world-leading visitor destination that engages, inspires and connects everyone with the RAF story through exploration of its people and its collections.

The purpose of the Museum is to tell the story of the Royal Air Force through its people and collections.

- For our nation, we help people to understand the impact of the RAF on the world.
- For our visitors, we make our collections and the RAF story relevant and stimulating.
- For current and former RAF personnel and their families, we preserve, honour and share the stories of their service.

Three strategic priorities will shape its direction and activities in 2015-2020:

- Interpret the RAF Story
- Focus the Collection
- Invest in the RAF Museum.

The Museum will focus delivery of all three strategic priorities over the course of this plan principally through its RAF Centenary and Centenary Legacy Programmes. It has a unique opportunity to mark the Royal Air Force's Centenary in 2018 by improving its storytelling and building up its resilience for the next century. Its vision will be delivered through an ambitious Centenary Programme that will transform its London site for 2018 and a Centenary Legacy Programme which will continue this transformation through developments at Cosford and London.

The first stage of the RAF Centenary Programme, 'The First World War in the Air', opened successfully in December 2014 with generous support from the Heritage Lottery Fund (HLF) and BAE Systems.

The values that guide the RAF Museum's planning and behaviour are:

INtegrity: we are open, transparent and ethical

Sharing: we work as a team to ensure our collections and expertise are accessible to all

Passion: we care deeply about sharing our collections and their stories

Innovation: we tell our stories and develop our business with creativity and imagination

Relevance: we ensure our legacy by linking our histories with today and tomorrow

Excellence: we are professional and strive to ensure excellence in all that we do

While the Museum is growing both its physical and virtual audiences, the world in which it operates is becoming ever more challenging. This plan, therefore, also explores the Museum's future resilience through income generation, efficiency savings and improved governance.

2. Context

2.1 Partnerships

2.1.1 International, national and regional partnerships

As one of the UK's National Museums, the RAF Museum's responsibility and remit is UK-wide. In addition to its own two public sites, its teams take opportunities to share the collections through loans, roadshows and online, as well as through an enquiries service and research programme. The RAF Museum is a member of the UK Museums Association, the National Museums Directors' Council, the Association of Independent Museums, the Group for Education in Museums and the International Council of Museums. It is committed to supporting other museums both across the UK and internationally by involvement in national and international programmes. The Museum is formally signed up to:

- The Museums Association's Code of Ethics which was updated in 2016 to ensure its relevance for Museums in the current political, economic and social context
- Museums Change Lives – the Museums Association's vision for the increased social impact of museums which is being adopted internationally as well as leading museum policy across the UK.
- Kids in Museums – a national organisation that supports museums to welcome and include families, teenagers and children. Their 20-point family friendly manifesto is created entirely from visitor comments.
- The Social Justice Alliance for Museums – an international coalition of museums and related bodies and individuals that have signed up to its charter for social justice, and to campaign for and promote best practice in museums.

The Museum has developed partnerships with a variety of museums and broader organisations with shared purposes. Internationally it has links with the Smithsonian National Air & Space Museum in Washington DC; PIMA Air & Space Museum in Tuscon, Arizona; the National Museum of the US Air Force; the Canadian War Museum; Bahrain National Museum and the UAE Armed Forces Museum. The Museum also works with academic and teaching institutions including Imperial College, Kings College London, Birmingham, Coventry, Exeter, Middlesex, Nottingham. Leicester and Wolverhampton Universities as well as Barnet & Southgate and Wolverhampton City Colleges. Other organisations which it partners include the Autism Society, the National Citizenship Service and STEMNET.

The Museum works closely with the Royal Air Force, its sponsor organisation at the Ministry of Defence, including liaison with the Air Historical Branch, RAF Heritage and RAF Engagement.

2.1.2 Community role and social inclusion

As well as being a National Museum which tells globally important stories, the RAF Museum's two public sites have an important role to play in their local communities. Museums help define a place: they help shape and convey a sense of identity and contribute to local distinctiveness. The Museum is committed to working with its local communities to collect and represent their diverse and collective history and heritage as part of the RAF story.

Exhibitions highlighting some of the untold stories of the RAF have included 'Brothers in Arms: Airmen of Poland and Czechoslovakia in the Battle of Britain & Beyond' in association with the Polish Institute of National Remembrance; and 'Pilots of the Caribbean: Volunteers of African Heritage in the RAF' in association with the Black Cultural Archive.

The Museum in London is taking an active role in the work of the Colindale Communities Trust to contribute to the regeneration of the local area and is a partner in the Grahame Park Community & Economic Strategy

In Cosford, the Museum works with a broad spectrum of partners with regular events and programmes, including with young offenders from HMP Hewell; with Combat Stress to provide activities for returnees from Afghanistan; and with five dementia groups across the West Midlands.

2.1.3 Stakeholders

The RAF Museum has a broad range of stakeholders summarised in Appendix 1. For a more detailed analysis, please refer to the RAF Museum Stakeholder Management Plan.

2.2 Assets

2.2.1 Estate

The RAF Museum exists on three sites: in London, on an historic pioneering airfield in Colindale; in Cosford in the West Midlands next to RAF Cosford; and at an MOD site storage facility at Stafford. The RAF Museum owns the London site while Cosford and Stafford are rented from the Defence Infrastructure Organisation. The total estate comprises more than 40 acres with 55,000 sqm of indoor space. The estate has been occupied by the Museum for more than forty years in buildings of a variety of ages and conditions most of which were not purpose-built for exhibitions.

