



Board of Trustees (2020-09)

Date 22 September 2020, via Teams

Present Matthew Westerman (Chair)

Desmond Bowen, Hugh Bullock, HE Janice Charette, Elizabeth Cleaver, HE Bede Corry, Lt Gen Andrew Figgures, Cdr Guy Holthouse (for Australian High Commission), Brigadier Krishnan (for Indian High Commission), Angus Lapsley, Professor Margaret MacMillan, Tim Marlow, Suzanne Raine, Tamsin Todd, Mark Urban and Guy Weston

In attendance Diane Lees, Director-General;
John Brown, Executive Director, Commercial Services & Operations
Jon Card, Executive Director, Collections & Governance
Gill Webber, Executive Director, Content and Public Programmes
Gill Smith, Board Secretary (minutes)
Dr Andy Higgins, Development Director, for item 8
Craig Murray, Curator, for item 10

1 Welcome and Apologies for Absence

Apologies were received from the High Commissioners for Australia (represented by Cdr Holthouse), India (represented by Brigadier Krishnan), Pakistan, South Africa and Sri Lanka.

2 Conflict of Interest

Trustees were invited to declare any conflict of interest with any item on the agenda. Hugh Bullock declared that he continued to serve in a Non-Executive advisory role, at Gerald Eve, the company which provided valuation services to IWM as recorded in the Annual Report and Accounts (at item 5). He confirmed that he himself had had no part in the service.

3 Membership of the Board

The Chair provided an update on the appointment of RAF and Naval Trustees reporting that candidate names had been submitted to No 10.

4 Minutes of the Meeting held in July

4.1 Minutes of the meeting held on 7 July were approved for signature.

4.2 There were no matters arising which were not covered under the items below.

5 Annual Report and Accounts 2019/2020

5.1 The draft Annual Report and Accounts 2019/20 were presented for approval, having previously been endorsed and recommended by the Audit Committee at their meeting on 10 September. The document was due to be laid before Parliament in early October.

5.2 Jon Card, Executive Director for Collections and Governance reported that the accounts

complied with Charity Sorp and statutory accounting. He referred to the statement showing the reconciliation of the statutory accounts and management accounts which had been circulated explaining that the accounts were consolidated with those of the Trading Company.

Mr Card added that the accounts had been audited by the National Audit Office and Grant Thornton, to whom NAO outsourced the audit work and who had carried out much of the work remotely. NAO had provided a clean audit certificate, being satisfied with IWM's statement on Going Concern. There was one matter of emphasis statement, relating to property valuations, which Trustees noted was common across the sector.

Trustees also noted that the accounts had been subject to review by DCMS who had suggested a few minor amendments but nothing of substance.

5.3 General Figures, Chair of Audit, reported that the Audit Committee had approved one immaterial misstatement in the accounts but had raised no specific issues. He expressed particular thanks to Brigid Sutcliffe, the external member of the Committee, who had reviewed the document for IWM and raised very few comments. On the Committee's behalf General Figures recommended the Annual Report and Accounts 2019/20 for signature.

5.4 The Board APPROVED the Annual Report and Accounts and AGREED that the Chairman sign them. Thanks was expressed to the IWM Team and the Audit Committee for their work on the accounts.

6 Update on Reopening the Galleries

6.1 At the Chair's invitation Mr Brown, Executive Director for Commercial Services & Operations reported on performance at the four branches which had opened on 1 August. Visitor figures had been reforecast, and in the first two months admissions were rather positive. Churchill War Rooms was proving the most challenging, but this was being made up by encouraging performance at Duxford.

Trustees noted that the cancellation of the September Battle of Britain air show events at Duxford in consultation with Public Health England and Public Health Cambridge, had been a particular blow, but acknowledged that it had been the right decision to take. They were encouraged to hear that relations with the vast majority of contractors for the event was good and that the commercial team was doing its very best to minimise the loss through communication with visitors who had bought tickets.

6.2 In the course of further deliberation, the following matters were raised:

6.2.1 Trustees were assured that in terms of Covid-19 security within the galleries, there had been a minimal number of complaints and IWM was scoring above the sector norm for compliance;

6.2.2 *Information has been exempted under Section 36 of the Freedom of Information Act 2000.* It was expected that managers across the organisation should be in regular contact with their staff to monitor wellbeing. It was AGREED that a message from the Chair of Trustees to all staff would be a good initiative at the appropriate moment.

6.2.3 The question of uncertainty around future lockdowns was a particular concern. Trustees acknowledged that forward planning in the current climate was extremely difficult. They commended the Executive Leadership Team for the way that they had managed costs so far. *Information has been exempted under Section 36 of the Freedom of Information Act 2000*

Trustees were reminded that the galleries were open and anyone wishing to visit should let the Director-General or Secretary know when they were going.

