

RAF MUSEUM FRAMEWORK DOCUMENT





© Crown copyright 2022

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3.

Where we have identified any third-party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at: www.gov.uk/official-documents.

Any enquiries regarding this publication should be sent to us at public.enquiries@hmtreasury.gov.uk

RAF Museum Framework Document

1.	Purpose of document	5
2.	Objectives	5
3.	Classification	6
Purposes, aims and duties		7
4.	Purposes	7
5.	Powers and duties	7
6.	Aims	7
Governance and accountability		10
7.	Governance and accountability	10
Role of the department		12
8.	The responsible Minister	12
9.	The Principal Accounting Officer	13
10.	The role of the sponsorship team	14
11.	Resolution of disputes between the RAFM and department	14
12.	Freedom of Information requests	14
13.	Reporting on legal risk and litigation	14
The RAF Museum governance structure		15
14.	The Chief Executive	155
15.	The Board	17
16.	The Chair's role and responsibilities	1917
17.	Individual board members' responsibilities	21
Management and financial responsibilities and controls		22
18.	Delegated authorities	22
19.	Spending authority	22
20.	Banking and managing cash	22
21.	Procurement	23
22.	Risk management	23
23.	Counter fraud and theft	24

24.	Broad responsibilities for staff	Error! Bookmark not defined.
Business plans, financial reporting and management information...		27
25.	Corporate and business plans	27
26.	Budgeting procedures	27
27.	Grant-in-aid and any ring-fenced grants.....	28
28.	Annual report and accounts	28
29.	Reporting performance to the department	29
30.	Information sharing	29
Audit.....		31
31.	Internal audit	31
32.	External audit.....	31
Reviews and winding up arrangements		33
33.	Review of RAFM's status	33
34.	Arrangements in the event that the RAFM is wound up	33
Annex A: Guidance		34

Introduction and background

1. Purpose of document

1.1. This framework document has been drawn up by the Ministry of Defence (MOD) in consultation with the Royal Air Force Museum (the Museum). This document sets out the broad governance framework within which the Museum and the MOD operates. It sets out core responsibilities, describes the governance and accountability framework that applies between the roles of the MOD and the Museum and sets out how the day-to-day relationship works in practice, including in relation to governance and financial matters.

1.2. The document does not convey any legal powers or responsibilities. It is signed and dated by the MOD and the Museum. Copies of the document and any subsequent amendments have been placed in the Libraries of both Houses of Parliament and made available to members of the public on the RAF Museum website.

1.3. Any questions regarding the interpretation of this document shall be resolved by MOD in consultation with the Museum or other government departments including the Treasury and/or the Cabinet Office, as necessary.

1.4. References to the Museum include all its subsidiaries and joint ventures that are classified to the public sector and central government for national accounts purposes. If Museum establishes a subsidiary or joint venture, there shall be a document setting out the arrangements between it and the Museum agreed with MOD.

1.5. This framework document will be reviewed and updated at least every 3 years unless there are exceptional reasons that render this inappropriate that have been agreed with HM Treasury and the Principal Accounting Officer of the sponsor department.

1.6. This framework document is aligned with the partnering agreement which sets out the relationship between the RAF and RAF Museum. The partnering agreement is effective from April 2022 to April 2025.

2. Objectives

The MOD and the RAF Museum share the common aim of delivering the Museum's charitable objects. To achieve this the MOD and the Museum will work together in recognition of each other's roles and areas of expertise, providing an effective environment for the Museum to achieve its vision, purpose and strategic priorities through the promotion of partnership and trust and ensuring that the Museum also supports the strategic aims and objective of the department and wider government as a whole.

2.2. The formal objects of the charity are to educate and inform the public and members of the Royal Air Force about:

- The history and traditions of the Royal Air Force; and
- The role of the Royal Air Force in relation to the armed forces of the realm, other air forces and aviation generally.
- In particular, but not exclusively, this will be achieved by collecting, conserving, preserving, managing, exhibiting and storing documents, items, artefacts and other materials in the collection, and encouraging research and sharing of information.

3. Classification

3.1. The RAF Museum is a National Museum, an executive Non-Departmental Public Body within the Ministry of Defence, and a registered charity.

Purposes, aims and duties

4. Purposes

4.1. The RAF Museum was established as a legacy of the RAF's fiftieth anniversary in 1968, opening the London (Hendon) site in 1972 on the historic pioneering airfield in Colindale (previously RAF Hendon, and home of the London Aerodrome from 1910). The Midlands site began as the Aerospace Museum at RAF Cosford (established in 1938 as a joint aircraft maintenance, storage and technical training site for the Ministry of Defence) in the spring of 1974 and joined the family in 1979. It was renamed RAF Museum Cosford in 1998, and more recently in March 2022 as RAF Museum Midlands. The Museum also has two external stores, one in Stafford (MOD site)) and another within RAF Cosford.

5. Powers and duties

5.1. The Minister of State in the House of Lords has agreed that, subject to paragraph 4.1 above, the aims of the Museum should be as follows:

- 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.
- For our nation, we help people to understand the impact of the RAF in the world.

6. Aims

6.1. The Museum's Vision

- Inspiring **everyone** with the RAF story – the people who shape it and its place in our lives.

6.2. The Museum's Purpose

- To share the story of the Royal Air Force, past, present and future – using the stories of its people and our collections to engage, inspire, entertain and encourage learning.

6.3. Strategic Priorities

The RAF Museum will achieve its vision and purpose through five strategic priorities that focus outwards with our collections at our heart. These will be supported by strong internal systems which ensure we deliver creatively and responsibly:

- **Inspiring innovative engagement, debate and reflection**
 - Sharing the diverse stories our collections tell in order to engage and inspire our visitors, both in person and online.
 - Ensuring our audiences have a voice in our planning, delivery and outcomes and encouraging our visitors to question and reflect on how the RAF story affects their lives and the world we live in.
 - Inspiring current and future generations of young people to engage in science, technology, engineering, the arts and maths through our incredible collections and guiding them to pathways where they can fulfil their potential.

- Further developing our research programmes to ensure both our content and practice is based on exemplary thinking and an informed perspective.
- **Why?** We know relevance and dynamism are key to fulfilling our ambitions as a National Museum
- **Inspiring our people within a dynamic, diverse and collaborative culture**
 - Equipping our people so they are proud to be part of a brilliant and diverse team, feeling valued, supported and appropriately skilled and rewarded, working positively together to deliver our vision.
 - Providing meaningful ways for more people to help us share the RAF story by further developing our volunteer, apprenticeship, and work-experience programmes.
 - Ensuring that diversity and equality underpins all our activity, from reflecting it in our content to broadening both our audiences and our museum teams actively at every level.
 - **Why?** Our inspirational people in turn inspire our visitors and we know we achieve our best when we're committed and motivated
- **Embedding an entrepreneurial, agile and sustainable approach**
 - Growing and diversifying our commercial and fundraising income streams in order to achieve greater – and more significant – outcomes for all our users while ensuring our long term sustainability.
 - Ensuring all our development activities and programmes are planned in line with our goal to achieve Carbon Net Zero by 2030, and sharing the RAF's own sustainability ambitions with our visitors
 - Engaging more people nationally with our story by developing our footprint in the UK through our loans, learning programmes, events and visitor services.
 - Ensuring that digital technology is at the heart of our thinking and planning in order to engage our audiences, to share our collections more widely and to manage our business.
 - Growing a positive can-do culture, responsive and creative in our delivery where we take measured risks and continue to learn from our experiences.
Why? Our visitors' lives and society are changing fast and we need to remain forward looking and resourced to fulfil our ambitions.
- **Fit for the future with brilliant basics**
 - Offering a great day out and ensuring a warm welcome for every visitor through our friendly, knowledgeable people and beautifully presented facilities.
 - Ensuring our collection is relevant and cared for, growing our active programme of collecting from and with today's RAF in new and creative ways.
 - Ensuring that our foundations enable us to achieve our full potential – leading the way in our governance, finance, estates and IT, ensuring a safe environment for all our visitors and with digital literacy embedded across our teams.
 - Instilling a shared appreciation across all our team of how our collections, our people-focus and our commercial priorities are mutually dependent.

