

Minutes of the 192nd Meeting of the RBG Kew Board of Trustees held on 17 March 2022 at The Royal Society, and MS Teams

Trustees:

Dame Amelia Fawcett	Trustee (Chair)
Judith Batchelar	Trustee
Sarah Flannigan	Trustee
Chris Gilligan	Trustee
Ian Graham	Trustee
David Richardson	Trustee
Jantiene Klein Roseboom van der Veer	Trustee

Executive Board

Richard Deverell	Director
Alex Antonelli	Director of Science
Richard Barley	Director of Horticulture and Learning
Sandra Botterell	Director of Marketing and Commercial Enterprise
Ian McKetty	Chief Information Officer
Meredith Pierce Hunter	Director of Foundation
Fern Stoner	Director of Resources

Secretariat

Rachel Pan	Head of Governance and Director's Office
Balwinder Allen	Board Secretary (Minutes)

Attendance for items:

Item no. 6

Vicki Harrison-Neves	Head of Government Affairs
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Item no. 7

[Information has been exempted under Section 40(2) of the Freedom of Information Act 2000¹]

Monique Simmonds	Director of Science – Partnerships
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Item No. 8

Nisha Cox	Head of Finance
Katy Thomas	Planning and Strategy Manager

Item No. 9

Lorraine Lecourtois	Head of Public Programmes, Wakehurst
Ed Ikin	Director of Wakehurst
Jamie Osborne	Head of Visitor Experience and Commercial Wakehurst

Item No. 10

[Information has been exempted under Section 40(2) of the Freedom of Information Act 2000¹]

Item No. 11

Paul Wilkin	Priority Leader (Ecosystem Stewardship)
Hélène Ralimanana	KMCC Team Manager
Monique Simmonds	Director of Science – Partnerships

Item No. 12

Monique Simmonds	Director of Science – Partnerships
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Item No. 13

Paul Kersey	Deputy Director of Science – Research
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Item No. 14

[Information has been exempted under Section 40(2) of the Freedom of Information Act 2000¹]

1. Non-Executive Session	The Trustees and Director held the non-executive session at the end of the meeting
Standing Items	
2. Chair's Welcome	<p>The Chair welcomed Dr Julie Maxton (JM), CEO, Royal Society (RS) to the meeting and thanked her for hosting RBG Kew at their offices in London.</p> <p>JW gave an overview of the historic links between RBG Kew and RS, emphasising the importance of partnerships and international work. She outlined the government's science funding and RS's grant funding arrangements, noting the challenges of ensuring funding for both curiosity-based research and innovative research. Science was international and government messages were pro-science however, terms such as UK being a science 'global</p>

	<p>super-power’ and ‘innovation nation’ needed further definition. The UK had a great scientific base and there was support from government for addressing biodiversity loss and climate change. The creation of the Government’s new ‘Office of Science and Technology Strategy’ was encouraging and would hopefully strengthen leadership in this area. Kew was invited to join forces with RS on any areas of mutual strategic and scientific importance to help get messages across to government and other stakeholders.</p> <p>The Trustees discussed the science funding challenges and noted the convening powers of RS. The importance of RS’s independence was noted.</p> <p>The Chair reiterated the Board’s thanks to JM for the warm welcome.</p> <p>Apologies Apologies for absence were received from Sir Paul Nurse, Krishnan Guru-Murthy and Pippa Wicks.</p> <p>Declarations of Interest No declarations of interest were declared.</p>
<p>3.</p>	<p>Chair’s Opening Remarks The Chair noted the following updates: -</p> <p>Ukraine War: RBG Kew was keeping a close watch on the impact of the Ukraine/Russia war and Trustees would be kept updated on any news that related to RBG Kew.</p> <p>RBG Kew Trustees: The Chair was delighted to be reappointed by Defra for a second term to 25 October 2025. She would continue the trajectory of delivering RBG Kew’s ambitious Manifesto for Change, Science Strategy and Sustainability Strategy – which all played a major role in addressing the twin crises of climate change and biodiversity loss.</p> <p>Appointment of three new Trustees was still awaited.</p> <p>Queen’s Trustee: Confirmation had been received that No. 10 had approved a name and were now awaiting Palace’s approval. (Post meeting Note: The Chair and Trustees conveyed their congratulations to Professor Chris Gilligan, who had been appointed Queen’s Trustee to RBG Kew).</p> <p>Kew international Medal would be presented to Elizabeth Maruma Mrema (Executive Secretary of the UN’s Convention on Biological Diversity) at an awards ceremony to be held at Kew Gardens on <u>31 March 2022</u>. All Trustees were invited to the event.</p> <p>Guardian and Observer Climate Justice Charity: Following COP26, Kew was nominated as one of the four beneficiaries of the Guardian and Observer Climate justice charity appeal for 2021 and would receive approximately £250k to fund RBG Kew’s work in Madagascar.</p> <p>Philanthropic Donation: Sincere and grateful thanks were conveyed to all Trustees who had made a philanthropic donation to RBG Kew.</p> <p>Award of an Honorary Degree: Congratulations were conveyed to the Director for receiving an honorary degree (the award of Degree of Doctor of Science (DSci) <i>honoris causa</i>) from The Royal Holloway University in recognition of his achievements.</p> <p>Celebrating the Queen’s Platinum Jubilee at Kew: As part of the celebrations for the historic milestone, RBG Kew would place new interpretative panels across Kew Gardens in time for the extended bank holiday in June. Additionally, some Kew Constabulary would be awarded the Queen’s Platinum Jubilee medals in a small ceremony to be held in June 2022.</p> <p>Upcoming visits: The Chair, the Director, and the Director of Foundation would visit the United States in early April to meet with <i>[Information has been exempted under Section 43(2) of the</i></p>