7 Performance and Financial Review

7.1 The Board noted the content of the paper recording performance against Corporate Plan priorities.

7.2 Mr Card referred to the financial tables appended to the paper, explaining that these related back to the first quarter period. Trustees were aware of the various mitigations which had been agreed earlier in the year and the financial figures would undergo a thorough review at the end of Q2 when further scenario planning and a more flexible financial model needed to be considered.

7.3 In response to various questions raised by Trustees, the Director-General confirmed that:

- The viability of opening each branch had been fully factored into discussions earlier in the year. Income and statistics were monitored weekly and management were taking an holistic view across all sites. The position would be reviewed again at the end of Q2;
- There were very few foreign visitors and so the sites were being strongly marketed to domestic audiences. Trustees understood that visitor forecasting was difficult. There was no specific target audience and the profile mix was driven not by age or area of interest, but rather by those who had confidence in using public transport, or who had their own means of getting around. It was for these reasons that Duxford had performed particularly well, being accessible primarily by car, and that good provision for bicycle storage was important.
- IWM had made a rapid and very welcome transition into digital and community programming. This included learning content for schools programmes, which continued to replace the schools offer on site which would not reopen until 2021. Content had been shared with various home-schooling sites and the BBC and was being well used.

8 IWM Development Strategy

8.1 The Chair welcomed the Director of Development, Dr Andy Higgins, who had joined the organisation in February, into the meeting to present the IWM Development Strategy. He explained that the strategy focused on:

- Establishing a broader fund-raising base which was able to identify and cultivate corporate and high net worth donors
- Setting up a Development Committee who were able to call on contacts and expertise in order to work alongside IWM's Development and Membership teams to develop prospects for specific projects and identify partnerships to be cultivated
- Fulfilling key objectives outlined in the strategy by 2025: meeting the funding targets for Transforming IWM London and the new art galleries; growing an unrestricted fund and raising money for the IWM Institute.

The Chair remarked that while the creation of a Development Committee was exciting, he hoped that he could continue to count on the support of all Trustees for providing contacts and attending fund-raising events.

8.2 Trustees discussed the reputational risk of receiving funds from certain donors or corporates. It was acknowledged that funding support needed to be carefully balanced against historical context and care was need in certain circumstances. A process of due diligence would be carried out as necessary. Ms Lees reminded the Board of the Donor Supporter and Sponsor Relationships Policy which Trustees had most recently approved in 2018.

Action: Donor Support and Sponsor Relationships Policy to come to the December meeting for review

8.3 The Board also

- noted that the Development team had remained in touch with supporters and donors throughout the pandemic and had begun to welcome individuals back on site for cultivation visits;
- suggested that the target for Commonwealth and US prospects might be higher;
- queried whether the name of the organisation had a rather negative impact on potential donors. Ms Lees replied that this was not the case and IWM was a very strong brand and did not need to be changed.

8.4 The Chair thanked Dr Higgins for his presentation and the board for their comments and interest. He very much looked forward to convening the Development Committee and invited volunteers to get in touch with him. In the meantime he thanked those who had already been a great help in introducing funding prospects to the Development team.

9 Strategic Review

A paper had been circulated which reported progress against current strategic development. Ms Lees reminded the Board that this was a standing annual update on delivery of IWM's strategic delivery and Trustees noted the progress which was reported within the paper, particularly in light of the Covid-19 impact on the working being undertaken.

10 Collections Development

- 10.1 Trustees APPROVED the disposal of 28 items. *Information has been exempted under Section 36 of the Freedom of Information Act 2000.*
- 10.2 The Board noted the Acquisitions reported in Section 2 of the Paper and the Chair welcomed Curator Craig Murray to the meeting to speak about the Long Kesh Handkerchief acquired for the Cold War and Late 20th Century collection.
- 10.3 Trustees welcomed Mr Murray's introduction to this item in the collection, which included further contextual information and the provenance of the item. They looked forward to similar presentations at future meetings.

11 Committee Reports

- 11.1 The Board noted the content of reports from the Audit and Estates Advisory Committees and the Trading Company Directors.
- 11.2 Mr Bullock, chair of the Estates Advisory Committee, reminded trustees that the committee provided additional oversight of the Estates Strategy (which had been reported at item 9) and which comprised a very significant programme of work. At the most recent meeting there had also been an excellent presentation on the Collections Storage Strategy (also reported at item 12 of the agenda) and an acknowledgement that this programme to address the vulnerability of the collection was managed as part of the wider estate strategy. Ms Lees added and Trustees noted that the collections storage strategy was an iterative and long term priority programme, which required further investment in the estate going forward to bring as much of the collection into the correct storage conditions.