- **Why?** We need strong and sustainable foundations to fully achieve our vision.
- **Connecting with communities and partners**
 - Playing a meaningful role as a National Museum within the rich ecology of museums across the UK – leading, supporting and learning from colleagues through our partnerships and our active loans programme.
 - Continuing to grow our relationship with the people of the RAF, from the Air Force Board to the newest entrant, both serving and retired personnel. Working with them to plan creative contemporary collecting and public engagement programmes that ensure we represent the depth and breadth of today’s RAF now and for the future.
 - Building our international relationships, projecting the Museum and UK positively with our global partners and deepening our partnership with the RAF Museum American Foundation to continue to share the stories of the USAF and RAF’s special relationship.
 - Being active neighbours in Cosford and Barnet, collaborating with others to help shape and deliver cultural and place-making strategies. We will harness our collections and spaces with our partners to combat loneliness, to contribute to improved health and wellbeing outcomes and to support deprived communities next door, raising aspirations and offering training and employment opportunities.
 - Nurturing and building our stakeholder and partner relationships, always seeking opportunities to align our priorities together.
 - **Why?** We know we can deliver better and more creatively through meaningful relationships with others.
- The Museum’s vision, purpose and strategic priorities are outlined in its strategic plan ‘**Strategy 2030**’ which sets out an ambitious vision for the future. It is shaped and shared by our Trustees, staff team and key partners and is publicly available on the Museum’s website.
- The Museum is committed to using its collections to share the story of the Royal Air Force and its people. Entry to the Museum is free to the public and the Museum normally welcomes almost one million visitors a year across its two sister sites, and alongside this undertakes impactful learning activities with children and young people, both formally and informally. As an educational charity, whether visitors are engaging with our displays, taking part in discussion and debate, studying our archive, holding a corporate event in our spaces, having fun at events and in our playgrounds, or enjoying a rest in our cafés, there are opportunities for inspiration from the incredible RAF story in every pore of the Museum.

Governance and accountability

7. Governance and accountability

7.1. The RAF Museum was registered as a charity (Registered Charity Number 244708) in 1968 and to 31 March 2022 has been governed in accordance with a Scheme of the Charity Commission dated 4 June 2007 which replaced the former trusts of the Museum. From 1 April 2022, the new incorporated charity with Royal Charter status (RC000922, Registered Charity Number 1197541) is governed in accordance with its Charter and Byelaws to deliver the same charitable objects.

7.2. The Museum is regulated by the Charities Act 1993 (as amended), the Charity Commission, the Charities (Accounts and Reports) Regulations and The Statement of Recommended Practice and the Trustees Act, all of which have force of law.

7.3. During the year 2021-22, Her Late Majesty The Queen honoured the Museum by granting a petition for a Royal Charter, creating a new legal entity on 17 December 2021, which was registered with the Charity Commission on 17 January 2022. Only prestigious institutions considered to be pre-eminent leaders in their field, and able to demonstrate permanence, are eligible to be considered, and the Museum received the full support of the RAF and Ministry of Defence in making its petition.

7.4. The Charter and associated Byelaws provide an appropriate overarching governance structure to underpin the Museum's financial health and sustainability (affording the benefits of a company limited by guarantee but with the added reputational gravitas that Charter status brings), it also affirms the national importance of the Museum and our collective vision of inspiring everyone with the RAF story. All operations, assets and liabilities transferred to the new incorporated charity with Royal Charter status effective 1 April 2022.

7.5. The Museum will operate corporate governance arrangements that, so far as practicable and in the light of the other provisions of this framework document or as otherwise may be mutually agreed, accord with good corporate governance practice and applicable regulatory requirements and expectations.

7.6. In particular (but without limitation), the Museum will:

- comply with the principles and provisions of the Corporate Governance in Central Government Departments Code of Good Practice¹ (as amended and updated from time to time) to the extent appropriate and in line with their statutory duties or specify and explain any non-compliance in its annual report
- comply with MPM
- in line with MPM have regard to the relevant Functional Standards² as appropriate and in particular those concerning Finance, Commercial and Counter Fraud

¹ <https://www.gov.uk/government/publications/corporate-governance-code-for-central-government-departments-2017>

² <https://www.gov.uk/government/collections/functional-standards>

- take into account the codes of good practice and guidance set out in Annex A of this framework document, as they apply to ALBs

7.7. In line with MPM Annex 3.1 the Museum will provide an account of corporate governance in its annual governance statement including the Board's assessment of its compliance with the Code with explanations of any material departures. To the extent that the Museum does intend to materially depart from the Code, the MOD will be notified in advance.

7.8. The Museum Freedoms Charter agreed by HM Treasury, the Cabinet Office, and the Freedoms Bodies' Sponsor Departments applies to the RAF Museum. The Freedoms are extended at HM Government's discretion and may be paused or withdrawn where circumstances dictate. The 'Operational Freedoms' are a set of exemptions from, or modifications to, a discrete number of financial and operating requirements applying to a group of Arm's Length Bodies ('ALBs'). These 'Freedoms Bodies' have been granted these flexibilities in recognition of their distinct public-facing role and hybrid public/commercial funding model.

Role of the department

8. The responsible Minister

8.1. The Minister of State is accountable to Parliament for all matters concerning the Museum.

Appointments to the Board

8.2. The Minister shall have the following appointment and approval rights in relation to the Museum's Board:

- In accordance with the Museum's Charter and Byelaws, Nominated Trustees must be appointed by the Secretary of State and the appointment will be effective from the date on which the Secretary of State makes the appointment. Appointments are subject to the Public Appointments Order in Council and as such must comply with the Governance Code on Public Appointments. A Nominated Trustee shall be appointed for a period not exceeding three years but shall not serve more than two consecutive terms of office. He/she shall be eligible to be re-appointed thereafter after the expiry of three years from his/her relevant retirement.
- The Trustees may appoint Co-opted Trustees provided that at least twenty-one days' notice has been given to the Trustees of a Board meeting convened to consider the appointment of a Co-opted Trustee. A Co-opted Trustee shall be appointed for a period not exceeding three years and may be reappointed as a Co-opted Trustee if re-appointed by the Trustees in accordance with the procedure set out in the Bye-Laws and shall not serve more than two consecutive terms of office, but he/she shall be eligible to be reappointed after the expiry of three years from his/her relevant retirement.
- The Chair of the Museum shall usually be appointed by the Board from the Nominated Trustees. However, if there is no Nominated Trustee willing to be appointed to this role, or if the Board decide that there is no suitable candidate for this role amongst the Nominated Trustees, the Board may externally recruit a Chair and such person shall be appointed as a Co-opted Trustee prior to becoming the Chair of the Museum. The Chair of the Museum shall hold that office for a period of up to three years and shall be eligible for re-appointment by the Board for another three years PROVIDED THAT the Chair shall cease to hold such appointment forthwith upon ceasing to be a Trustee.
- All such appointments take regard of the principle that appointments should reflect the diversity of the society in which we live, and appointments are made taking account of the need to appoint boards which include a balance of skills and backgrounds.