	<p><i>Freedom of Information Act 2000</i>^{2]} Longview Gardens and NY Botanic Gardens. The Chair and the Director of Science were also planning a visit later in the year to Colombia (science research trip).</p> <p>Minutes of the meeting held on 9 December 2021 The minutes of the previous meeting were approved as a true and correct record.</p> <p>Actions Log The actions log was noted.</p> <p>On the Sackler item, the Director of Foundation gave a verbal update. Management had held productive discussions with the lawyers representing the Sackler charities, the outcomes of which were that the Sackler Crossing would be renamed the Lake Crossing (the Estates Team had now removed the name from the footbridge), and the Sackler name would be removed from the Phylogenomics Laboratory. On behalf of Trustees, the Chair thanked all involved for their effective handling of a very difficult and sensitive situation.</p> <p>Matters Arising The Chair reported that unanimous approvals had been received from all Trustees on the decision items sent out via correspondence: -</p> <ol style="list-style-type: none"> 1. “Completing the Plant Tree of Life” – <i>[Information has been exempted under Section 43(2) of the Freedom of Information Act 2000</i>^{2]} 2. HMT Shared Outcomes Fund: Nature Based Solutions for Climate Change on a Landscape Scale (£2.18m over 3 years) 3. BEIS Decarbonisation Fund - £4.5m grant from BEIS Salix to carry out energy efficiency works in Jodrell Laboratories and Nash Conservatory 2022/23. <p>Trustees ratified their agreement to the above grants and projects.</p>
<p>4.</p>	<p>Director’s Report The Director drew attention to the following highlights in his report: -</p> <ul style="list-style-type: none"> - Global Centre on Biodiversity for Climate (GCBC) – <i>[Information has been exempted under Section 36(2)(b)</i>^{3]} - Professor Dame Ottoline Leyser (Chief Executive, UKRI) visit to Kew on 11 March 2022 had been useful. She was given a tour of the Herbarium and had remarked on poor state of the buildings. <p><i>[Information has been exempted under Section 36(2)(b) of the Freedom of Information Act 2000</i>^{3]}</p>
<p>5.</p>	<p>Finance Report The Director of Resources reported that the Q3 forecast had an operating surplus of £1.5m for 2021/22, which would be allocated to kick start two key projects: Palm House restoration to RIBA stage 2 and the <i>[Information has been exempted under Section 43(2) of the Freedom of Information Act 2000</i>^{2]}. Defra had also confirmed additional resource funding of £3m and a further £3m of capital funding for 2021/22 which would be allocated to part fund the Family Kitchen and shop. Trustees welcomed the additional funding from Defra.</p> <p>The following points were noted in discussion:</p> <ul style="list-style-type: none"> - Kew was not holding back on hiring staff in critical areas - The outcome of the CSR Resource Grant-in-Aid bid from Defra was still awaited - On science grants, these had fared better within year, the £9.8m Madagascar grant was cited as an example - the EDI Action Plan was awaiting census data to help set targets and would be shared with Trustees when ready - the Chair would be informed (in advance) of any bids to the Wellcome Trust - the team was congratulated on the positive financial outcome for the year.
<p>6.</p>	<p>Government Affairs update The Chair reported that Lord Goldsmith would be hosting a lunch at the Houses of Parliament for Elizabeth Maruma Mrema (winner of the 2022 Kew International Medal) on 31 March</p>

2022). In addition to the Kew Team, several senior government representatives, including the British Ambassador to China, Lord Benyon and other senior Defra officials, would be attending.