The London site has benefited from the move of the historic First World War Watch Office onto its site in partnership with English Heritage and developer St George. Masterplans for both the London and Cosford sites have articulated the development needs for a more coherent visitor journey, an enhanced visitor experience and better facilities in London, and the management of large objects and stores in Cosford.

2.2.2 People

The Museum's public sites are visited by more than 700,000 people each year. These are complemented by a million users of the website and our response to over 6,000 written and telephone enquiries per annum from a wide range of people and organisations. The Museum's visitors comprise local people, national visitors from across the country, and a growing international base. The Museum has a detailed understanding of its visitor profile and its focus is to put visitors' needs and expectations at the heart of all its exhibitions, galleries and programmes.

The Museum employs around 190 people with a supporting and active trading company of 36 staff. These are assisted by more than 550 volunteers across the two museum sites. The Museum is building development opportunities for all staff and volunteers, both to deliver its ambitious plans and to enable our people to fulfil their personal professional development.

The Museum's highly successful apprenticeship programme has trained 14 young technicians and been recognised at the National Apprenticeship Awards with National Apprentice of the Year, National Employer of the Year and Regional Finalists. One apprentice was also a silver medallist in the national round of the World Skills Team finals in 2013.

2.2.3 Collections

The RAF Museum is a National Museum with a Designated collection. Among the c.250 aircraft are the mighty Vulcan Cold War bomber and the fragile 1909 Bleriot monoplane. 80,000 objects, ranging from missile guidance computers to dinner plates, take up the equivalent of two football pitches of storage. The archive of over half a million documents is complemented by 340,000 photographs and more than 7,000 works of art.

Due to the significant period of change in defence policy, a number of aircraft coming out of service have been acquired by the Museum since 2010, including the Harrier GR9, the Nimrod R1 surveillance aircraft and the Hercules C130K transport plane.

The National Collection requires investment to secure, house, conserve and record. During the period of this plan, the Museum will improve digital access for researchers and the public, and create a more efficient storage solution and effective loans programme.

2.3 Achievements

2.3.1 The Museum's successes over the recent years include:

- In December 2017 the RAF Museum Storyvault website was awarded Best Website to conduct research into First World War Airmen and Ground Crew in 'Who Do You Think You Are' magazine
- In 2016, the Museum received awards for both sites: three accolades from the London Volunteers in Museums Awards and an Apprentice of the Year award from the Rotary Club of Wolverhampton
- Three of the Museum's volunteers were awarded France's Légion d'Honneur in 2016 and attended a celebration event hosted by the Museum's American Foundation at the RAF Club
- In partnership with BAE Systems, the Museum's Spitfire XIX was displayed in the Middle East at the 2016 Bahrain International Air Show, at Bahrain Polytechnic to support STEM (Science Technology Engineering and Maths) workshops, at HM The Queen's Birthday Party at the UK Embassy, and at the Bahrain National Museum
- In 2015 the 'Pilots of the Caribbean' exhibition was Highly Commended in the Temporary Exhibition category of the Museums and Heritage Awards
- The Grahame-White Watch Office opened at Hendon in 2014-15 having been successfully moved onto the Museum's site and re-built brick by brick
- First World War in The Air exhibitions opened at both public sites in 2014-15 winning the National Lottery's Best Heritage Project of 2015

2.3.2 Fundraising success

The Museum has achieved its core fundraising challenge to raise £25.9m for its 2018 RAF Centenary Programme. Early fundraising success included significant support from Heritage Lottery Fund (HLF), BAE Systems, St Georges plc and the City Bridge Trust. Further fundraising has

included LIBOR funding announced in the March 2015 Budget, a grant from the Garfield Weston Foundation, also in March 2015, and national HLF round two support in September 2016. Support was received in late 2016 through an additional grant from the LIBOR fund and from the London region of the HLF. Further industry support and a very generous gift from the State of Kuwait in November 2017 completed the core Programme target.

2.4 Change, opportunity and challenges

2.4.1 Museum strategic and operational review

The RAF Museum has undergone a period of change and reflection since 2009. In 2012, the Museum's Chairman initiated a review of the organisation, its purpose and its future and through facilitated consultation work, the Museum redefined its purpose and vision.

Further work to build on this was undertaken in 2013 through staff, Trustee and stakeholder consultations and workshops, benchmarking and desktop analysis, and external expertise.

The key principle for the future strategy is the RAF story. The RAF story is at the heart of the Museum's purpose, collections and planning.

2.4.2 Opportunities

The RAF Centenary is the centrepiece of the Museum's Strategic Plan. Key opportunities in this period include:

- The Centenary of the formation of the RAF, 2018
- RAF Cosford's 80th Anniversary, 2018
- Dam busters 75th Anniversary: May 2018
- The Centenary of the First World War which the Museum is marking with its First World War in the Air gallery and events programme: from December 2014 to end 2018
- New digital opportunities for engagement and interpretation
- The development and regeneration of the Colindale area adjacent to the Museum's London site bringing 30,000 new residents onto its doorstep
- Economic development resulting from investment in the West Midlands including the area around the Museum at Cosford by companies from the engineering, aerospace, manufacturing and digital sectors, with development clusters including i54
- Significant further inward investment in adult learning, including rapid expansion of the University of Wolverhampton and associated campuses
- RAF Museum's 50th Anniversary: November 2022

2.4.3 Challenges

The Museum's strategic risk register which contains the principal risks to the Museum's sustainability is reviewed three times per annum by the Audit and Risk Committee and annually by the Board.

