

Board of Trustees (2023-09)

Date 26 September 2023, IWM London

Present Matthew Westerman (Chair)

Sherin Aminossehe, Hugh Bullock, Lieutenant General Andrew Figgures, His Excellency Phil Goff, Brigadier K W Jayaweera, Professor Margaret MacMillan, Tim Marlow (Deputy Chair), Brigadier Dwayne Parsons, Suzanne Raine, Commodore Muhammad Zeeshan Nabi Sheikh, His Excellency Stephen Smith, Air Marshal Edward Stringer, Tamsin Todd (until Item 6), Mark Urban, and Sir Guy Weston

In attendance Caro Howell MBE, Director-General
Pete Austin, Assistant Director, Communications and Marketing (Item 6)
This information has been redacted under Section 40 of the Freedom of Information Act 2000.
Françoise Harris, Executive Director, Collections & Governance
This information has been redacted under Section 40 of the Freedom of Information Act 2000.
Vicky Stanbury, Executive Director, Commercial & Operations
Gill Webber, Executive Director, Content & Programmes
This information has been redacted under Section 40 of the Freedom of Information Act 2000.

1. Welcome and Apologies for Absence

- 1.1. Apologies were received from Vice Admiral Mike Utley and the High Commissioners from Canada (represented by Brigadier Dwayne Parsons), Pakistan (represented by Commodore Muhammad Zeeshan Nabi Sheikh), Sri Lanka (represented by Brigadier K W Jayaweera), India, and South Africa.
- 1.2. On behalf of the Board, the Chair thanked Ms Todd for her extraordinary contributions during her tenure, on matters relating to digital and retail in particular. Ms Todd expressed it had been a privilege and a pleasure to serve on the Board for 8.5 years.

2. Conflicts of Interest

- 2.1. Trustees were invited to declare any conflict of interest with any item on the agenda. There were none.
- 2.2. Mr Westerman notified Trustees that he would take up the position as Chair of the Clocktower Foundation at the end of his term at IWM in March 2024.

3. Trustee Appointments and Committee Membership

- 3.1. Board Membership: Mr Westerman referred to the paper detailing Trustees' terms of office which was circulated prior to the meeting. Jill Gallard had been appointed as the new Diplomatic and International Relations Trustee and would commence her term on 1 November. *This section has been redacted under Section 36 of the Freedom of Information Act 2000. This section has been redacted under Section 40 of the Freedom of Information Act 2000.*
- 3.2. Audit Committee: General Figgures reported that interviews to appoint a new co-opted member would take place on 27 September.
- 3.3. IWM Trading Company Ltd: Sir Guy was in discussion with Mr Westerman to appoint a new Trading Company Director from the Board, following Ms Todd's departure.
- 3.4. Chair Election: General Figgures referred to the paper circulated prior to the meeting which outlined the recommended process for the election and proposed timeline. General Figgures had consulted peers as to the procedure in the event of a tie and the proposed recommendation was to re-run the ballot with the first and second runners. General Figgures referred to the proposed criteria and qualities expected of a potential Chair, which had been developed in conjunction with DCMS. Trustees were invited to comment and feedback on the proposed process.
- 3.5. There was a discussion as to what should happen in the event of a tie and High Commissioner Smith proposed a revision. General Figgures agreed to continue the discussion out of session. The Board **approved** the proposed process subject to one amendment relating to the eventuality of a tie.
- 3.6. Trustees considered whether to include the appointment of a Deputy Chair and agreed that a Deputy Chair should be elected by the Board through a separate process once the new Chair had been appointed.

4. Minutes of the Meeting held on 26 June 2023 and Matters Arising

- 4.1. The minutes of the meeting held on 26 June were **approved** for signature. There were no matters arising which were not covered on the agenda.

