



**MINUTES OF THE 226TH MEETING OF
THE TRUSTEES OF THE ROYAL AIR FORCE MUSEUM
HELD AT THE LONDON SITE ON MONDAY 16 DECEMBER 2024**

Present:	Sir Stephen Hillier (Chair)	(SSH)
	Mr John Banks	(JB)
	Mr Josh Chana	(JC)
	Mr David Cooper	(DC)
	Mr Jonathan Field	(JF)
	Mr Matthew Gilpin	(MG)
	Ms Hemma Gooljar	(HG)
	Mr Waseem Mahmood (part / online)	(WM)
	Ms Julie McGarvey	(JMcG)
	AM Peter Ruddock	(PR)
	Mr Nick Sanders	(NS)
	AVM Suraya Marshall (ACAS)	(SM)
	Ms Maggie Appleton (CEO)	(MA)
Attendance:	Mr Barry Smith (Director Visitor and Commercial Services)	(BS)
	Ms Kirsty Vlemmiks (Director Finance and Resources)	(KV)
	Ms Karen Whitting (Director Content and Programmes)	(KW)
	Ms Julie Brierley (Head of Learning and Engagement Midlands) (items 7/8)	(JB)
	Ms Sarah Castle (Head of Learning and Engagement London) (items 7/8)	(SC)
Apologies:	None	
Minutes:	Mrs Vanessa White (EPA to the CEO)	(VW)

A Trustee / CEO session took place ahead of the full meeting.

ITEM 1 – CHAIR’S OPENING REMARKS / APOLOGIES FOR ABSENCE / CONFLICTS OF INTEREST / NOTIFICATION OF ANY OTHER BUSINESS INTEREST / NOTIFICATION OF ANY OTHER BUSINESS

- 1.1 SSH welcomed everyone to the meeting.
- 1.2 There were no apologies for absence.
- 1.3 One Trustees is working with another military charity but there is no conflict or crossover. There were therefore no new conflicts of interest reported.

ITEM 2 - APPROVAL OF MINUTES, MATTERS ARISING, REVIEW OF ACTIONS TABLE

- 2.1 The Board approved the minutes of 23 September 2024.

- 2.2 The Board was happy to remove any completed items from the actions table. Any open items would be covered later in the Board meeting.

ITEM 3 – GOVERNANCE

Annual Committee Terms of Reference (TOR) Review

- 3.1 The ARRC, RAFMEL and MPPC TOR had been reviewed by their respective committees and were recommended to the Board for approval. The PGC did not meet this quarter so will review their TOR at the next scheduled meeting on 5 March 2025.
- 3.2 **Action: The CEO to review all Committee TOR in discussion with the Chair, for the Committees and Board to review at the February / March meetings.**

ITEM 4 – EXECUTIVE REPORT

- 4.1 Fundraising is currently the biggest risk but the Museum had been successful in its application to the Wolfson Foundation. There is now just under £4M match funding left to raise towards its NLHF Midlands Development Programme application. The second round lottery bid is in, and the NLHF Committee will be visiting the Museum in the New Year ahead of the Committee and NLHF Board's decision in March.
- 4.2 The Museum is awaiting the Government Voted Loan approval. However, in parallel, the more match funds raised before the NLHF Board meeting, the more compelling the Museum case will be and the lower any loan interest payments will be.
- 4.3 The Midlands annual reception will move from autumn to spring this year, to enable the announcement of the NLHF outcome and launch of the public fundraising campaign if the Museum is successful. A provisional date of 13 May has been set.
Action: Board members to hold the evening of 13 May in their diaries for the Midlands Spring Reception
- 4.4 The Board noted the impact on the Museum due to increases in National Insurance and the Real Living Wage. SLT are working through the implications and will report further at the Board away day.

Business Plan 2024-25 Q2 Monitor

- 4.5 There were no comments from Trustees on the Board-level Business Plan Monitor. The whole Business Plan had been reviewed by the ARRC who had agreed the Board reporting level activity.

KPIs 2024-25 Q2

- 4.6 The new Head of Finance and Resources would be reviewing the KPIs with fresh eyes and will report back by the July Board meeting.
- 4.7 The Museum is now tracking at around 20k visitors below target. This reduction in visitor numbers is likely driven by the cost of living and borne out by other Association of Leading Visitor Attraction (ALVA) members.
Action: Invite the Director of ALVA to the Board Away Day dinner or another suitable Board event.
- 4.8 The CEO reported that the People Engagement Survey (PES) aids understanding of what the staff issues are, how different teams within the organisation feel, and how we

can improve. Some of the questions remain open to interpretation and further work will be done to improve their clarity ahead of the next survey in April.

- 4.9 The Board Away Day at RAF Waddington and in Lincoln will cover the Midlands Development Programme, Strategy 2030, visitors, and people and culture.

Collections Development Policy

- 4.10 The Collections Development Policy is an overarching policy required for Museum Accreditation which has been reviewed and is recommended to the Board by SLT and the Board's Collections Champion

Action: Cross reference EAG TOR with the Collections Development Policy

Approved: The Board approved the Collections Development policy

- 4.11 Trustees were advised that most of SLT and the SMG are Carbon Literacy trained. As the numbers are so positive in the Museum leadership team, it is not mandatory for Trustees to take part in the training in order to achieve Gold accreditation but would be very much welcomed for Trustees who expressed an interest.

Action: CEO to follow up with interested Trustees regarding carbon literacy training

Activity Report

- 4.12 The Board noted the activity report.