There is and will continue to be continued pressure on Government funding. There is much competition for funding in London while potential sources in the West Midlands are fewer – though a Government shift away from London-centric investment is an opportunity for RAF Centenary Legacy

planning at Cosford. The Museum will continue to diversify and broaden its income streams and be more efficient and these principles have been embedded in the RAF Centenary Programme.

For both sites, there is a shift due to the passing of the militarised generations of wartime and National Service to a public with little experience of the RAF, which requires different interpretation and communication methods. The Museum's users also have changing expectations in the ways they want to access stories, both as physical and virtual users. It must improve and expand its digital capacity and its interpretation to meet this need.

While the Defence Review of 2015 set out the UK Government's strategic intentions until 2035, the current period of defence uncertainty and change requires the Museum to be agile in its planning in order to keep interpretation relevant and responsive.

3. The RAF Museum to 2020

The key principle driving this strategy is the **RAF Story** which is at the heart of the Museum's vision and its RAF Centenary Programme. Three strategic priorities will deliver the vision and be used to shape activities to 2020:

- **Interpret the RAF Story**
- **Focus the Collection**
- **Invest in the RAF Museum**

3.1 Strategic Priority 1: Interpret the RAF story

The Museum is developing and delivering a programme of exhibitions, events, research and learning activities to mark the Centenary of the RAF in 2018. This ambitious programme is funded through an international fundraising campaign.

3.1.1 Interpretation strategy

The RAF Museum will engage, inspire and connect the public with the RAF story – its people and the Museum's collections. Opportunities for this engagement will be developed and delivered based on the Museum's overarching objective to provide access for all: intellectual, physical, social, aesthetic and emotional. The key principles for each of these areas can be found in the RAF Museum's Interpretation Strategy 2014-19 with headlines below:

- To enable all our audiences to feel welcome at our sites and connected to our stories
- To enable our audiences to discover, not to be led
- To enable our visitors to experience personal and emotional reactions
- To deliver interpretation that engages and includes all visitors at different levels, from casual to specialist
- To incorporate activities that engage all the senses into the galleries, understanding that visitors have different preferred learning styles
- To deliver 'wow' factors supported by high quality displays and interpretation making use of modern technology
- To develop and deliver content that covers subjects from the earliest days of the formation of the RAF to the modern day and that looks ahead to the future
- To ensure that there is a clarity of communication from routeing and signage to content
- To ensure that all our outputs are based on in-depth research
- To ensure that developments are renewable and sustainable.

3.1.2 Telling the story

Through extensive consultation, the Museum has examined and reviewed its visitors' engagement with its exhibitions. This has led to the commitment to provide broader context and richer narrative to its interpretation in order to tell the story of the Royal Air Force.

As part of the strategic gallery renewal plan and to bring recognisable context, the Museum will structure the story both chronologically and thematically. This enables long term planning of its spaces and collections. The chapter structure will be:

- The First 100 Years of the Royal Air Force (introduction)

- Early Development and First World War
- Inter-War and Second World War 1918-1945
- Cold War
- Post-Cold War 1989 - 2014
- Now & the Future.

The interpretation strategy will support the Museum's RAF Centenary plans and the principles for the delivery of this gallery structure will be that:

- Each of the two sites will tell the whole story, but with different emphases at each
- Each story will be rich in people and collections
- Each exhibition will be relevant and exciting for a broad range of people.

3.1.3 The RAF Centenary Programme 2014-18

The first phase of the RAF Centenary Programme, 'The First World War in the Air', opened in December 2014 and went on to win the National Lottery's Best Heritage Project of 2015 award.

Three further exhibitions/displays will be developed for 2018:

- First 100 Years of the RAF: London & Cosford (2018)
- Now & the Future: London (2018)
- Air Power: in an Age of Uncertainty: London (2018).

As the landscape of the London site is transformed to reflect its rich heritage as the London Aerodrome and RAF Hendon, the Museum will also develop interpretation that explores both the physical environment and the stories of the people who worked there.

3.1.4 The RAF Centenary Legacy Programme 2019-22

The Museum will develop a new facility at its Cosford site designed to provide suitable storage conditions for the reserve collections that can be explored by the public, thereby releasing the Stafford site. Further Science, Technology, Engineering, and Maths (STEM) learning opportunities will be developed as part of this facility. The Museum will also develop and deliver new exhibitions and displays as follows:

- Now & the Future: Cosford
- Air Power: in an Age of Uncertainty: Cosford
- Inter-War and Second World War: London and Cosford
- Cold War: London.

3.1.5 Digital experience strategy

In an increasingly technology-focused world the Royal Air Force Museum has an opportunity to deliver its overarching strategic objectives through digital activities. In particular, these technologies can be used to engage the widest possible audiences with the RAF Story through physical and virtual exhibition programming.