Further upcoming stakeholder visits, including the FCDO away days, were noted. The CBD COP15, scheduled for September 2022, was still uncertain. Consideration was being given to Kew working with a partner for COP27—both the UN and Defra had shown interest.

It was [agreed](#) to follow up on a meeting with George Freeman MP, Parliamentary Under Secretary of State, BEIS (Minister for Science, Innovation and Research). [AP1: RD/FS/VHR](#)

Ensuring that the role of fungi was not forgotten in Kew’s narrative was noted.

The Director and the Director of Science had been invited to give a presentation to the Government’s Chief Scientific Adviser, Sir Patrick Vallance, at an upcoming breakfast meeting. The Director was also meeting the British Ambassador to China, who had been a strong advocate of Kew.

Session 1 – Strategy

7. Strategy focus: ‘Train the next generation’
 Presentations on ‘Train the next generation’, Kew’s fourth strategic priority, were received from both Horticulture (by the Director of Gardens) and Science (by the Senior Science Officer, Education).

Horticulture
 The Director of Gardens set out the context, including Kew training horticulturalists for 150 years, horticulture’s contribution to the economy and the related issue of horticulture skills shortage, and outlined Kew’s horticulture courses (Diploma, Apprenticeship, Specialist Certificates and Modular certificates). A new one-year programme ‘Introduction to Horticulture’ had been added with the aim to increase diversity. It was hoped that this would not only provide opportunities to students from ethnic backgrounds, but also help change the perception of RBG Kew. The funding arrangements and how horticulture students contributed to Kew’s workforce, and the priorities for the next 5 years, were explained.

In discussion, it was noted that a significant amount of funding came from RBG Kew’s core budget. The horticultural training was endorsed as a great qualification, and the question of whether Kew could be more ambitious in this area was asked, especially in relation to increasing numbers and diversity of students. The limitations of funding were noted, however, the importance of PR and promoting the courses was highlighted, as was the fact that Apprenticeship money for industry was currently underspent and organisations can donate up to 10% of their levy to others. Showing horticulture to be a vibrant, inclusive career was important. The recommendation of greater partnership working, especially with organisations such as RHS, and continuing to be more ambitious in this area of training were recommended.

On-line courses, which were light on resources, were suggested. The Cambridge Institute for Sustainability Leadership (CISL) was cited as a good example and it was [recommended](#) to contact Dame Polly Courtice CISL (the former head of CISL) for advice. Such courses would also help raise Kew’s profile, especially to funders. The increasing interest in biodiversity loss, especially amongst young professionals, was also noted, including Harvard’s new 8-week online course on gene-editing for non-scientists.

Science
[Information has been exempted under Section 40(2) of the Freedom of Information Act 2000¹] noted that growing scientific education was one of Kew’s Science Strategy initiatives and the team were working to deliver this through a range of existing and new education programmes. His presentation gave an update on the progress since additional funding, through a Foundation legacy grant, was awarded, and highlighted some of the challenges ahead in delivering RBG Kew’s ambitious plans.