Other Ministerial powers and responsibilities

- 8.3. The Minister is also responsible for:
- the policy framework within which the Museum operates
 - setting the performance framework within which Museum will operate including approving [ALB's] Strategy and Annual Plan

- matters regarding spending approvals, acquisitions, disposals, and joint ventures in line with delegations as set out in the delegation letter
- such other matters as may be appropriate and proportionate

9. The Principal Accounting Officer

9.1. The Principal Accounting Officer (PAO) is the Permanent Secretary of the MOD.

PAO's specific accountabilities and responsibilities

9.2. The PAO designates the Chief Executive as the Museum's Accounting Officer (AO) and ensures that they are fully aware of their responsibilities. The PAO issues a letter appointing the AO, setting out their responsibilities and delegated authorities.

9.3. The PAO is accountable to Parliament for the issue of any Grant In Aid to the Museum.

9.4. The PAO is also responsible, usually via the sponsorship team, for advising the responsible Minister on:

- an appropriate framework of objectives and targets for the Museum in the light of the department's wider strategic aims and priorities
- an appropriate budget for the Museum in the light of the sponsor department's overall public expenditure priorities
- how well the Museum is achieving its strategic objectives and whether it is delivering value for money
- the exercise of the Ministers' statutory responsibilities concerning the Museum as outlined above

9.5. The PAO via the sponsorship team is also responsible for ensuring arrangements are in place in order to:

- monitor the Museum's activities and performance
- address significant problems in the Museum, making such interventions as are judged necessary
- periodically and at such frequency as is proportionate to the level of risk carry out an assessment of the risks both to the department and the Museum's objectives and activities in line with the wider departmental risk assessment process
- inform the Museum of relevant government policy in a timely manner
- bring ministerial or departmental concerns about the activities of the Museum to the full Museum Board, and, as appropriate to the departmental Board, requiring explanations and assurances that appropriate action has been taken.

10. The role of the sponsorship team HQ Air Command, RAF High Wycombe in the MOD is the primary contact for the Museum. The responsible senior civil servant for this relationship is the Director of Resources, Air Command. They are the main source of advice to the responsible Minister on the discharge of their responsibilities in respect of the Museum. They also support the PAO on their responsibilities toward the Museum.

10.2. Officials of Air Command in the MOD will liaise regularly with Museum officials to review performance against plans, achievement against targets and expenditure against its DEL and AME allocations. Air Command will also take the opportunity to explain wider policy developments that might have an impact on the Museum.

11. Resolution of disputes between the ALB and department Any disputes between the MOD and the Museum will be resolved in as timely a manner as possible. The MOD and the Museum will seek to resolve any disputes through an informal process in the first instance. If this is not possible, then a formal process, overseen by the senior sponsor, will be used to resolve the issue. Failing this, the senior sponsor will ask the relevant policy Director General to oversee the dispute. They may then choose to ask the Permanent Secretary to nominate a non-executive member of the department's Board to review the dispute, mediate with both sides and reach an outcome, in consultation with the Secretary of State.

12. Freedom of Information requests

12.1. Where a request for information is received by either party under the Freedom of Information Act 2000, or the Data Protection Act 1998 or 2018, the party receiving the request will consult with the other party prior to any disclosure of information that may affect the other party's responsibilities.

13. Reporting on legal risk and litigation The Museum shall provide a quarterly update to the sponsor on the existence of any active litigation and any threatened or reasonably anticipated litigation. The parties acknowledge the importance of ensuring that legal risks are communicated appropriately to the sponsor in a timely manner.

13.2. In respect of each substantial piece of litigation involving the Museum, the parties will agree a litigation protocol which will include specific provisions to ensure appropriate and timely reporting on the status of the litigation and the protection of legally privileged information transmitted to the sponsor to facilitate this. Until such time as a protocol is agreed, the parties will ensure that:

- material developments in the litigation are communicated to the sponsor in an appropriate and timely manner
- legally privileged documents and information are clearly marked as such
- individual employees handling the legally privileged documents are familiar with principles to which they must adhere to protect legal privilege
- circulation of privileged information within government occurs only as necessary

The RAF Museum governance structure

14. The Chief Executive Responsibilities of the ALB's chief executive as accounting officer

14.1. The Chief Executive as AO is personally responsible for safeguarding the public funds for which they have charge; for ensuring propriety, regularity, value for money and feasibility in the handling of those public funds; and for the day-to-day operations and management of the RAF Museum. In addition, they should ensure that the RAF Museum as a whole is run on the basis of the standards, in terms of governance, decision-making and financial management, that are set out in Box 3.1 of MPM. These responsibilities include the below and those that are set in the AO appointment letter issued by the PAO of the sponsor department.

Responsibilities for accounting to Parliament and the public

- 14.2. Responsibilities to Parliament and the public include:
- signing the accounts and ensuring that proper records are kept relating to the accounts and that the accounts are properly prepared and presented in accordance with any directions issued by the Secretary of State
 - preparing and signing a Governance Statement covering corporate governance, risk management and oversight of any local responsibilities, for inclusion in the annual report and accounts
 - ensuring that effective procedures for handling complaints about the Museum in accordance with Parliamentary and Health Service Ombudsman's Principles of Good Complaint Handling are established and made widely known within the Museum and published on its website.
 - acting in accordance with the terms of MPM and other instructions and guidance issued from time to time by the department, the Treasury, and the Cabinet Office
 - ensuring that as part of the above compliance they are familiar with and act in accordance with:
 - any governing legislation
 - this framework document
 - any delegation letter issued to the Museum
 - any elements of any settlement letter issued to the sponsor department that is relevant to the operation of the Museum
 - any separate settlement letter that is issued to the Museum from the sponsor department
 - ensuring they have appropriate internal mechanisms for monitoring, governance and external reporting regarding non-compliance with any conditions arising from the above documents
 - giving evidence, normally with the PAO, when summoned before the PAC on the Museum's stewardship of public funds

Responsibilities to the MOD

- 14.3. Responsibilities to the MOD include:
- establishing, in agreement with the department, the Museum's corporate and business plans in the light of the department's wider strategic aims and agreed priorities
 - informing the department of progress in helping to achieve the department's policy objectives and in demonstrating how resources are being used to achieve those objectives
 - ensuring that timely forecasts and monitoring information on performance and finance are provided to the department; that the department is notified promptly if over or under spends are likely and that corrective action is taken; and that any significant problems whether financial or otherwise, and whether detected by internal audit or by other means, are notified to the department in a timely fashion.