In order for this approach to be successful, the RAF Museum will introduce a digital experience strategy and delivery plan, embedding digital thinking, technologies and skills across the organisation as part of a new digital culture.

3.1.6 Audience engagement

The Museum will develop and deliver opportunities for engagement with its audiences through each of the Centenary Programme strands linked to its interpretation strategy principles outlined in 3.1.1.

3.1.7 Research Strategy

The RAF Museum aspires to become a centre of excellence for academic work in RAF, air power and aviation history. The Museum holds great expertise and specialist collections which will be used to support academic study in the following areas:

- History of the RAF, aviation and air power
- Museology and curatorial practice
- Access and learning practice in museums
- Heritage, conservation and restoration.

3.1.8 Access and Learning Strategy

The Museum will build on existing successful learning experiences at both sites where currently around 70,000 schoolchildren engage annually with formal programmes. National Curriculum changes which took place in September 2014 and advances in technology offer an opportunity to carry out a full review of the current offer and develop a new Lifetime Learning Strategy to support the RAF centenary plans and beyond.

The Museum will embed interactive learning experiences into all new exhibitions, developing 'classrooms of the future' for both sites. Delivery mechanisms will support engagement for the widest possible constituency through a combination of formal education, outreach and lifetime learning activities.

3.2 Strategic Priority 2: Focus the Collection

The Museum will carry out a full review of the collections to align them more closely with its vision and purpose. It will introduce an active contemporary collecting policy and digital technologies to enable access to and conservation of its artefacts and archives.

3.2.1 Collections development

A comprehensive collections review began in 2014 drawing on consultation around museum sector best practice and Museums Association guidelines. Artefact assessment is based on four main criteria, corresponding to the PAS (Publicly Available Specification) 197 Collections Management framework: information, development, access and care. The focus also includes the Museum's ongoing commitment to collections care under PAS 198. A pilot review, focussed on the rotary wing collection, was undertaken to test and iteratively improve this process.

The review is designed to identify both material that is duplicated or damaged and no longer relevant to the permanent collection **and** areas to further develop the collections.

The initial focus of the review will be the backlog of unaccessioned items (not yet formally inventoried or taken into the permanent National Collection) and a review of the accessioned aircraft and engines.

3.2.2 Collections strategy development

A review of the Museum's Collecting Strategy will be carried out, supported by a re-development of associated policies and procedures. As part of this review the Museum will introduce a new Collections Development Strategy to enable it to collect and tell the stories of the RAF today and in the future.

The storage and access of the paper archive continues to present challenges to the Museum. During this period, a digital solution will be explored to allow more content to be publicly available while work continues on a storage solution for 2D material.

3.2.3 Collections display practice

In order to tell the story of the Royal Air Force more effectively and, in particular, with a focus on the men and women of the Service and those in the wider RAF 'family', the Museum will use a much broader range of our collections in exhibitions and displays. It will match the rich collections to exhibition narratives and mine its archives for stories and evidence to illustrate exhibition themes and messages.

3.2.4 Conservation

As part of the development of a Collections Development Strategy, the Museum's approach to conservation and restoration work will be considered and included in the strategy and accompanying plan. The Museum will introduce new skills and resources for smaller object conservation and display through its work on the RAF Centenary Programme, including establishing a conservation workshop at its London site. Major project work at the Museum's Michael Beetham Conservation Centre at Cosford will continue including conservation work on the Dornier 17, Wellington TX and Hampden TTB Mk. 2. Conservation projects will be delivered with the involvement of both existing and new volunteers, without whom this vital work would not be possible.

3.2.5 Collections digital strategy

A focus on best practice digital solutions to collections management challenges will enable the Museum to prioritise its collecting. Much content that has traditionally been donated to the Museum in paper form, such as photographs, diaries and letters will, in the future, be digital in its original format. The Museum will put in place the policies, procedures and infrastructure enable it to collect and store this content.

3.3 Strategic Priority 3: Invest in the RAF Museum

In order for the RAF Museum to deliver its vision, it is critical that it builds organisational resilience and is supported by a more robust financial and operational framework. The development of new income streams coupled with focused investment and operational cost-saving measures over the course of this plan will enable this investment to better secure the Museum's future.

3.3.1 Financial resilience and commercial capacity

The Museum must establish a more sustainable financial position to enable it to plan and invest for

the future. The focus over the course of this plan will be to invest in growth while reshaping the Museum to be both more efficient and effective.

The Museum is considering its business model in the early part of this plan to ensure that its current governance model of an NDPB (non-departmental public body) and independent charity is the best fit and most effective for its purpose.

The Museum must continue to diversify its funding in order to develop and sustain its ambitions. It is embedding commercial capacity in its renewal process across the Museum and encouraging all its staff to have a financial and entrepreneurial focus across both charitable and trading activity. This will be enabled by a restructure of the Senior Leadership Team and review of the commercial team to ensure the right skills and expertise are in place to set the foundations for significant commercial growth in the latter part of this period.

3.3.2 Commercial strategy

A new Commercial strategy was developed in 2015. This has identified commercial opportunities and set out a phased development and delivery plan to, pursue and invest in new commercial activity through the Museum's trading arm, RAF Museum Enterprises Ltd, leveraging its estate, collections and expertise to benefit the Museum's broader objectives. With the new SLT in place, this will be thoroughly renewed in 2018-19.