	<p>It was noted that Kew had signed agreements with university partners to deliver three MSc courses from September 2023, <i>[Information has been exempted under Sections 36(2)³ and 43(2)² of the Freedom of Information Act 2000]</i>.</p> <p>Trustees discussed funding, noting that although there were many parallels to universities, RBG Kew did not have access to the funding mechanisms that were available to universities. It was noted that the arrangement negotiated by the previous Director of Science had been beneficial. Kew had been able to extend such an agreement to new programmes and partners, as they appreciated the value of the RBG Kew brand. The suggestion of on-line courses was also noted.</p> <p>The Chair thanked both presenters for their interesting and informative presentations. The importance of taking the training to the next level, especially on-line, was reiterated.</p>
<p>8.</p>	<p>2022/23 Budget and Operational Plan (including new success measures)</p> <p>It was noted that both the Budget and Operational Plan (OP) were discussed at the recent Finance and Resources Committee meeting, where it was recommended that some of the more conservative targets on the OP be reviewed. On the budget, the desire to invest more on pay was noted, given the pay freeze over the last two years and the rising cost of living.</p> <p>RBG Kew was presenting a deficit 2022/23 operating budget which would be balanced by utilising prior year surplus. This was considered an exceptional budget as we continue to recover from Covid-19 and we will return to a balanced budget from 2023/24 onwards. The provision for pay awards and to move towards a new pay progression scheme was strongly supported by Trustees. The challenges on the budget for future years, whilst ensuring the delivery of ongoing investments, were noted. Other risks and opportunities were outlined, including the adverse impact of limited travel and tourism on visitor numbers.</p> <p>It was noted that workforce pressures, including ensuring appropriate pay awards, and retaining/attracting the best talent were issues faced by many organisations post Covid. Greater focus on RBG Kew’s workforce and strategies was requested. It was agreed that a session be held with Trustees at a future meeting to discuss: -</p> <ul style="list-style-type: none"> - What are Kew’s workforce strategies? - What difficulties was Kew facing in finding/retaining talent? - Where are the pressures? - Where in Science did Kew need additional talent? <p style="text-align: right;">AP2: FS/RD/Director of Human Resources</p> <p>Trustees also discussed the 2021 staff survey results. Overall, it was reported that there was good staff engagement. However, pay, career progression and high workloads were amongst the most commented issues in the findings in the survey. Exit staff survey findings were also explained.</p> <p>It was confirmed that all KPI targets in the OP were agreed and signed off by the individual Executive Board Directors.</p> <p>Trustees approved the</p> <ol style="list-style-type: none"> a. Operational Plan 2022/23, and b. 2022/23 Budget (noting assumptions, risks and opportunities)
<p>9.</p>	<p>Delivering the Manifesto at Wakehurst</p> <p>Trustees were given a presentation on RBG Kew’s plans for Wakehurst, last shared in detail in 2019. Since then, ambitions for Wakehurst had been integrated within the Manifesto for Change (MfC) and Science Strategy (SS) <i>[Information has been exempted under Section 36(2)(b) of the Freedom of Information Act 2000³]</i>. The phases of development capable of delivering a shift in Wakehurst’s business and purpose were outlined (“Consolidate – Grow – Transform”) and it was noted that a multi-disciplinary collaborative approach for growth was required (that incorporated business, research, learning and participation, landscape, and story) and which would form the brief for large-scale investment.</p>

	<p>Trustees remarked on the positive energy from the Wakehurst team, making them a backable and strong case for investment. The importance of prioritising works to allow focus and achievable targets was stressed (“can’t do everything”). It was noted that there was a natural chronology to the works that had been outlined, which would help with prioritisation.</p> <p>The importance of asking the right questions to ensure that high quality science was being carried out and being internationally competitive (e.g., on projects such as the Landscape Ecology Programme, which was Kew’s strongest link with Defra) were noted, as was the need to focus on “horticultural research”, not “horticulture” and “research” (language matters). The role of the Wakehurst Advisory Committee in applying helpful challenge and how the plans for Wakehurst related to the MfC and SS was commended.</p> <p>Trustees were updated on the application to the National Heritage Lottery Fund, as well as costs and plans for the replacement of the Mansion roof.</p> <p>Recommendations to invite the following people to Wakehurst were noted: -</p> <ol style="list-style-type: none"> a. the Government’s Chief Medical Officer, Professor Chris Whitty (he was interested in the impact of environmental factors on human health and benefits) b. Tamsin Cooper, Director of National Food Strategy c. Minette Batters, President of the National Farmers’ Union for England and Wales. <p>It was also recommended to engage with the Agricultural and Horticultural Development Board.</p>
<p>Lunch and Tour <i>Trustees were given a tour of some of the artworks and artefacts in the RS library, including Joseph Hooker’s portrait.</i></p>	
<p>10.</p>	<p><i>[Information has been exempted under Section 40(2) of the Freedom of Information Act 2000¹] and her work on Wildlife Trade</i></p> <p>Trustees were given a presentation detailing the work of the Kew CITES team on illegal plant trade. It was noted that, over the last 60 years, commerce in wild plants had increased exponentially. However, trade in endangered plants had not been readily recognised as a threat, and plants (over 80% of CITES species) were often overlooked in Illegal Wildlife Trade interventions where animals took centre stage. Plants had a higher economic value in trade than animals and more plants species were going extinct each year compared to animals. CITES was helping to control sustainable use of plant species to ensure their survival in the wild and their value to people. Kew had been the UK Scientific Authority for plants since 1975. <i>[Information has been exempted under Section 40(2) of the Freedom of Information Act 2000¹]</i> noted how RBG Kew’s work had been influential and was increasing as a result of the EU Exit. She also noted the importance of AI to this work.</p> <p>In discussion, Trustees were interested to note that plants had a higher economic value than animals. On the administration side, the outdated reporting systems and the potential new replacements were noted. It was reported that on average Kew dealt with approximately four thousand applications a year, but these were increasing due to the EU exit. Kew was working with the Dutch authorities to have systems in place to help fast track applications.</p> <p>The interface with the Nagoya protocols were explained. It was noted that Nagoya protocol was by consensus, and that some countries had strict laws of their own. All RBG Kew’s partner countries were aware of their own laws and respected each other’s laws and sovereignty.</p> <p>The importance of the Kew CITES team’s work for government and industry was noted.</p>
<p>Session 2 – Items for information and Approval</p>	
<p>11.</p>	<p>Madagascar Update</p> <p>Trustees were given a short presentation on the new research project Fitantanana Maharitra ho Lovainjafy (Sustainable Management for Future Generations). The project had recently started in the island nation and was focused on community-led conservation. It was funded by</p>