ITEM 5 – HEALTH & SAFETY

Health & Safety report

- 5.1 BS highlighted the trending data graphs which provide a clearer picture of incidents.
- 5.2 BS highlighted a Midlands incident which was due to the aging infrastructure but posed no danger to the public. The Museum is undertaking regular checks and now has an estates condition report that should ensure there are no risks of which we are not aware.
- 5.3 The ARRC have oversight of the estates condition review and there is now a good understanding of the issues and priorities. However, difficult decisions would have to be made on what the Board would like the Museum to focus on, being conscious of the order which makes sense to the Museum's programming. All structural surveys will be updated in the New Year which will assist with prioritisation. The Midlands Programme would help resolve some of the issues and every major development project to improve the visitor experience wraps in infrastructure enabling work.

Action: Estates condition review to be circulated to the Board

Annual H&S Policy Review

- 5.4 **Approved: Trustees approved the H&S Policy**

ITEM 6 – STRATEGIC RISK REGISTER

- 6.1 MA highlighted the focus at ARRC on the three risks whose mitigated score was above the Board tolerance level.
- 6.2 The SLT was keeping a close eye on Risk 11, ability to raise funds, and may recommend raising the risk if significant anticipated external funding is not confirmed in Q3.

- 6.3 The impact of Risk 7, loss of data due to a cyber attack, would most certainly have a more serious impact than its current score. All concurred,
- 6.4 JB advised that the ARRC would pay significant attention to the impact of increases in NI and the Real Living Wage. The Museum's resilience to recover as quickly as possible following a cyber attack would be covered at the ARRC meeting in March. MA advised that the SMG had discussed their business continuity cyber planning at their meeting the previous week and all are aware that cyber security is everyone's responsibility.
Action: MA to ask British Library or NMRN to speak with the Board at their Away Day or other suitable Board event
- 6.5 The Museum's Business Continuity group have accelerated their cyber responses in the event of a cyber-attack. Cyber security training is provided to all staff and BS reported a 100% take up with new staff given six months to complete the training.
Action: SLT to provide volunteer cyber security training take up figures and report back on reducing the six months given to new staff to complete their training

ITEM 7 – SAFEGUARDING

Annual Safeguarding Report

- 7.1 All 2025 training dates had been released and the consequences of not engaging in mandatory training outlined. All volunteers must complete Safeguarding training. The team is looking at providing different levels of safeguarding training appropriate to different roles and levels. (eg, for managers / volunteers).
- 7.2 226 staff have attended mandatory safeguarding training which is 93% (an improvement on the 77% completion in September). Of the 405 volunteers, 52% have completed the training. Messaging has been strengthened and onsite and online training available (as is IT equipment and / or assistance where required).

Annual Safeguarding Policy / Code of Practice

- 7.3 There were no significant changes to the policy / codes of practice.
Approved: The Board approved the Safeguarding Policy and Codes of Practice

ITEM 8 – LEARNING AND ENGAGEMENT

Annual Learning and Engagement Report

- 8.1 The team had exceeded the learning income KPI target. The main highlight since the last report was the first London Forces in STEM event which was the largest held with 1,000 young people attending along with 20 exhibitors.
- 8.2 The Midlands highlight was the Lego Spike activities. The team is pulling a programme together using the Berlin airlift and delivering this as an outreach activity programme.
- 8.3 The Chair gave vote of thanks from the Board on another great year for the learning and engagement team which sits at heart of what the Museum aims to achieve.

ITEM 9 – SUMMARY REPORTS FROM COMMITTEES AND ASSOCIATED BODIES

Major Projects and Programme Committee (MPPC)

- 9.1 The MPPC Chair advised that the MPPC discussed the glazing project, closing the funding gap on the MDP and assigning contractors etc.

- 9.2 The Salix H3/4 decarbonisation project is a two year programme and involves a significant amount of work to hit the funding timetable and deadlines.
- 9.3 Following the glazing company being taken into administration, the Museum had withheld funds and are now working with another company to complete the snagging work.
- 9.4 The collections digitisation programme would be covered in the Strategy 2030 section of the Board Away Day

Royal Air Force Museum Enterprises Limited (RAFMEEL)

- 9.5 London had performed better than expected and Cosford less well. ALVA figures confirm this is an industry wide issue. The team is not complacent and has a programme of events to drive family visits and keep monitoring footfall for steady improvement.
- 9.6 Positive plans are in place for the next financial year to increase visitor numbers that include bringing back large events such as the food festival and the next stage of the new Customer Relationship Management System (CRM).

Audit Risk & Resources Committee (ARRC)

- 9.7 Audits had been undertaken on online training and financial reconciliations with no major concerns reported.
- 9.8 The ARRC had considered the Strategic Risk Register and would be discussing the impact of NI and the challenge of the increased Real Living Wage.
- 9.9 Fundraising and cyber were discussed, along with health and safety which is constantly under review.
- 9.10 The ARRC had considered committee effectiveness and was continuing to fit the combined committees into three hours while ensuring enough time is given to the finance aspects.
- 9.11 The new finance team is keen to look at sensitivity analyses and stress testing going forward.

Ethics Advisory Group (EAG)

- 9.12 The EAG discussed in detail due diligence around a potential donor and recommended that the Museum would accept funding should an opportunity arise.

ITEM 10 – REFLECTIONS ON THE MEETING

- 10.1 Nothing to report.

ITEM 11 – BOARD PROGRAMME

- 11.1 Nothing to report.

ITEM 12 – ANY OTHER BUSINESS / NEXT MEETING

- 12.1 **Action: Board Away Day Agenda to be confirmed**

- 12.2 The next meeting will be held at the London site on 27 March 2025 at 12.00noon.
- 12.3. The Chair wished everyone a happy Christmas and thanked Trustees and SLT for their work during the year. The CEO gave a vote of thanks to Trustees for all their support during 2024.