12 Major Projects Update

- 12.1 The Board noted progress on the various major projects as reported in the paper, particularly in respect of the Transforming IWM London programme. *Information has been exempted under Section 36 of the Freedom of Information Act 2000.* Ms Lees hoped that there would be an opportunity in the not too distant future to invite Trustees on site to view progress.

Additionally, the Board noted the imminent completion of the Parkside building and that the tenancy for the All Saints building was going ahead with effect from 2 November.

- 12.2 Trustees looked forward to the launch of the IWM Institute in November. They discussed the current programme of activity, including the technical platforms used for presenting events, access to those platforms, and the partners IWM is working with, as well as the wide range of themes and current affairs under debate. Ms Webber welcomed further conversations with individual Trustees on these points.

13 Director-General's Report

Trustees noted with approval the content of the Director-General's Report. In response to a question from Trustees, Ms Lees reported that no further evidence had been required to support the Comprehensive Spending Review and that as far as she was aware the outcome would not be known before November.

14 Future Agendas

Items for next agenda included the Annual Safeguarding Report and the Collections Development (Acquisition and Disposal) Policy.

15 Date of Next Meeting and Dates for 2021

The next meeting would take place at 11.00 on Tuesday 8 December. Dates of meetings in 2021 were confirmed as : 16 March, 6 July, 21 September, and 7 December

16 Any Other Business

There was none.

10 Collections Development: Disposals Approved at the meeting:

Twelve Second World War Respirators for specialist destruction by a licensed contractor.

EQU 3510: Respirator, Anti-Gas, Small Child, Type C2 'Mickey Mouse'
EQU 2596: Respirator, Anti-Gas, Small Child, Type C2 'Mickey Mouse'
EQU 3965: Respirator, Anti-Gas, Baby's Protective Helmet, Type C3
EQU 4715: Respirator, Anti-Gas, Small Child, Type C2 'Mickey Mouse'
EQU 4719: Respirator, Anti-Gas, Small Child, Type C2 'Mickey Mouse'
EQU 4723: Respirator, Anti-Gas, Civilian Duty, Type C6: Air Raid Precautions
EQU 5196: Respirator, Anti-Gas, Small Child, Type C2 'Mickey Mouse'
EQU 5206: Respirator, Anti-Gas, Civilian Duty, Type C6: Air Raid Precautions
EQU 5208: Respirator, Anti-Gas, General Civilian, Type C1 (with Outlet Valve & Haversack)
EQU 5392: Respirator, Anti-Gas, General Civilian, Type C1 (with custom handbag carrier)
EQU 14594: Respirator, Anti-Gas, Civilian Duty, Type C6: Air Raid Precautions
EQU 14597: Respirator, Anti-Gas, Civilian Duty, Type C6: Air Raid Precautions

A box of degrading acetate and nitrate negatives, whose content is irretrievable, for destruction by a licensed contractor (DSTL Porton Down)

Five Models for disposal by destruction or, potentially, by gift to another institution if they are of sufficient interest

MOD 737 The Battle of Taranto (diorama)
MOD 44 WVS Clothing Depot
MOD 55 ASR Launch (R/C) WT2507
MOD 935 El Alamein diorama
MOD 936 Falklands diorama

Four Vehicles for disposal by gift or sale, to the Accredited museum community in the first instance

4008.85.1 Ross Series 19HT Military Forklift Truck
4108.46.1 Austin K6 3 ton truck with Coles Crane MkVI
4307.45.1 Praga RND Truck
4808.80.1 Zil 131 V Tractor & Zil 157 Trailer

One Vehicle for disposal by destruction as it is beyond economic retention:

4509.35.1 Model 1911 Grosse Feld Kuche (Field Kitchen)

Two items of Communications and Ordnance for disposal by gift or sale

COM 561 Giant Wurzburg Radar Equipment, GCI (Ground Control Interception), FuMG 65
Wurzburg-Riese, German (19 pieces)
ORD 140 BL 5.5 in Medium Gun Mk 3

One item of Munition A highly radioactive item which requires safe destruction by a specialist contractor

MUN 3858 model, missile, surface to surface, Polaris A3:

Two Vehicles for disposal by gift or sale, to the Accredited museum community in the first instance

4008.85.1 Ross Series 19HT Military Forklift Truck
4108.46.1 Austin K6 3 ton truck with Coles Crane MkVI

Two aircraft engines for disposal by gift or sale

2020.215.1 Rolls-Royce Merlin 68A
2020.7.1 Anzani 35 HP 3 Cylinder Radial