

Board of Trustees (2022-12)

Date 6 December 2022, Churchill War Rooms

Present Matthew Westerman (Chair)

Sherin Aminossehe, Ms Shannon Austin, Desmond Bowen, Hugh Bullock, Lieutenant General Andrew Figgures, His Excellency Ralph Goodale, Professor Margaret MacMillan, Tim Marlow (Deputy Chair), Brigadier Grant Mason, Suzanne Raine, Air Marshal Edward Stringer, Tamsin Todd, Mark Urban, Vice Admiral Mike Utley, and Sir Guy Weston

In attendance Dame Diane Lees, Director-General
Jon Card, Deputy Director-General, Executive Director, Collections & Governance
Françoise Harris, Director, Resources
Vicky Stanbury, Executive Director, Commercial & Operations
Gill Webber, Executive Director, Content & Programmes.
Paul Brooks, Head of Estates (Item 9)
Maria Castrillo, Head of Collections Access and Research (Item 7)
Monique Kent, Head of Communications and Stakeholder Relations (Item 8)
Jack Gelsthorpe, Exhibitions and Interpretation Manager (Item 8)
Eleanor Head, Head of IWM Institute (Item 7)
This information has been exempted under Section 40 of the Freedom of Information Act 2000, Curator (Cold War and Late 20th Century) (Item 8)
This information has been exempted under Section 40 of the Freedom of Information Act 2000, Governance Manager/ Board Secretary (Minutes)

With agreement from the Board, the Chair took the agenda in the following order, based on attendees' availability.

1 Welcome and Apologies for Absence

- 1.1 Apologies were received from the High Commissioners from Australia (represented by Brigadier Grant Mason), India, Sri Lanka, South Africa and Pakistan.
- 1.2 The Chair welcomed Ms Harris to her first Board meeting. The Board took the opportunity to congratulate Professor Margaret MacMillan having recently been awarded the Order of Merit.

2 Conflicts of Interest

- 2.1 Trustees were invited to declare any conflict of interest with any item on the agenda. There were none.

3 Trustee Appointments and Committee Membership

- 3.1 Board Membership: The Chair informed the Board that Desmond Bowen's term would be ending on 31 December 2022 and the Foreign, Commonwealth and Development Office would seek a

new appointment. On behalf of the Board, Mr Westerman thanked Mr Bowen for his significant contributions to the organisation and for being a constructive and critical friend to the Board and management team. Suzanne Raine had been reappointed for a second term.

There was no further update from the Department for Digital, Culture, Media and Sport (DCMS) on the campaigns for a new Public Engagement and Learning Trustee, which had been vacant since December 2020, and a new Digital Trustee to replace Tamsin Todd, whose second term would end in March 2023. Both campaigns were originally due to launch in Summer 2022.

Pending a response from DCMS on the reappointment requests for Sir Guy Weston and Professor Margaret MacMillan which were submitted in June, Professor MacMillan's term, due to end in February 2023, had been extended by eight months.

This section has been exempted under Section 36(2)c of the Freedom of Information Act 2000

3.2 Art Commissions Committee: *This section has been exempted under Section 40 of the Freedom of Information Act 2000*

3.3 Audit Committee: The Board **approved** the reappointment of General Figgures as Chair of the Audit Committee.

4 D-G Appointment Update

4.1 Mr Westerman informed the Board that the announcement confirming Caro Howell as the new Director-General had been made that morning. The Board recognised this significant moment in the history of IWM and took the opportunity to acknowledge Dame Diane's contributions and legacy formed over the past 14 years and her continued focus and commitment to IWM.

4.2 Ms Howell would start in the role on 1 May 2023 and Mr Card would act as Director-General in the interim period, following Dame Diane's departure on 31 March. Mr Westerman thanked Trustees for their support throughout the recruitment process.