5. Northern Ireland: Living with the Troubles Evaluation to Date

- 5.1. Trustees welcomed *This information has been redacted under Section 40 of the Freedom of Information Act 2000* to the meeting. *This information has been redacted under Section 40 of the Freedom of Information Act 2000* presented the interim evaluation of the *Northern Ireland: Living with the Troubles* exhibition which had opened on 26 May 2023. *This section has been redacted under Section 36 of the Freedom of Information Act 2000.*
- 5.2. When questioned whether the team would do anything differently with respect to the design or staging, *This information has been redacted under Section 40 of the Freedom of Information Act 2000* explained that the exhibition would have suited a larger space, however this had not been possible due to space limitations. *This information has been redacted under Section 40 of the Freedom of Information Act 2000* added that the survey responses indicated that visitors had a good understanding of the conflicting narratives, and the YouTube series offered a good supporting context.
- 5.3. Trustees sought more information on the future of the exhibition. *This section has been redacted under Section 36 of the Freedom of Information Act 2000.*

- 5.4. The Board questioned whether there were any common themes which had arisen from the process of staging this exhibition which could be used to inform planning for future exhibitions. Ms Webber explained that the outcomes from the summative evaluation would be discussed in detail at the Public Programmes Commissioning Board meeting, which was responsible for commissioning programmes. Any outcomes would need to be considered within any time and/ or space constraints. *This section has been redacted under Section 36 of the Freedom of Information Act 2000.*
- 5.5. Trustees questioned whether the initial concerns around bias had been tested. *This information has been redacted under Section 40 of the Freedom of Information Act 2000* explained that bias would be included in the summative evaluation interviews to explore whether visitors felt there was bias and if so, in which direction.
- 5.6. The Board extended their thanks and congratulations to the team for making the exhibition a success. Trustees commented that the exhibition had been a triumph and had fulfilled the desired outcome. Mr Westerman also thanked the Trustees' Northern Ireland Sub-Committee for their time and input, and the Sub-Committee members and IWM team agreed it had been a positive experience working together in such a way.

Action: *This information has been redacted under Section 40 of the Freedom of Information Act 2000 to circulate This information has been redacted under Section 40 of the Freedom of Information Act 2000 presentation out of session.*

6. Inclusive Terminology Project

- 6.1. Trustees welcomed Ms Dodd and Mr Austin to the meeting. Ms Harris referred to the comprehensive report, which had been circulated prior to the meeting for information, and welcomed any questions. Ms Howell expressed that this project followed the Government's Retain and Explain Policy. Trustees commented that it was a timely and informative paper.
- 6.2. *This section has been redacted under Section 36 of the Freedom of Information Act 2000.*
- 6.3. *This section has been redacted under Section 36 of the Freedom of Information Act 2000.*
- 6.4. The Board noted that the work would be ongoing and thanked the team for the work undertaken so far. Trustees commented that the matter had been handled sensitively and agreed that this proactive approach would help IWM navigate the issue successfully.

7. Strategic Risk Register Annual Review

- 7.1. As Chair of the Audit Committee, General Figgures reported that the Committee reviewed the Strategic Risk Register in detail at every meeting and this year had devoted considerable time towards cyber security and the methodology and culture behind the strategic risk register. The Committee had also agreed to undertake 'deep dives' into specific risk areas on a regular basis and General Figgures welcomed suggestions from Trustees for future deep dive areas. Trustees noted that IWM was not impacted by the RAAC concrete issues and a return had been submitted to DCMS on the matter.
- 7.2. *This section has been redacted under Section 36 of the Freedom of Information Act 2000.*
- 7.3. *This section has been redacted under Section 36 of the Freedom of Information Act 2000.* Ms Webber gave a breakdown of the 33.5m objects which included an estimated 11m photographs.

Trustees commented that IWM acquired and de-acquisitioned objects regularly and responsibly and considered that there was a case to be made to the Ministry of Defence for funding.