Responsibilities to the board

- 14.4. The Chief Executive is responsible for:
- advising the Board on the discharge of their responsibilities as set out in this document, in the founding legislation and in any other relevant instructions and guidance that may be issued from time to time
 - advising the Board on Museum's performance compared with its aims and objectives
 - ensuring that financial considerations are taken fully into account by the Board at all stages in reaching and executing its decisions, and that financial appraisal techniques are followed.

Managing conflicts

14.5. The Chief Executive should follow the advice and direction of the Board, except in very exceptional circumstances with a clear cut and transparent rationale for not doing so.

14.6. If the Board, or its chairperson, is contemplating a course of action involving a transaction which the Chief Executive considers would infringe the requirements of propriety or regularity or does not represent prudent or economical administration, efficiency or effectiveness, is of questionable feasibility, or is unethical the chief executive in their role as AO should reject that course of action and ensure that the Board have a full opportunity to discuss the rationale for that rejection.

14.7. Such conflicts should be brought to the attention of the PAO and the responsible Minister as soon as possible.

14.8. Furthermore, and if agreed with the responsible Minister, the AO must write a letter of justification to the chair of the Board setting out the rationale for not following the advice and recommendation of the board and copy that letter to the Treasury Officer of Accounts.

14.9. If the responsible Minister agrees with the proposed course of action of the Board, it may be appropriate for the Minister to direct the AO in the manner as set out in MPM paragraph 3.6.6 onwards.

15. The Board

Composition of the Board

15.1. The Museum will have a board in line with good standards of corporate governance and as set out in its establishing statute and in guidance as set out in Annex A. The role of the Board shall be to run the Museum, and to deliver the objectives, in accordance with the purposes as set out above, their statutory, regulatory, common-law duties and their responsibilities under this framework document. Detailed responsibilities of the Board shall be set out in the Board terms of reference. There is no remuneration of the Board, but reasonable travel and subsistence expenses will be met when working in support of the Museum and will be disclosed in line with the guidance in the Government Financial Reporting manual (FRoM).

15.2. The Board shall consist of not fewer than ten (10) but not more than fifteen (15) Nominated Trustees; and not more than three (3) Co-opted Trustees; appointed in accordance with its Byelaws.

15.3. The Board will consist of a chairperson, together with the Chief Executive and up to 18 Trustees that have a balance of skills and experience appropriate to directing the Museum's business. For the Museum there should be members who have experience of or an interest in its business, operational delivery, corporate services such as HR, technology, property asset management, estate management, communications, and performance management. This will include as an executive and voting board member an appropriately qualified finance director as described in Annex 4.1 of MPM. The Board should include a majority of independent Trustees to ensure that executive members are supported and constructively challenged in their role.

Board Committees

15.4. The Board may set up such committees as necessary for it to fulfil its functions. As is detailed below at a minimum this should include an Audit and Risk Committee chaired by an independent and appropriately qualified non-executive member of the Board.

15.5. While the Board may make use of committees to assist its consideration of appointments, succession, audit, risk and remuneration it retains responsibility for, and endorses, final decisions in all of these areas. The Chair should ensure that sufficient time is allowed at the board for committees to report on the nature and content of discussion, on recommendations, and on actions to be taken.

15.6. Where there is disagreement between the relevant committee and the Board, adequate time should be made available for discussion of the issue with a view to resolving the disagreement. Where any such disagreement cannot be resolved, the committee concerned should have the right to report the issue to the sponsor team, PAO, and responsible Minister. They may also seek to ensure the disagreement or concern is reflected as part of the report on its activities in the annual report.

15.7. The Chair should ensure board committees are properly structured with appropriate terms of reference. The terms of each committee should set out its responsibilities and the authority delegated to it by the Board. The Chair should

ensure that committee membership is periodically refreshed, and that individual independent Trustees are not over-burdened when deciding the chairs and membership of committees.

15.8. The meetings and proceedings of any such committee shall be governed by the provisions of the Byelaws for regulating the meetings and proceedings of the Board so far as applicable and except in so far as superseded by regulations made by the Board for committees.

Duties of the Board

15.9. The business of the Museum shall be managed by the Board which may exercise all such powers of the Museum, and do on behalf of the Museum all such acts as may be exercised and done by the Museum, subject nevertheless to:

- the provisions of the Charter and Byelaws; and
- the provisions of the Legislation; and
- the requirement that the Board does not do or permit any act or omission which would prejudice the charitable status of the Museum in English law

15.10. The Board is specifically responsible for:

- establishing and taking forward the strategic aims and objectives of the Museum consistent with its overall strategic direction and within the policy and resources framework determined by the Secretary of State
- providing effective leadership of the Museum within a framework of prudent and effective controls which enables risk to be assessed and managed
- ensuring the financial and human resources are in place for the Museum to meet its objectives
- reviewing management performance
- ensuring that the Board receives and reviews regular financial and management information concerning the management of the Museum]
- ensuring that it is kept informed of any changes which are likely to impact on the strategic direction of the Museum Board or on the attainability of its targets, and determining the steps needed to deal with such changes and where appropriate bringing such matters to the attention of the responsible Minister and PAO via the executive team, sponsorship team or directly
- ensuring that any statutory or administrative requirements for the use of public funds are complied with; that the Board operates within the limits of its statutory authority and any delegated authority agreed with the sponsor department, and in accordance with any other conditions relating to the use of public funds
- ensuring that in reaching decisions, the Board takes into account guidance issued by the sponsor department
- ensuring that as part of the above compliance they are familiar with:
 - this framework document,
 - any delegation letter issued to the Museum
 - any elements of any settlement letter issued to the sponsor department that is relevant to the operation of the Museum

- any separate settlement letter that is issued to the Museum from Air Command
- that they have appropriate internal mechanisms for the monitoring, governance and external reporting regarding any conditions arising from the above documents and ensure that the chief executive and the Museum as a whole act in accordance with their obligations under the above documents
 - demonstrating high standards of corporate governance at all times, including by using the independent audit committee to help the board to address key financial and other risks
 - Appointing a Chief Executive and, in consultation with the department, set performance objectives and remuneration terms linked to objectives for the Chief Executive which give due weight to the proper management and use and utilisation of public resources
 - Putting in place mechanisms for independent appraisal and annual evaluation of the performance of the chairperson by the Trustees, taking into account the views of relevant stakeholders. The outcome of that evaluation should be made available to the responsible Minister
 - determining all such other things which the Board considers ancillary or conducive to the attainment or fulfilment by the Museum of its objectives

15.11. The Board should ensure that effective arrangements are in place to provide assurance on risk management, governance and internal control.

15.12. The Board should make a strategic choice about the style, shape and quality of risk management and should lead the assessment and management of opportunity and risk. The Board should ensure that effective arrangements are in place to provide assurance over the design and operation of risk management, governance and internal control in line with the Management of Risk – Principles and Concepts (The Orange Book)³. The Board must set up an Audit and Risk Assurance Committee chaired by an independent and appropriately qualified Board member to provide independent advice and ensure that the department's Audit and Risk Assurance Committee are provided with routine assurances with escalation of any significant limitations or concerns. The Board is expected to assure itself of the adequacy and effectiveness of the risk management framework and the operation of internal control.

16. The Chair's role and responsibilities

16.1. The Chair is responsible for leading the board in the delivery of its responsibilities. Such responsibility should be exercised in the light of their duties and responsibilities as set out in their contract of employment/appointment letter, the priorities in the chair's letter issued to them by the sponsor team, the statutory authority governing the Museum, this document and the documents and guidance referred to within this document.