5 Chair Appointment Update

5.1 *This section has been exempted under Section 36(2)c of the Freedom of Information Act 2000*

6 Minutes of the Meeting held on 20 September 2022 and Matters Arising

6.1 The minutes of the meeting held on 20 September were **approved** for signature. There were no matters arising which were not covered on the agenda.

16 Project Update

16.1 As Chair of the Estates Advisory Committee (EAC), Mr Bullock expanded on the report circulated prior to the meeting. *This section has been exempted under Section 36(2)c and Section 43 of the Freedom of Information Act 2000.*

9 Sustainability Strategy

9.1 Mr Bullock introduced the item and gave an overview of the input from the EAC which had been taken on board and reflected in the strategy throughout its development. The Board welcomed Mr Brooks to the meeting. Mr Brooks outlined the six key themes underpinning the strategy which were centred around IWM's strategic priorities and emphasised the level of consultation and engagement with various stakeholders which had been undertaken throughout the strategy's development. Mr Brooks

presented a top-level overview of the strategy which covered the definition of sustainability, the pathway to decarbonising emissions, governance, and context and synopsis which encompassed environmental sustainability along with 17 other sustainability considerations as set out by the United Nations.

- 9.2 Mr Brooks explained that the strategy had been met with enthusiasm internally however there would be constraints to consider, such as funding, throughout the implementation. Mr Brooks demonstrated the roadmap for delivery, which was still in draft form, and gave an overview of work already underway, funded by multiple funding streams including the Public Bodies Infrastructure Fund (PBIF). This included work to actively reduce carbon, and details of the target reductions for fuel oil and gas over the course of the coming years. Dame Diane added that a sustainable approach to temperature control would be tested through the build of the new Blavatnik Art, Film and Photography Galleries at IWM London. An external communications plan was being considered, which would address some of the most frequently asked questions with respect to sustainability at IWM including the approach to flying. *This section has been exempted under Section 36(2)c of the Freedom of Information Act 2000.*
- 9.3 The Board questioned how IWM's approach and work undertaken so far compared to other national museums. Mr Brooks, having consulted across the sector throughout the strategy's development, was able to confirm that IWM was placed at the forefront of the group as actions had already been taken to implement the strategy. Trustees reflected that measuring the success of the strategy would be a complicated albeit important part of the process. Mr Brooks confirmed that a consultant had been engaged to ensure external validation and a set of clear Key Performance Indicators would be agreed. Dame Diane explained that the PBIF would be critical to supporting what would be a step-change for the organisation, and if that support were to change or be withdrawn it would require a reshape of resources for the strategy to succeed.
- 9.4 The Board questioned what impact the Passiv solution for the Art, Film and Photography Galleries would have within the sector. Dame Diane explained that the approach would be considered sector-leading, and once the design had been finalised the team would roll out communications. Trustees sought to understand more about IWM's policy with respect to modern slavery and exploitation throughout the supply chain. Mr Brooks confirmed that a policy and statement were already in place which were included with all procurement documentation and required a positive response.
- 9.5 Admiral Utley described the Royal Navy's environmental policy which prompted a discussion around the costs and mechanics of retrofitting, specifically in the case of historic buildings. Trustees advised that honest costing would be important to the strategy's success. Air Marshal Stringer considered whether Duxford could partake in a commitment to a sustainable flying charter as signposted by the Royal Air Force and agreed to find out more.

The Board **approved** the Sustainability Strategy and thanked Mr Brooks for his work.

- 9.6 *This section has been exempted under Section 36(2)c of the Freedom of Information Act 2000.*

7 IWM Institute Update

- 7.1 Ms Webber introduced the item and reminded Trustees of the Institute's mission and vision as set out in the paper circulated prior to the meeting. The Board welcomed Ms Head and Ms Castrillo to the meeting.
- 7.2 Ms Castrillo gave an overview of research activity including collaborative doctoral partnerships, and improvements to IWM's research rooms and services. Ms Head's overview of the Institute's public programming successes covered the second annual lecture, series two of the *Conflict of Interest* podcast, the debate on Ukraine in partnership with Sky News, *War Games Live* and the first bi-annual staff symposium. The Associates network had also grown to close to its 50-strong capacity. *This section has been exempted under Section 43 of the Freedom of Information Act 2000.*

7.3 *This section has been exempted under Section 43 and Section 36(2)c of the Freedom of Information Act 2000.* The current level of service available did not meet the number of enquiries. Both the number of objects the public can access and the number of people to facilitate that could increase, however both were dependent on funding.