	<p>Defra’s Biodiverse Landscapes fund and had a budget of £9.8m over six years. The interventions and research would be undertaken in partnership with a consortium of conservation and development bodies and were linked closely to the 2021-25 Science Strategy. This would place RBG Kew at the heart of a collaboration that aimed to deliver both development actions to underpin conservation, in and around 9 protected areas, and a model that enabled its approach to be scaled up.</p> <p>In discussion, it was noted that: -</p> <ul style="list-style-type: none"> - the biggest issue in Madagascar was poverty which was a constant challenge - the project aimed to work with four immediate partners - what RBG Kew was doing e.g., on how it related to government, its partners, and collaborators – would enable Kew to have a powerful voice, which could help unlock other possibilities - This project was the result of learning by all those involved - Agriculture in Madagascar was small scale; land-sharing and land sparing were different concepts; however, knowledge and experiences were shared with one community to the next - The ability to pitch the project to foundations would be in later years of the project (years 4, 5 & 6) - The work on conservation, if successful, could be scaled up - Exploring the potential role of UK business in such projects, especially those interested in investing in sustainable supply chains, was recommended. <p>The instability of the political systems in Madagascar continued to be challenging. It was noted that RBG Kew was used to working in this environment and, although there were risks to working in Madagascar, the rewards were big.</p>
<p>12.</p>	<p><i>[Information has been exempted under Sections 43(2)² and 36(2)³ of the Freedom of Information Act 2000]</i></p>
<p>13.</p>	<p>Digitisation plan and approval for loan</p> <p>The paper on the Digitisation Plan was noted by Trustees, including the fact that this was the biggest project undertaken by Kew since the Temperate House. The total cost of the project was £29.3m, of which £10m of government funding had been confirmed over three years. RBG Kew was therefore looking to apply for a loan facility of up to £19m to complete the project.</p> <p>It was noted that digitisation was of major significance to Kew, and it was important to ensure that the project was fully completed. Currently Kew had no alternative sources of funding, and the only option available was to borrow via a government loan.</p> <p>On cost savings, it was noted that all options for potential cost savings continued to be explored, including the use of volunteers. The project would start in April 2022, and many of the key components were already in place. The project was exciting and critical for the future of Kew’s science and Kew was optimistic that it could be delivered on time.</p> <p>It was noted that the loan would be a ‘loan facility’, i.e., only drawn down when needed. It was also hoped that Defra would provide additional funding for the project in future. RBG Kew was not eligible to receive ODA funding for the project.</p> <p>It was pointed out that Trustees were taking out a 25-year loan on an asset that future Kew generations would still be paying for. In response it was noted that another way to look at this was that digitisation would ensure the relevance of an asset that had proved its value over 200 years. The transfer of digital data to another digital format, if required, in the future was not considered problematic.</p> <p>Trustees approved the setting up of a loan facility to borrow up to £19m for digitisation with c£1m annual loan repayments over a period of 25 years for the digitisation project.</p> <p style="text-align: right;">AP4: FS/PK</p>