3.3.3 Customer care and improved visitor facilities

Visitors must be the Museum's key priority and its intent is to embed a visitors-first culture in all aspects of its work. The Museum will continually improve the visitor experience at both sites, through its people via a warm welcome, and by how the Museum engages with visitors before, during and after their visit.

To complement our plans for more engaging people-led content, the Museum will improve its visitor facilities at each site. This will include:

- An orientation space to outline the visitor offer
- Safe and simple car parking facilities
- Better and more attractive access for pedestrians and cyclists
- Consistent and clear signage
- Improved café, retail and play facilities.

3.3.4 People

The Museum will review its people and financial resources to ensure its team is fit for the future and the delivery of this plan. Key to this is putting visitors at its heart, requiring investment in and development of staff and volunteers.

A volunteering strategy and associated policies and procedures will be developed and rolled out.

A new training and development strategy and plan will be developed during this period which prioritises current skills gaps and focuses on a whole team approach where all Museum staff are invested in its future.

3.3.5 Estate

As the Museum's estate ages, the needs of its infrastructure and plant increase. These needs will be integrated into a broad spectrum renewal process tied into the delivery of projects causing minimum disruption for the visitor and maximum control over budgets and scheduling. This will be achieved via investment in a resilient IT infrastructure and the commissioning of fabric, structural, plant and systems condition surveys at both sites, using the findings to develop best fit capital and revenue strategies.

The Museum will work over the course of this period to plan its move from the Stafford store and relocate the reserve collections held there to Cosford as part of the RAF Centenary Legacy Programme outlined on page 10. The Museum will also continue to explore opportunities to extend the Cosford Estate as they arise. Reducing the estate to two sites rather than three will be a significant efficiency measure, with the move also enabling visitors to engage with the reserve collection for the first time in open storage at Cosford.

4. Financial Plan

The Museum needs to achieve financial sustainability and to secure its financial future against a background of funding uncertainty and during the significant challenges of delivering the Centenary Programme. It has embarked on a plan to deliver operational cost-saving measures with a re-focus of expenditure across the organisational structure both in staff costs and departmental budgeting. This plan, together with the opportunities afforded by the capital redevelopment in London is an opportunity for the Museum to secure a degree of longer term funding certainty.

This work will continue throughout the current strategic plan timetable to 2021-22, with further efficiency savings to be made and an increasing focus on fundraising and commercial activities in order to sustain the Museum's charitable objectives. In light of this significant work, the forecasts are subject to change and will be reviewed annually.

4.1 Five-year financial overview

Table 1 - Unrestricted Activities (including capital expenditure)

	2017-18 £'000 Forecast	2018-19 £'000 Budget	2019-20 £'000 Plan	2020-21 £'000 Plan	2021-22 £'000 Plan
<i>Opening net current assets</i>	2,957	3,007	3,357	3,441	3,442
Grant in Aid	9,139	9,139	9,139	9,139	9,139
Self-generated income*	863	3,041	3,416	2,949	3,065
Total Income	10,002	12,180	12,555	12,088	12,204
Staff Costs	4,963	5,323	5,611	5,716	5,822
Operational Costs	4,595	5,789	5,684	5,773	5,768
Total Expenditure	9,558	11,113	11,295	11,489	11,590
Unrestricted Surplus/(Deficit)**	50	640	674	1	4
Transfers to Designated Funds					
Centenary Legacy Maintenance Investment	50	60	60		
Centenary Legacy Development Fund		150	450		
Centenary Legacy Contemporary Stories		50	50		
Contemporary Legacy Collections Fund		30	30		
Unrestricted Surplus/(Deficit)	50	350	84	1	4
<i>Closing net current assets</i>	3,007	3,357	3,441	3,442	3,446

* Net figure incorporating RAF Museum Enterprise Ltd gift-aid payment

** Unrestricted surplus before land & buildings depreciation

RAF Museum Strategic Plan 2015-2020 (updated to 2017-2022)

The detail of these figures can be found in the rolling five-year forecast which is reviewed annually by the Senior Leadership Team (SLT) and the Board. At 31 March 2014, the beginning of the strategic review period, the Museum had unrestricted cash reserves of a little over £700k, meaning that the significant deficits budgeted in 2014-15 and 2015-16 were not sustainable. The SLT therefore put in place the plans noted above to address this position. These have proven successful, with c.£300k p.a. of efficiency savings made, moving the deficit position to a surplus, and giving the Museum the ability to respond to further challenges such as the rates increase of £150k p.a. from 2017-18 onwards.

In line with best practice in the charitable sector and against the backdrop of economic uncertainty and a major capital project, the Museum is aiming to maintain a level of free reserves sufficient to cover three months of operational expenditure (which equates to £2.4m in 2017-18). It is proposed that this aim, subject to Audit & Risk Committee approval, be formalised in the Museum reserves policy in line with best practice to support financial stability and safeguard against unforeseen changes in expected levels of income and expenditure.