16.2. Communications between the Museum's Board and the responsible Minister should normally be through the Chair.

³ <https://www.gov.uk/government/publications/orange-book>

16.3. The chair is bound by the Code of Conduct for Board Members of Public Bodies⁴, which covers conduct in the role and includes the Nolan Principles of Public Life⁵.

16.4. In addition, the Chair is responsible for:

- ensuring including by monitoring and engaging with appropriate governance arrangements that the Museum's affairs are conducted with probity
- ensuring that policies and actions support the responsible Minister's [and where relevant other Ministers'] wider strategic policies and where appropriate, these policies and actions should be clearly communicated and disseminated throughout the Museum.

16.5. The Chair has the following leadership responsibilities:

- formulating the Board's strategy
- ensuring that the Board, in reaching decisions, takes proper account of guidance provided by the responsible Minister or the department
- promoting the efficient and effective use of staff and other resources
- delivering high standards of regularity and propriety
- representing the views of the board to the general public

16.6. The Chair also has an obligation to ensure that:

- the work of the Board and its members are reviewed and are working effectively including ongoing assessment of the performance of individual board members with a formal annual evaluation and more in-depth assessments of the performance of individual board members when being considered for re-appointment
- that in conducting assessments that the view of relevant stakeholders including employees and the sponsorship team are sought and considered
- that the Board has a balance of skills appropriate to directing the Museum's business, and that all directors including the Chair and Chief Executive continually update their skills, knowledge and familiarity with the Museum to fulfil their role both on the Board and committees. This will include but not be limited to skills and training in relation to financial management and reporting requirements, risk management and the requirements of board membership within the public sector
- board members are fully briefed on terms of appointment, duties, rights and responsibilities
- they, together with the other board members, receive appropriate training on financial management and reporting requirements and on any differences that may exist between private and public sector practice
- the responsible Minister is advised of the Museum's needs when board vacancies arise
- there is a Board Operating Framework in place setting out the role and responsibilities of the board consistent with the Government Code of Good Practice for Corporate Governance

⁴ <https://www.gov.uk/government/publications/code-of-conduct-for-board-members-of-public-bodies>

⁵ <https://www.gov.uk/government/publications/the-7-principles-of-public-life>

- there is a code of practice for board members in place, consistent with the Cabinet Office Code of Conduct for Board Members of Public Bodies

17. Individual board members' responsibilities

17.1. Individual board members should:

- comply at all times with the Code of Conduct for Board Members of Public Bodies, which covers conduct in the role and includes the Nolan Principles of Public Life as well as rules relating to the use of public funds and to conflicts of interest
- demonstrate adherence to the 12 Principles of Governance for all Public Body Non-Executive Directors as appropriate⁶
- not misuse information gained in the course of their public service for personal gain or for political profit, nor seek to use the opportunity of public service to promote their private interests or those of connected persons or organisations
- comply with the Board's rules on the acceptance of gifts and hospitality, and of business appointments
- act in good faith and in the best interests of the Museum
- ensure they are familiar with any applicable guidance on the role of public sector non-executive directors and boards that may be issued from time to time by the Cabinet Office, HM Treasury or wider government

⁶ <https://www.gov.uk/government/publications/public-bodies-non-executive-director-principles/12-principles-of-governance-for-all-public-body-neds>

Management and financial responsibilities and controls

18. Delegated authorities

18.1. This document sets out the broad governance framework within which the Museum and the MOD operates, and delegated authorities are in accordance with the agreed purpose and principles of the Grant in Aid provision.

18.2. The Museum shall obtain the department's and where appropriate HM Treasury's prior written approval before:

- entering into any undertaking to incur any expenditure that falls outside the delegations, or which is not provided for in the Museum's annual budget as approved by the department
- incurring expenditure for any purpose that is or might be considered novel or contentious, or which has or could have significant future cost implications
- making any significant change in the scale of operation or funding of any initiative or particular scheme previously approved by the department
- making any change of policy or practice which has wider financial implications that might prove repercussive, or which might significantly affect the future level of resources required
- carrying out policies that go against the principles, rules, guidance and advice in MPM

19. Spending authority

19.1. Once the budget has been approved by the sponsor department [and subject to any restrictions imposed by statute], [the responsible Minister's instructions], [this document], [HM Treasury settlement or delegation letters], the Museum shall have authority to incur expenditure approved in the budget without further reference to the sponsor department, on the following conditions:

- The Museum shall comply with the delegations set out in the delegation letter. These delegations shall not be altered without the prior agreement of the sponsor department and as agreed by HM Treasury and Cabinet Office as appropriate
- the Museum shall comply with MPM regarding novel, contentious or repercussive proposals
- inclusion of any planned and approved expenditure in the budget shall not remove the need to seek formal departmental approval where any proposed expenditure is outside the delegated limits or is for new schemes not previously agreed
- The Museum shall provide the sponsor department with such information about its operations, performance, individual projects or other expenditure as the sponsor department may reasonably require.

20. Banking and managing cash

20.1. The Museum Freedoms Charter includes exemption from the requirement to use the Government Banking Service.

21. Procurement

21.1. The Museum shall ensure that its procurement policies are aligned with and comply with any relevant UK or other international procurement rules and in particular the Public Contracts Regulations 2015.

21.2. The Museum shall establish its procurement policies and document these in a Procurement Policy and Procedures Manual.

21.3. In procurement cases where the Museum is likely to exceed its delegated authority limit, procurement strategy approval for the specific planned purchase must be sought from the department's sponsor team.

21.4. Goods, services, and works should be acquired by competition. Proposals to let single-tender or restricted contracts shall be limited and exceptional, and a quarterly report explaining those exceptions should be sent to the department.

21.5. Procurement by the Museum of works, equipment, goods, and services shall be based on, a full option appraisal and value for money (VfM), i.e. the optimum combination and whole life costs and quality (fitness for purpose).

21.6. The Museum shall:

- engage fully with department and government wide procurement initiatives that seek to achieve VfM from collaborative projects
- comply with all relevant Procurement Policy Notes issued by Cabinet Office
- co-operate fully with initiatives to improve the availability of procurement data to facilitate the achievement of VfM

21.7. The Museum shall comply with the commercial⁷ and grants standards⁸. These standards apply to the planning, delivery, and management of government commercial activity, including management of grants in all departments and ALBs, regardless of commercial approach used and form part of a suite of functional standards that set expectations for management within government.

21.8. The Museum Freedoms Charter includes flexibility to opt in or out of central procurement on a case-by-case basis; exemption from advertising, marketing and communications spend controls; exemption from the commercial spend control; exemption from property spend controls.

22. Risk management

22.1. The Museum shall ensure that the risks that it faces are dealt with in an appropriate manner, in accordance with relevant aspects of best practice in corporate governance, and develop a risk management strategy, in accordance with the Treasury guidance Management of Risk: Principles and Concepts⁹.

⁷ <https://www.gov.uk/government/publications/commercial-operating-standards-for-governmen> t

⁸ <https://www.gov.uk/government/publications/grants-standards>

⁹ http://www.hm-treasury.gov.uk/orange_book.htm

23. Counter fraud and theft

23.1. The Museum should adopt and implement policies and practices to safeguard itself against fraud and theft.

23.2. The Museum should act in line with guidance as issued by the Counter Fraud Function and in compliance with the procedures and considerations as set in in MPM Annex 4.9 and the Counter Fraud Functional Standard¹⁰. It should also take all reasonable steps to appraise the financial standing of any firm or other body with which it intends to enter a contract or to provide grant or grant-in-aid.