7.4 Trustees queried whether the research facilities were open to international audiences. Ms Webber explained there was a good proportion of international users pre-pandemic, however digitisation would be key to increasing those audiences. The Board considered whether further investment from IWM might encourage a headline sponsor. Dame Diane explained this was being looked at through the corporate plan, and elsewhere early investment had already been awarded to help return staffing to pre-pandemic levels, the digitisation programme was now in its third year, and a feasibility study for the reading rooms is being undertaken.

7.5 *This section has been exempted under Section 43 and Section 36(2)c of the Freedom of Information Act 2000.*

The Board congratulated the team on the Institute's vision and considerable growth since its launch in 2020.

10 Data Protection Policy Review

10.1 Mr Card introduced the policy and highlighted changes made to the policy, as set out in the cover paper. The Board suggested including greater clarity around how Trustees exercise their responsibilities in this area. Mr Card agreed to include a statement which clarified this was discharged through the governance structure, as outlined within the policy. The Board also acknowledged that adequate data protection could not be achieved without cyber security, which itself was one of the highest risks to the organisation. Mr Card highlighted this would be reflected through the list of associated policies and strategies.

The Board **approved** the strategy subject to the amendment outlined above and acknowledged the dependency on cyber security.

8 Northern Ireland Season Risk Discussion

8.1 Ms Webber introduced the item and welcomed Ms Kent, *[This section has been exempted under Section 40 of the Freedom of Information Act 2000]* and Mr Gelsthorpe to the meeting. Ms Webber explained the exhibition run time and its location within IWM London and demonstrated the exhibition's link to the role and remit of IWM. Ms Webber emphasised this was not an exhibition about the history of the Troubles or the Good Friday Agreement, nor was it a chronology of events. The exhibition would focus on contested narratives and cover the experiences of people during a period of shared history, informed by extensive audience research on the target audiences.

8.2 *This section has been exempted under Section 36(2)c of the Freedom of Information Act 2000.*

8.4 *[This section has been exempted under Section 40 of the Freedom of Information Act 2000]* presented the narrative structure and proposed layout in greater detail including the voices and perspectives on display, potential objects and holding graphics demonstrating the proposed design.

8.5 Ms Webber referred to the risk register circulated prior to the meeting and invited comments and questions around risk. Members of the Audit Committee present acknowledged and thanked the team for the work to incorporate feedback and advice from the last Audit Committee meeting, specifically around the stakeholder engagement plan and amendment to the risk register. A number of Trustees present declared an interest in the topic, having served or been involved in the period of conflict in Northern Ireland. There was a lengthy discussion and key questions,

comments, and responses from the IWM team are captured below:

- 8.6 Stakeholder engagement plan: Trustees suggested a more proactive approach to engaging veterans' groups might be prudent. Ms Kent explained that previous experience found that those groups were often best reached through press positioning and taking a more reactive approach, as IWM did not hold direct relationships with veterans' groups. Ms Kent agreed that the Ministry of Defence (MOD) would be a key stakeholder, but even direct targeting would still not reach all veterans' groups.

Action: Ms Aminossehe to support Ms Kent and the team to connect with key MOD stakeholders and ministers.