Table 2 - Restricted Projects (including the Centenary programme)

	2017-18 £'000 Forecast	2018-19 £'000 Budget	2019-20 £'000 Plan	2020-21 £'000 Plan	2021-22 £'000 Plan
<i>Opening net current assets</i>	6,984	3,678	1,837	2,197	2,196
Income	11,254	2,766	359	49	50
Expenditure	1,465	1,727	65	0	0
Total Restricted Surplus/(Deficit)	9,789	1,039	294	49	50
<i>Closing net current assets</i>	3,678	1,837	2,197	2,196	2,246

The bulk of the Museum's capital investment in the Centenary Development Programme will be completed in 2018-19, with associated activities continuing to 2019-20. Project funding has supported the Museum to interpret the RAF story with investment in the exhibitions, in funds and staff time to deliver the collections review as part of the focusing of the collection, and a significant investment in the IT infrastructure (>£300k), buildings and estate (>£1m) and staff training (>£400k) which underpins the Museum's commitment to investing in people and the estate.

In order to deliver the organisation's RAF Centenary Programme in 2018, the Museum took a loan facility from Government of £5.6m to enable the works to be undertaken whilst fundraising continued. Following the completion of the core fundraising target, the Museum will pay back the loan by the end of March 2018. The Museum has over-achieved its £25.9m target by £1.9m in restricted funds which provides an opportunity to make additional investment in items which had been value engineered from the Programme but which will make a positive impact; income generation initiatives; additional maintenance support post opening; exhibition, visitor experience and site enhancements; support for future legacy master-planning; with the balance to be held in the restricted Centenary Programme Fund for longer term legacy initiatives.

It is proposed that the following designated funds be established to underpin the Centenary Legacy Programme and support delivery of the Museum's key strategic priorities in the future:

- Centenary Legacy Development Fund - enables the planning, feasibility studies and consultation required to prepare for future phased capital development at Cosford and London.
- Centenary Legacy Maintenance Investment Fund - Supports maintenance requirements across the Museum estate for both buildings and IT. With an ageing estate and no separate capital budget, this fund will support the Museum's infrastructure, enabling a swift response to unforeseen issues and critically, over the long term, to deliver its prioritised maintenance plan in a more cost-efficient way to ensure a sustainable Centenary legacy.
- Centenary Legacy Contemporary Stories Fund - designated for exploration into a programme which would ensure a legacy for the Centenary and a deepening of the Museum's relationship with the RAF. To focus on the collection and recording of contemporary stories of RAF men and women at home and in theatre. Co-curated with RAF colleagues, it could include commissioning artists and poets as well as agreeing protocols on collecting and recording objects and personal histories in the field, alongside a programme to interpret and share them with the public.
- Centenary Legacy Collections Fund - to continue to develop the relevance of the collection as a legacy of the RAF Centenary through new acquisitions.

4.2 Key underlying assumptions

- Grant in Aid income remains frozen for the period
- Salary inflation in the range of 2% through the period. The Museum has committed within this to seek to align base level salaries with the Real Living Wage identified by the Living Wage Foundation.
- Improved efficiencies through restructuring and working practices. General expenditure inflation is assumed at 2% p.a. (current estimates are closer to 3%).
- Utilities inflation at 2% p.a. – whilst this is likely to be greater than 2%, the Museum is seeking to offset increases above 2% p.a. through operational efficiencies which will require investment in green infrastructure
- Retendering of major contracts through the period to deliver savings, including the cleaning contract.
- Increased commercial revenues following the implementation of the Commercial Strategy and the additional opportunities provided by the Centenary project
- Significant increase in unrestricted donations and membership income streams following the implementation of the Fundraising Strategy and the impact on the Centenary year, with RAF100 Appeal funds received in 2019/20
- The increase in restricted funds further to the launch of the Centenary Legacy Fundraising Programme from 2020/21 is currently excluded
- A significant increase in business rates following the 2017 ratings valuations
- Significant investment in IT and digital provision over the period (including CRM)

The major sensitivities in relation to the five year plan are:

- The risk of a reduction in GIA in future years, and the inability to match any such GIA reduction with cost savings or additional commercial revenue
- Any unforeseen major building maintenance, to be mitigated by the establishment of a Centenary Legacy Maintenance Investment Fund
- Unforeseen major costs of maintaining large aircraft currently not under cover

- A shortfall in core fundraising or failure to receive pledged Centenary funds
- Inability to capitalise on commercial opportunities
- Outcome of Centenary re-development works on both visitor numbers and income generation
- That the budgets and forecasts reflect the impact of the Centenary works on the core business
- Macro-economic factors such as the impact of Brexit on everything from visitor numbers to utilities prices and other areas potentially impacted by market uncertainties.

As an illustrative example - the impact of a change in inflation, due to macro-economic factors largely beyond the Museum's control, on the operational expenditure figures shown in table 1 above, would have the following impact on the unrestricted surplus/deficit position is shown in the table below:

		2017-18 £'000 Forecast	2018-19 £'000 Budget	2019-20 £'000 Plan	2020-21 £'000 Plan	2021-22 £'000 Plan
Inflation increase	As forecast	50	640	674	1	4
	+1%		585	620	(54)	(51)
	+2%		529	567	(108)	(111)
	+3%		474	513	(163)	(166)

NB. All sensitivities will be reviewed regularly by SLT and the Finance Committee and the plan will be updated for any changes.

4.3 Key Performance Indicators

The Museum currently assesses performance using the indicators below to measure progress in delivering the Strategic Plan.