23.3. The Museum should keep records of and prepare and forward to the department an annual report on fraud and theft suffered by the Museum and notify the sponsor department of any unusual or major incidents as soon as possible. The Museum should also report detected loss from fraud, bribery, corruption and error, alongside associated recoveries and prevented losses, to the counter fraud centre of expertise in line with the agreed government definitions as set out in Counter Fraud Functional Standard.

24. Staff

Broad responsibilities for staff

24.1. Within the arrangements approved by the responsible Minister [and the Treasury] the Museum will have responsibility for the recruitment, retention, and motivation of its staff. The broad responsibilities toward its staff are to ensure that:

- the rules for recruitment and management of staff create an inclusive culture in which diversity is fully valued; appointment and advancement are based on merit; there is no discrimination against employees with protected characteristics under the Equality Act 2010
- the level and structure of its staffing, including grading and staff numbers, are appropriate to its functions and the requirements of economy, efficiency, and effectiveness
- the performance of its staff at all levels is satisfactorily appraised and the Museum's performance measurement systems are reviewed from time to time
- its staff are encouraged to acquire the appropriate professional, management and other expertise necessary to achieve the Museum's objectives
- proper consultation with staff takes place on key issues affecting them
- adequate grievance and disciplinary procedures are in place
- whistle-blowing procedures consistent with the Public Interest Disclosure Act are in place
- a code of conduct for staff is in place based on the Cabinet Office's Model Code for Staff of Executive Non-departmental Public Bodies¹¹.

¹⁰ <https://www.gov.uk/government/publications/government-functional-standard-govs-013-counter-fraud>

¹¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/80082/PublicBodiesGuide2006_5_public_body_staffv2_0.pdf

Staff costs

24.2. Subject to its delegated authorities, the Museum shall ensure that the creation of any additional posts does not incur forward commitments that will exceed its ability to pay for them.

Pay and conditions of service

24.3. The Museum's staff are subject to levels of remuneration and terms and conditions of service (including pensions) within the general pay structure approved by the Board.

24.4. If civil service terms and conditions of service apply to the rates of pay and non-pay allowances paid to the staff and to any other party entitled to payment in respect of travel expenses or other allowances, payment shall be made in accordance with the Civil Service Management Code¹² and the annual Civil Service Pay Remit Guidance, except where prior approval has been given by the department to vary such rates.

24.5. Staff terms and conditions should be set out in an Employee Handbook, which should be provided to the department together with subsequent amendments.

24.6. The Museum Freedoms Charter includes flexibility to offer average pay awards in excess of caps set out in the Pay Remit Guidance. Freedoms Bodies shall continue to engage with their Sponsor Department prior to submitting an annual pay remit request. They shall also continue to provide outturn data to HM Treasury. Freedoms Bodies shall continue to adhere to all other Civil Service Pay guidance issued by HM Treasury and the Cabinet Office. The flexibility may be paused under extraordinary future circumstances and should be reviewed as part of Comprehensive Spending Reviews. If paused. The Museum will abide by public sector pay controls, including the relevant approvals process dependent on the organisations classification as detailed in the Senior Pay Guidance¹³ and the Public Sector Pay and Terms Guidance¹⁴.

24.7. The travel expenses of board members shall be tied to the rates allowed to senior staff of the Museum. Reasonable actual costs shall be reimbursed.

Pensions, redundancy, and compensation

24.8. Compensation scheme rules and pension scheme rules should reflect legislative and HM Treasury guidance requirements regarding exit payments.

24.9. Museum staff shall normally be eligible for a pension provided by its own scheme. Staff may opt out of the occupational pension scheme provided by the Museum, but that employers' contributions to any personal pension arrangement, including stakeholder pension shall normally be limited to the national insurance rebate level.

24.10. Any proposal by the Museum to move from the existing pension arrangements, or to pay any redundancy or compensation for loss of office, requires the prior approval of the MOD. Proposals on severance must comply

¹² <https://www.gov.uk/government/publications/civil-servants-terms-and-conditions>

¹³ <https://www.gov.uk/government/publications/senior-civil-service-pay-and-reward>

¹⁴ <https://www.gov.uk/government/publications/public-sector-pay-and-terms-guidance-note>

with the rules contained in the Managing Public Money document.

24.11. Any proposal by the Museum to move from the existing pension arrangements, or to pay any redundancy or compensation for loss of office, requires the prior approval of the department. Proposals on severance must comply with the rules in chapter 4 of MPM.

Business plans, financial reporting and management information

25. Corporate and business plans

25.1. The Partnering Agreement between the Royal Air Force and the Royal Air Force Museum sets out the relationship between the RAF and the Royal Air Force Museum. It identifies the mutual support that the two organisations provide to achieve their agreed aims. The agreement is effective from April 2022 to April 2027 and aligns with this Framework Agreement.

25.2. The Museum shall submit annually to the sponsor department a draft of the Business Plan in line with its Strategy 2030 Strategic Plan (covering at least three years ahead). The draft should be submitted by the end of February. The Museum shall agree with the department the issues to be addressed in the plan and the timetable for its preparation. The plan shall reflect the Museum's statutory and/or other duties, and, within those duties, the priorities set from time to time by the responsible Minister (including decisions taken on policy and resources in the light of wider public expenditure decisions). The plan shall demonstrate how the Museum contributes to the achievement of the department's medium-term plan and priorities and aligned performance metrics and milestones.

25.3. The first year of the Strategic Plan, amplified as necessary, shall form the business plan. The business plan shall be updated to include key targets and milestones for the year immediately ahead and shall be linked to budgeting information so that resources allocated to achieve specific objectives can readily be identified by the department. Subject to any commercial considerations, [a digest of] the strategic and business plans should be published by the Museum on its website and separately be made available to staff.

25.4. The following key matters should be included in the plans:

- key objectives and associated key performance targets for the forward years, and the strategy for achieving those objectives
- key non-financial performance targets
- a review of performance in the preceding financial year, together with comparable outturns for the previous [2-5] years, and an estimate of performance in the current year
- alternative scenarios and an assessment of the risk factors that may significantly affect the execution of the plan but that cannot be accurately forecast
- other matters as agreed between the department and the Museum

26. Budgeting procedures

26.1. Each year, in the light of decisions by the department on the updated draft Strategic Plan, the department will send to the Museum by the end of March:

- a formal statement of the annual budgetary provision allocated by the department in the light of competing priorities across the department and of any forecast income approved by the department
- a statement of any planned change in policies affecting the Museum

26.2. The approved annual business plan will take account both of approved funding provision [where this applies] and [where this applies] any forecast receipts. It will include a budget of estimated payments and receipts together with a profile of expected expenditure and of draw-down of any departmental funding and/or other income over the year. These elements form part of the approved business plan for the year in question.

27. Grant-in-aid and any ring-fenced grants

27.1. Any grant-in-aid provided by the department for the year in question will be voted in the department's Supply Estimate and be subject to parliamentary control.