8 Director-General's Report

8.1 Ms Howell referred to the report circulated which was taken as read, and summarised key highlights including her meetings with more junior staff across the organisation, the Executive Leadership Team (ELT) away day to discuss the challenges and opportunities faced, particularly around masterplanning, which would be spoken to in more detail at the Board away day in October. The Senior Management Team (SMT) had held a number of strategic sessions, and the DCMS sponsorship team had visited to Duxford, during which the team demonstrated what had been achieved to date and discussed the issue of storage and the impact of that on the masterplan. Ms Howell had also met with the Mayor of Greater Manchester who expressed interest in an event around opening of the Northern Ireland exhibition opening at IWM North, and opportunities for delegation trips. Ms Howell gave an overview of opportunities for continued engagement in that area.

8.2 Ms Howell summarised new initiatives underway which included *This section has been redacted under Section 36 and Section 43 of the Freedom of Information Act 2000.*

9 Performance and Financial Review

9.1 Ms Harris summarised the first 3 months had performed better than expected in terms of visitors, resulting in an additional £1.7m income, however the remainder of the year was expected to be more challenging. *This section has been redacted under Section 43 of the Freedom of Information Act 2000.*

9.2 *This section has been redacted under Section 43 of the Freedom of Information Act 2000.*

10 Masterplan Projects Update

10.1 The report circulated prior to the meet was taken as read and Mr Bullock, as Chair of the Estates Advisory Committee (EAC), updated the Board on work undertaken around *This section has been redacted under Section 43 of the Freedom of Information Act 2000.*

10.2 *This section has been redacted under Section 43 of the Freedom of Information Act 2000.*

11 Collections Review

11.1 In accordance with the Collections Development Policy, Trustees **approved** the disposal of six objects as detailed in Paper 2023-09 Item 11. Ms Harris confirmed that disposed objects are offered to museums first and confirmed that IWM could not sell any items which had been purchased. Ms Harris referred to the significant programme of collections development work which was ongoing, and explained that a careful approach was taken with respect to accessions.

12 Committee Updates

12.1 Audit Committee: General Figures summarised that the perennial issue around the cost of undertaking audits continued, and referred to the Audit Committee's annual report to the Board which was taken as read. *This section has been redacted under Section 40, Section 36, and Section 31 of the Freedom of Information Act 2000.*

- 12.2 *This section has been redacted under Section 40, Section 36, and Section 31 of the Freedom of Information Act 2000.*
- 12.3 *This section has been redacted under Section 40, Section 36, and Section 31 of the Freedom of Information Act 2000.*
- 12.4 *This section has been redacted under Section 40, Section 36, and Section 31 of the Freedom of Information Act 2000.*
- 12.5 Estates Advisory Committee: Mr Bullock expressed his thanks to staff for their work around the asset management system which enabled the DCMS RAAC return to be produced in five days. Internal pressures on resource continued, and the team were managing compliance well.
- 12.6 Trading Company Ltd: As Chair of the Trading Company Ltd Board, Sir Guy reported that the direction of financial travel was good. *This section has been redacted under Section 43 of the Freedom of Information Act 2000.*
- 12.7 Art Commissions Committee: Chair of the Art Commissions Committee Mr Marlow, gave an overview of recent commissions which had opened under the IWM 14-18 NOW Legacy Fund. One of the proposed major commissions had closed and the Committee would be discussing a replacement commission to replace it in due course. The Legacy Fund programme would also be advertised at the opening of the new Blavatnik Art, Film and Photography Galleries.
- 12.8 Development Committee: The Development Committee had not met since the last Board meeting.

13 Future Agenda Items

- 13.1 Board Away Day: Trustees noted the proposed agenda for the Board Away Day taking place on 17 October and were invited to submit suggestions or feedback out of session.

14 Date of Next Meeting:

- 17 October: Board Away Day
- 6 and 7 November: Chair Candidate Presentation Meetings
- 5 December: Board of Trustees Meeting.

15 Any Other Business

- 15.1 There was none.