RAF Museum Strategic Plan 2015-2020 (updated to 2017-2022)

Key Performance Indicator	2017-18 Forecast	2018-19 Budget	2019-20 Plan	2020-21 Plan	2021-22 Plan
Visitor numbers (including events such as the Cosford Air Show)					
- London	337,000	550,000	495,000	475,000	489,000
- Cosford	369,000	398,000	398,000	404,000	412,000
Self-generated income £	863,000	3,041,226	3,416,471	2,948,720	3,065,493
GIA income as a percentage of total income	91%	75%	73%	76%	75%
Number of formal learning visitors					
- London	33,769	27,015	34,444	35,133	35,836
- Cosford	27,390	27,938	28,497	29,066	29,648
Visitor satisfaction ratings*					
Enjoyment					
- London	90%	92%	92%	92%	92%
- Cosford	90%	90%	90%	90%	90%
Value for Money					
- London	90%	90%	90%	90%	90%
- Cosford	90%	90%	90%	90%	90%
Likelihood to recommend					
- London	75%	77%	77%	77%	77%
- Cosford	75%	75%	75%	75%	75%
Social media interaction (no. of Facebook followers, Twitter users and YouTube and Instagram subscribers)	120,000	176,400	246,960	345,740	350,000

These are reported to the Board and the MOD as its sponsor body and are being developed to help monitor activity, and in many instances, benchmark progress internally and externally.

These indicators will be refined further over the course of this plan, taking into consideration the impact of the capital works at London and how they can reflect the strategic priorities of the Museum.

5. Strategic Plan Overview 2017-2022

	2017-18	2018-19	2019-2020	2020-2021	2021-2022
Strategic Objective 1					
Interpret the RAF story					
Centenary Programme Phase 1	Deliver FWW programme activities including Learning, Events and Volunteering	Deliver FWW programme activities including Learning, Events and Volunteering Evaluate full programme	N/a	N/a	N/a
RAF Centenary Programme Phases 2A, 2B and 3	Develop the RAF Centenary Programme and associated fundraising plan, including exhibitions and associated activities	Deliver the RAF Centenary Programme - completing main site development for June 2018; B69 & 51 for November 2018 Evaluate the capital works Deliver the Centenary Programme associated activities Yr 2	Deliver the RAF Centenary Programme associated activities Yr 3 Interim evaluation of activity programme	Deliver the RAF Centenary Programme associated activities Yr 4 Evaluate full programme (end date November 2020)	N/a
Centenary Legacy Programme: Cosford	Undertake fundraising feasibility study and prepare strategy based on the Masterplan	Develop business case and refine phasing plan Develop Fundraising Strategy for Cosford and cultivate fundraising contacts including HLF	Develop concept designs for Cosford re-development; Prepare & submit HLF bids as identified from Fundraising Strategy	Continue Fundraising Strategy for Cosford re-development Work to HLF/funded timetable for design development	Continue Fundraising Strategy for Cosford re-development Work to HLF/funded timetable for design development
Centenary Legacy Programme: London	Make interim improvements to Hangars 3, 4 and 5	Make interim improvements as required	Make interim improvements as required	Develop business case and plans for London capital redevelopment Phase 4	Undertake fundraising feasibility study and prepare strategy based on the business case and plans

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Centenary Legacy Collecting Programme		Plan contemporary collecting programme in the field – advocacy and funding	Agree scale of plan in strategic planning for 2020-25	Year one of plan	Year two of plan
	2017-18	2018-19	2019-2020	2020-2021	2021-2022
Strategic Objective 1					
Interpret the RAF story					
Exhibitions Programme	On hold for RAF Centenary Programme	Run the Furniture Makers ‘inspired by’ temporary exhibition ‘War Brides’ temporary exhibition	Develop a temporary exhibition strategy and accompanying 5 year plan Evaluate Interpretation Strategy/ prepare new 5 year strategy and plan including KPIs	Rollout Strategy Yr 1	Rollout Strategy Yr 2
Digital Experience Programme	Deliver Digital Experience Strategy Yr 1	Deliver Digital Experience Strategy Yr 2	Deliver Digital Experience Strategy Yr 3	Deliver Digital Experience Strategy Yr 4	
Collections and Research Programme	Deliver Yr 4 of Research Strategy	Deliver Yr 5 of Research Strategy Evaluate strategy/ prepare new 5 year strategy and plan including KPIs	Deliver Collections & Research Strategy Yr 1 Apply for AHRC status	Deliver Collections & Research Strategy Yr 2	Deliver Collections & Research Strategy Yr 3
Access and Learning Programme	Deliver new STEM spaces at London; Deliver A&L Strategy	Deliver Yr 1 STEM & Heritage programme at London Deliver A&L Strategy Yr 3	Deliver Yr 2 STEM & Heritage programme at London Evaluate strategy/ prepare new 5 year strategy and plan including KPIs	Deliver Yr 3 STEM & Heritage programme at London; Deliver A&L strategy Yr 1	Deliver A&L strategy Yr 2