27.2. The grant-in-aid will normally be paid in monthly instalments on the basis of written applications showing evidence of need. The Museum will comply with the general principle, that there is no payment in advance of need. Cash balances accumulated during the course of the year from grant-in-aid or other Exchequer funds shall be kept to a minimum level consistent with the efficient operation of the Museum. Grant-in-aid not drawn down by the end of the financial year shall lapse. Subject to approval by Parliament of the relevant Estimates provision, where grant-in-aid is delayed to avoid excess cash balances at the year-end, the department will make available in the next financial year any such grant-in-aid that is required to meet any liabilities at the year end, such as creditors.

27.3. In the event that the department provides the ALB separate grants for specific (ring-fenced) purposes, it would issue the grant as and when the Museum needed it on the basis of a written request. The Museum would provide evidence that the grant was used for the purposes authorised by the department. The Museum shall not have uncommitted grant funds in hand, nor carry grant funds over to another financial year.

27.4. Allocated Grant-In-Aid, period 2022/2023 until 2024/25:

- 2022/2023 - £10,346,000 GIA
- 2022/2023 - £ 3,748,083 CDEL
- 2023/2024 - £10,656,000 GIA
- 2023/2024 - £ 2,000,000 RDEL
- 2023/2024 - £ 734,000 CDEL
- 2024/2025 - £10,975,680 GIA

28. Annual report and accounts

28.1. The Museum Board must publish an annual report of its activities together with its audited accounts after the end of each financial year. The Museum shall provide the department its finalised (audited) accounts by the end of July each year in order for the accounts to be consolidated within Air Command. A draft of the report should be submitted to the department [two

weeks] before the proposed publication date. The accounts should be prepared in accordance with the relevant statutes and specific accounts direction issued by the department as well as the Treasury's Financial Reporting Manual (FReM).

- 28.2. The annual report must:
- cover any corporate, subsidiary or joint ventures under its control
 - comply with the FReM and in particular have regard to the illustrative statements for an NDPB¹⁵
 - outline main activities and performance during the previous financial year and set out in summary form forward plans.

28.3. Information on performance against key financial targets is included within the annual report and subject to the auditor's consistency opinion. The report and accounts shall be laid in Parliament and made available on the Museum's website, in accordance with the guidance in the FReM.

29. Reporting performance to the department

29.1. The Museum shall operate management, information and accounting systems that enable it to review in a timely and effective manner its financial and non-financial performance against the budgets and targets set out in the corporate and business plans.

29.2. The Museum shall inform the sponsor department of any changes that make achievement of objectives more or less difficult. It shall report financial and non-financial performance, including performance in helping to deliver Ministers' policies, and the achievement of key objectives regularly.

29.3. Officials of HQ Air Command in the MOD will liaise regularly with Museum officials to review financial performance against plans, achievement against targets and expenditure against its Delegated Expenditure Limited (DEL) and Annually Managed Expenditure (AME) allocations. HQ Air Command will provide 3* level support to Trustee Meetings. The HQ Air Command team will also attend the RAF Museum Finance and Resource Committee meetings and, regularly, take the opportunity to explain wider policy developments that might have an impact on the Museum.

29.4. The Museum's performance shall be formally reviewed by the department twice a year.

29.5. The responsible Minister will meet the Board, Chair, Chief Executive once a year.

29.6. The PAO will meet the Chief Executive at least once a year.

30. Information sharing

30.1. The department has the right of access to all the Museum's records and personnel for any purpose including, for example, sponsorship audits and operational investigations.

¹⁵ <https://www.gov.uk/government/publications/government-financial-reporting-manual-2020-21>.

30.2. The Museum shall provide the sponsor department with such information about its operations, performance, individual projects or other expenditure as the sponsor department may reasonably require.

30.3. The department and HM Treasury may request the sharing of data held by the Museum in such a manner as set out in central guidance except insofar as it is prohibited by law. This may include requiring the appointment of a senior official to be responsible for the data sharing relationship.

30.4. As a minimum, the Museum shall provide the department with information monthly that will enable the department satisfactorily to monitor:

- The Museum's cash management
- its draw-down of grant-in-aid
- forecast outturn by resource headings
- other data required for the Online System for Central Accounting and Reporting (OSCAR)
- data as required in respect of its compliance with any Cabinet Office Controls pipelines or required in order to meet any condition as set out in any settlement letter

Audit

31. Internal audit

31.1. The Museum shall:

- establish and maintain arrangements for internal audit
- ensure that any arrangements for internal audit are in accordance with the Public Sector Internal Audit Standards (PSIAS) as adopted by HM Treasury¹⁶.
- Ensure the sponsor department is satisfied with the competence and qualifications of the Head of Internal Audit and the requirements for approving appointments in accordance with PSIAS
- set up an audit committee of its board in accordance with the Code of Good Practice for Corporate Governance and the Audit and Risk Assurance Committee Handbook
- forward the audit strategy, periodic audit plans and annual audit report, including the Museum's opinion on risk management, control and governance as soon as possible to the sponsor department
- keep records of and prepare and forward to the department an annual report on fraud and theft suffered by the Museum and notify the sponsor department of any unusual or major incidents as soon as possible
- will share with the sponsor department information identified during the audit process and the Annual Audit Opinion Report (together with any other outputs) at the end of the audit, in particular on issues impacting on the department's responsibilities in relation to financial systems within the Museum.

32. External audit

32.1. The National Audit Office audits the Museum's annual accounts and lays them before Parliament, together with their report/The NAO passes the audited accounts to the Secretary of State who will lay the accounts together with the NAO report before parliament.

32.2. In the event that the Museum has set up and controls subsidiary companies, Museum will [in the light of the provisions in the Companies Act 2006] ensure that the NAO has the option to be appointed auditor of those company subsidiaries that it controls and/or whose accounts are consolidated within its own accounts. The Museum shall discuss with the sponsor department the procedures for appointing the NAO as auditor of the companies.

32.3. The NAO:

- will consult the department and the Museum on whom – the NAO or a commercial auditor – shall undertake the audit(s) on his behalf, though the final decision rests with the NAO
- has a statutory right of access to relevant documents, including by virtue of section 25(8) of the Government Resources and Accounts Act 2000, held by another party in receipt of payments or grants from [the ALB]
- will share with the sponsor department information identified during the audit process and the audit report (together with any other

¹⁶ <https://www.gov.uk/government/publications/public-sector-internal-audit-standards>

outputs) at the end of the audit, in particular on issues impacting on the Department's responsibilities in relation to financial systems within the Museum

- will consider requests from departments and other relevant bodies to provide regulatory compliance reports and other similar reports at the commencement of the audit. Consistent with the NAO's independent status, the provision of such reports is entirely at the NAO's discretion

32.4. The NAO may carry out examinations into the economy, efficiency and effectiveness with which the Museum has used its resources in discharging its functions. For the purpose of these examinations the NAO has statutory access to documents as provided for under section 8 of the National Audit Act 1983. In addition, the Museum shall provide, in conditions to grants and contracts, for the NAO to exercise such access to documents held by grant recipients and contractors and sub-contractors as may be required for these examinations; and shall use its best endeavours to secure access for the NAO to any other documents required by the NAO which are held by other bodies.

Reviews and winding up arrangements

33. Review of ALB's status

33.1. The Museum was reviewed as part of the wider Public Bodies Reviews programme. The Combined Service Museums Public Body Review Report conducted by DSOP was published in March 2024.