<p>14.</p>	<p>Palm House Update – presentation for information</p> <p>Trustees were given a presentation on the proposed project to refurbish the Palm House and Waterlily House – and prepare them for a Net Zero future. The current state of the building was highlighted. Along with the repairs and upgrades required to the historic listed glasshouses, work would also be carried out at the Shaft Yard as the location of the primary services (Gas, Electricity, Water). It was noted that Victoria Plaza was intertwined with these elements, due to its physical location and connected services, and it was therefore recommended that these areas also be refurbished and upgraded along with the glasshouses. An element of the project would be a new Palm House Propagation Glasshouse, a decant facility for the collection during refurbishment which would serve as a tropical nursery in the future.</p> <p>In discussion, Trustees noted that costings and a full business case would be presented to Trustees in due course. It was estimated that the project would take 3-4 years, subject to funding, and was likely to finish in 2027. In terms of buildings and sustainability, it was queried whether a longer maintenance cycle could be built in to extend the period until the next major refurbishment. It was noted that the team had set a challenge to extend this cycle from 30 year to 50 years, however it was a corrosive environment which would inevitably need some form of refurbishment. In the interim a permanent decant space was not possible, due to plants requiring different conditions and keeping stock separate for biosecurity reasons.</p> <p>The costings and potential funding avenues were outlined. It was reported that RBG Kew was joining the World Monuments Fund, who were using the project as one of their global exemplars, which would allow Kew to tap into their expertise and advice.</p>
<p>15.</p>	<p>Appointment of Investment Managers</p> <p>The Director of Resources reported that the Finance and Resources Committee had recommended that Kew should invest £4m of surplus cash in an investment portfolio to generate a return over the medium to long term. Following a procurement exercise, Cazenove had been recommended as the investment fund managers. Trustees approved the appointment of Cazenove as Kew’s investment managers to manage an initial £4m investment portfolio.</p> <p style="text-align: right;">AP4: FS</p>
<p>Items to note/approval</p>	
<p>16.</p>	<p>Third Party Engagement Review and Policy</p> <p>It was noted that clarification had been proposed to the ‘innocent until proved guilty’ clause in the policy. The third party engagement review was noted. It was reported that a review of third-party relationships with connections to Russia to assess risk, including reputational risk, would be undertaken. Trustees approved the updated Third-Party Engagement Policy.</p>
<p>17.</p>	<p>Forward Plan items for the year</p> <p>Trustees noted the Forward Plans for:</p> <ul style="list-style-type: none"> - RBG Kew Board of Trustee meetings - Audit and Risk Committee (ARC) meetings - Finance and Resources Committee (F&R) meetings <p>The ARC and F&R Committee plans had been agreed by the respective committees.</p>
<p>18.</p>	<p>Draft agenda for 28 April 2022 Strategy Day and 14 June Board meeting</p> <p>The draft agendas for the above meetings were noted by Trustees.</p> <p>It was remarked how all the presentations and papers referenced the Manifesto for Change and that it was pleasing to see this work come alive, providing a framework for decision making.</p>
<p>19.</p>	<p>Updates from Committees</p> <p>The Trustees noted the synopsis updates from the following Committees/Boards:</p> <ul style="list-style-type: none"> • Finance and Resources • Remuneration and Nominations • Audit & Risk • Science Advisory • Wakehurst Advisory

20.	<p>Dates of next meetings in 2022/23</p> <p>The dates and times of future meetings were confirmed as:</p> <ul style="list-style-type: none"> • 28 April 2022 (Strategy Day) • 14 June 2022 (Wakehurst) • 6 October 2022 • 8 December 2022 <p>Meetings will commence at 10.00am unless otherwise advised.</p>
21.	<p>Executive Session: Trustees and Director</p> <p>The Trustees and Director held a closed session at the end of the meeting. Their discussion included a brief review of Board Effectiveness, and it was agreed that a full review would be conducted later in the year when there was a full cohort of Trustees in place.</p>

End notes

¹ Section 40(2) of the Freedom of Information Act provides that:

Information is exempt where either:

1. disclosure would contravene data protection principles, or
2. disclosure would contravene the right to object under the Data Protection Act, or
3. the information is exempt from the right of subject access under the Data Protection Act.

² Section 43(2) of the Freedom of Information Act 2000 provides that:

Information is exempt if its disclosure under this Act would, or would be likely to, prejudice the commercial interests of any person (including the public authority holding it).

³ Section 36 of the Freedom of Information Act 2000 provides that: Information is exempt if its disclosure under this Act would be likely to have any of the following effects:

1. prejudice collective Cabinet responsibility;
2. inhibit the free and frank provision of advice and exchange of views for the purposes of deliberation; or
3. prejudice the effective conduct of public affairs.