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	2017-18	2018-19	2019-2020	2020-2021	2021-2022
Strategic Objective 2					
Focus the collection					
VC10 Project	Cultivate partnerships for space development	Deliver internal space for public use			
Collections Development & Services Programme	<p>Deliver Collections Review Yr 4</p> <p>Procure identified digital storage, asset management & sharing solutions</p>	<p>Deliver Collections Review Yr 5</p> <p>Migrate current data to new Digital Asset Management systems and 'go live</p> <p>Detailed review of suspended and external aircraft with recommendations on care, conservation & budget</p> <p>Review collections storage environments with recommendations on remedial actions & budget</p>	<p>Evaluate strategy/ prepare new 5 year strategy and KPIs</p> <p>Evaluate new system; plan next steps</p> <p>Review conservation services and related commercial opportunities</p>	Deliver Collections Review Strategy Yr 1	Deliver Collections Review Strategy Yr 2

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	2017-18	2018-19	2019-2020	2020-2021	2021-2022
Strategic Objective 3					
Invest in the Museum					
Staff Development Programme	<p>Deliver staff development programme Yr 1</p> <p>Introduce new PDR to support performance management, identify skill gaps and business needs</p>	<p>Deliver staff development programme Yr 2</p> <p>Develop and deliver new pay and reward structure and salary assessment</p> <p>Develop a management development programme focussing on leadership skills and staff engagement</p>	<p>Deliver staff development programme Yr 3</p> <p>Evaluate programme and plan next steps</p>	Deliver next stage staff development programme	Review HR/training strategy and refresh staff development programme
Estate Maintenance Programme, London	Deliver site maintenance plan	<p>Deliver site maintenance plan</p> <p>Develop estates strategy in line with site master-planning</p>	Deliver estate strategy and site maintenance plan	<p>Deliver estate strategy and site maintenance plan</p> <p>Evaluate and create new 5 year maintenance plan</p>	Deliver estate strategy and site maintenance plan Yr 1
Estate Maintenance Programme: Cosford	Deliver site maintenance plan	<p>Deliver site maintenance plan</p> <p>Develop estates strategy in line with site master-planning</p>	Deliver estate strategy and site maintenance plan	<p>Deliver estate strategy and site maintenance plan</p> <p>Evaluate and create new 5 year maintenance plan</p>	Deliver estate strategy and site maintenance plan Yr 1
IT Programme	<p>Finalise IT strategy and plan.</p> <p>Deliver Yr 1</p>	Deliver IT strategy Yr 2	Deliver IT strategy Yr 3	<p>Deliver IT strategy Yr 4</p> <p>Review IT Strategy and Plan</p>	Deliver IT strategy Yr 1
Commercial Programme	Deliver the strategy and related action plans Yr2	<p>Deliver the strategy and related action plans Yr 3</p> <p>Evaluate progress and prepare new 5</p>	Deliver Commercial Strategy Yr 1	Deliver Commercial Strategy Yr 2	Deliver Commercial Strategy Yr 3

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		year strategy and plan			
	2017-18	2018-19	2019-2020	2020-2021	2021-2022
Strategic Objective 3					
Invest in the Museum					
Visitor Experience Programme	Develop Visitor Experience commitment paper and associated plan	Deliver Visitor Experience action plan Yr 1	Deliver Visitor Experience action plan Yr 2	Evaluate Visitor Experience and plan next steps	Deliver Visitor Experience action plan
Corporate Risk Management	Annual review	Annual review	Annual review	Annual review	Annual Review
Business Continuity Programme	Research and consult to develop a new Business Continuity Strategy and action plan Consult on position/ requirements for the London Control Room and plan in response to recommendations	Sign off and roll out the strategy and related action plan Yr1	Deliver the strategy and related action plan Yr2	Deliver the strategy and related action plan Yr3	Evaluate strategy and related departmental plans
Health and Safety Programme	Continue to improve H&S management through iteration and annual review and report	Continue to improve H&S management through iteration and annual review and report	Continue to improve H&S management through iteration and annual review and report	Continue to improve H&S management through iteration and annual review and report	Continue to improve H&S management through iteration and annual review and report

6. Review of the RAF Museum Strategic Plan

This plan will be reviewed annually as part of the Museum's business planning cycle. A detailed overview of the strategic direction and plans including stakeholder consultation will begin in autumn 2018.

Sir Glenn Torpy, Chairman

Maggie Appleton, Chief Executive Officer

Royal Air Force Museum

Appendix 1 Stakeholders

The RAF Museum has a broad range of stakeholders; please see the RAF Museum's Communication Strategy and Stakeholder Management Plan for further details.

The Royal Air Force Board

Air Historical Branch

Arts Council England

BAE Systems

Barnet & Southgate College

Bomber Command Association

British Aircraft Preservation Council

British Council

Charity Commission

Colindale Community Trust

Culture 24

Defence industry

Defence Infrastructure Organisation

Department for Business, Innovation & Skills

Department for Culture, Media & Sport

Department for Trade & Industry

Department for Communities & Local Government

English Heritage

European Regional Development Fund

Foreign Office

Heritage Lottery Fund

Imperial College London

Lincolnshire County Council

Local communities

London Borough of Barnet

Middlesex University

Ministry of Defence

Museums Association

National Apprenticeship Service

National Museum Directors Council

RAF Air Command

RAF Cosford

RAF Family of charities

RAF Historical Society

RAF Museum American Foundation

RAF Museum Enterprises Ltd

RAF Museum members

RAF Museum staff

RAF Museum volunteers

Shropshire Council

Telford & Wrekin Council

Visit Britain

Wolverhampton University