34. Arrangements in the event that the ALB is wound up

34.1. The sponsor department shall put in place arrangements to ensure the orderly winding up of the Museum. In particular it should ensure that the assets and liabilities of the Museum are passed to any successor organisation and accounted for properly. (In the event that there is no successor organisation, the assets and liabilities should revert to the sponsor department.) To this end, the department shall:

- have regard to Cabinet Office guidance on winding up of ALBs¹⁷
- ensure that procedures are in place in the Museum to gain independent assurance on key transactions, financial commitments, cash flows and other information needed to handle the wind-up effectively and to maintain the momentum of work inherited by any residuary body
- specify the basis for the valuation and accounting treatment of the Museum's assets and liabilities
- ensure that arrangements are in place to prepare closing accounts and pass to the NAO for external audit, and that, for non-Crown bodies funds are in place to pay for such audits. It shall be for the NAO to lay the final accounts in Parliament, together with his report on the accounts
- arrange for the most appropriate person to sign the closing accounts. In the event that another ALB takes on the role, responsibilities, assets and liabilities, the succeeding ALB AO should sign the closing accounts. In the event that the department inherits the role, responsibilities, assets and liabilities, the sponsor department's AO should sign.

34.2. The Museum shall provide the department with full details of all agreements where the Museum or its successors have a right to share in the financial gains of developers. It should also pass to the department details of any other forms of claw-back due to the Museum.

¹⁷https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/69095/2/Public_Bodies_-_a_guide_for_departments_-_chapter_10.pdf

Annex A: Guidance

The Museum shall comply with the following guidance, documents and instructions, in accordance with the classification of the body, other applicable guidance and any agreed exemptions:

Corporate governance

- This framework document
- The partnering agreement which sets out the relationship between the RAF and RAF Museum
- Corporate Governance Code for Central Government Departments (relevant to Arm's Length Bodies) and supporting guidance:
<https://www.gov.uk/government/publications/corporate-governance-code-for-central-government-departments-2017>
- Code of conduct for Board members of Public Bodies:
<https://www.gov.uk/government/publications/code-of-conduct-for-board-members-of-public-bodies>
- Code of practice for partnerships between Departments and Arm's Length Bodies:
<https://www.gov.uk/government/publications/partnerships-with-arms-length-bodies-code-of-good-practice#:~:text=This%20code%20of%20good%20practice,partnership%20approach%20to%20shaping%20relationships.>

Financial management and reporting

- Managing Public Money (MPM):
<https://www.gov.uk/government/publications/managing-public-money>
- Government Financial Reporting Manual (FReM):
www.gov.uk/government/collections/government-financial-reporting-manual-frem
- Relevant Dear Accounting Officer (DAO) letters:
www.gov.uk/government/collections/dao-letters
- Relevant guidance and instructions issued by the Treasury in respect of Whole of Government Accounts: <https://www.gov.uk/government/collections/whole-of-government-accounts>
- The most recent letter setting out the delegated authorities, issued by the parent department.
- Museum Freedoms Charter

Management of risk

- Management of Risk: www.gov.uk/government/publications/orange-book and <https://www.gov.uk/government/publications/management-of-risk-in-government-framework>
- Public Sector Internal Audit Standards: www.gov.uk/government/publications/public-sector-internal-audit-standards
- HM Treasury approval processes for Major Projects above delegated limits: <https://www.gov.uk/government/publications/treasury-approvals-process-for-programmes-and-projects>
- The Government cyber-security strategy and cyber security guidance: <https://www.gov.uk/government/publications/national-cyber-strategy-2022/national-cyber-security-strategy-2022> and <https://www.gov.uk/government/collections/cyber-security-guidance-for-business>

Commercial management

- Procurement Policy Notes: <https://www.gov.uk/government/collections/procurement-policy-notes>
- Cabinet Office spending controls: <https://www.gov.uk/government/collections/cabinet-office-controls>
- Transparency in supply chains - a practical guide: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1040283/Transparency in Supply Chains A Practical Guide 2017_final.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1040283/Transparency_in_Supply_Chains_A_Practical_Guide_2017_final.pdf)

Public appointments

The following are relevant where public bodies participate in public appointments processes.

- Guidance from the Commissioner for Public Appointments: <https://publicappointmentscommissioner.independent.gov.uk/>
- Governance Code on Public Appointments: www.gov.uk/government/publications/governance-code-for-public-appointments
- Procurement Policy Note 08/15 – Tax Arrangements of Public Appointees: <https://www.gov.uk/government/publications/procurement-policy-note-0815-tax-arrangements-of-appointees>

Staff and remuneration

- HM Treasury guidance on senior pay and reward: www.gov.uk/government/publications/senior-civil-service-pay-and-reward

- Civil Service pay guidance (updated annually): www.gov.uk/government/collections/civil-service-pay-guidance
- Public sector pay and terms: <https://www.gov.uk/government/publications/public-sector-pay-and-terms-guidance-note>
- Whistleblowing Guidance and Code of Practice: <https://www.gov.uk/government/publications/whistleblowing-guidance-and-code-of-practice-for-employers>
- The Equalities Act 2010: www.gov.uk/guidance/equality-act-2010-guidance

General

- Freedom of Information Act guidance and instructions: www.legislation.gov.uk/ukpga/2000/36/contents and <https://ico.org.uk/for-organisations/guide-to-freedom-of-information/>
- The Parliamentary and Health Service Ombudsman's Principles of Good Administration: <https://www.ombudsman.org.uk/about-us/our-principles>
- Other relevant instructions and guidance issued by the central Departments (Cabinet Office and HM Treasury)
- Recommendations made by the Public Accounts Committee, or by other Parliamentary authority, that have been accepted by the Government and are relevant to [the ALB].
- Guidance from the Public Bodies team in Cabinet Office: www.gov.uk/government/publications/public-bodies-information-and-guidance
- The Civil Service diversity and inclusion strategy (outlines the ambition, to which Arm's Length Bodies can contribute): <https://www.gov.uk/government/publications/civil-service-diversity-and-inclusion-strategy-2022-to-2025>
- Guidance produced by the Infrastructure and Projects Authority (IPA) on management of major projects: www.gov.uk/government/organisations/infrastructure-and-projects-authority
- The Government Digital Service: www.gov.uk/government/organisations/government-digital-service
- The Government Fraud, Error, Debt and Grant Efficiency function; www.gov.uk/government/collections/fraud-error-debt-and-grants-function and www.gov.uk/government/publications/grants-standards
- Code of Practice for Official Statistics: <https://code.statisticsauthority.gov.uk/#:~:text=The%20Code%20of%20Practice%20for%20Statistics%20sets%20the,produced%20by%20people%20and%20organisations%20that%20are%20trustworthy.>

- Accounting Officer System Statements (AOSS are produced by departments with input from ALBs): www.gov.uk/government/publications/accounting-officer-system-statements

HM Treasury contacts

This document can be downloaded from www.gov.uk

If you require this information in an alternative format or have general enquiries about HM Treasury and its work, contact:

Correspondence Team
HM Treasury
1 Horse Guards Road
London
SW1A 2HQ

Tel: 020 7270 5000

Email: public.enquiries@hmtreasury.gov.uk