- 8.7 Content and narrative: Trustees questioned how the exhibition linked to IWM's role and remit *[This section has been exempted under Section 40 of the Freedom of Information Act 2000]* explained that the relevance to remit was linked to the conflict being the largest deployment of the British Army since the Second World War. Ms Webber added that the Troubles were already covered through IWM's permanent gallery spaces and echoed that the exhibition strongly aligned with IWM's brand values around being courageous and relevant.

The Board queried how and whether changes to government policy throughout the course of the conflict and moral equivalence would be addressed throughout the narrative. *[This section has been exempted under Section 40 of the Freedom of Information Act 2000]* explained that the decision was taken early on that specific events throughout the course of the conflict would not be tackled through this exhibition. Those offering their testimony had been encouraged to talk about their experiences, to demonstrate contested narratives which play out in Northern Ireland today. The exhibition would be clear that IWM was impartial to the oral testimonies and the exhibition would serve as a space to understand the nuances and motivations behind different experiences and narratives. The Board reflected that it would be difficult to continue to control the narrative as soon as a particular group or individual spoke out in disagreement with the approach or exhibition.

Trustees appreciated the nuances in the context of contested narratives but questioned how and whether that would land with audiences, and how audiences would be kept in neutral ground. *[This section has been exempted under Section 40 of the Freedom of Information Act 2000]* explained that the rationale behind the approach would be explained to audiences in the exhibition itself.

Trustees questioned how the exhibition staged in London would land with audiences in Northern Ireland. *[This section has been exempted under Section 40 of the Freedom of Information Act 2000]* explained that stakeholders in Northern Ireland were pleased that it's being staged in London. When questioned to what extent international non-UK activity contributed to the Good Friday Agreement would be acknowledged, *[This section has been exempted under Section 40 of the Freedom of Information Act 2000]* explained that the Good Friday Agreement would not be covered in such detail through the exhibition.

This section has been exempted under Section 40 and Section 36(2)c of the Freedom of Information Act 2000

- 8.9 Advisory Panel: Trustees noted the academic focus amongst the members of the panel and queried whether more community voices should be involved. Mr Gelsthorpe explained the advisory panels were standard practice in the development of exhibitions and tended to be predominantly academic. Mr Gelsthorpe confirmed that those with lived experience are engaged with through different methods and channels.

- 8.10 *This section has been exempted under Section 36(2)c of the Freedom of Information Act 2000*

The Board thanked the team for their presentation and acknowledged the brave approach and significant amount of work. Trustees expressed they had been kept well informed of the risks involved, including through the Trustees' Audit Committee, and acknowledged the positive step in the implementation of IWM's new risk management strategy, as demonstrated through this exercise.

The Chair thanked Trustees for their contributions. The following actions were agreed:

This section has been exempted under Section 36(2)c of the Freedom of Information Act 2000

Action: IWM team to further update Trustees towards the end of January out of session, including articulating the risk of not going ahead with the exhibition.

11 Annual Safeguarding Report

- 11.1 The report was circulated prior to the meeting. Due to timing, this item was not covered in session.

12 Director-General Handover and Delegated Authority

- 12.1 The report was circulated prior to the meeting. Due to timing, this item was not covered in session. This item will be revisited at the next meeting in March 2023.

13 Financial Sustainability Strategy Review

- 13.1 The report was circulated prior to the meeting. Due to timing, this item was not covered in session. This item will be revisited in March 2023.

14 Director-General's Report

- 14.1 The report was circulated prior to the meeting. Due to timing, this item was not covered in session.

15 Performance and Financial Review

- 15.1 The report was circulated prior to the meeting. Due to timing, this item was not covered in session.

17 Collections Review

- 17.1 The report was circulated prior to the meeting. Due to timing, this item was not covered in session.

18 Committee Updates

- 18.1 The report was circulated prior to the meeting. Due to timing, this item was not covered in session.

19 Future Agenda Items

- 19.1 The paper was circulated prior to the meeting. Due to timing, this item was not covered in session.

20 Date of Next Meeting: Tuesday 14 March 2023

21 Any Other Business

- 21.1 There was none.