



MEETING TITLE	Protected Minutes of the 5 <sup>th</sup> English Heritage Trust Board Meeting <b>SUMMARY</b>
DATE	16 November 2015 at 2.30pm
LOCATION	The Mercure White Hart Hotel, Salisbury
ATTENDEES	Sir Tim Laurence – Chair Alex Balfour – Trustee Vicky Barnsley – Trustee Jon Bullen – Acting Finance Director Anna Eavis – Curatorial Director Charles Gurassa – Trustee Sukie Hemming – Trustee Professor Ronald Hutton – Trustee (items 5-13) Shirley Jackson – Commercial Director Kate James-Weed – Trustee Ruth Jarratt – Interim Development Director Linda Kilroy – Estates Director Kathryn Lanning – Governance Officer Sir Laurie Magnus – Trustee Kate Mavor – Chief Executive Ian McCaig – Trustee Ceri Pemberton – Head of Legal Malcolm Reading – Trustee Tracy Reed – Historic Properties Director Sarah Staniforth – Trustee James Twining - Trustee Luke Whitcomb – Marketing Director
APOLOGIES	None

**Item 1 – Apologies, Announcements and Declarations of Interest**

- 1.1 There were no apologies or announcements.
- 1.2 Declarations of interest were noted.

**Item 2 – Minutes of the English Heritage Trust Board meeting held on 16 July 2015 (2015/25/E)**

- 2.1 **The minutes of the last meeting, held on 16 July 2015, were agreed as a correct record and signed by the Chairman.**

**Item 3 – Matters Arising and Action Points Table (2015/27/E)**

- 3.1 The Board discussed matters arising from the previous minutes and noted progress on actions listed in the action points table.

**Item 4 – Chief Executive’s Quarterly Strategic Report (EHTB 2015/27/E-29/E)**

- 4.1 The Board considered a report on the Trust’s performance and was pleased to note that, following a successful October, visitor numbers and earned income were ahead of budget. The next wave of capital investment projects for 2018-19 would come to the Board for approval in February 2016, based on selection criteria previously approved by Trustees.

**4.2 The Board noted:**

- a) **the Chief Executive’s Quarterly Strategic Report Overview;**
- b) **the Financial Report for April – September 2015/16;**
- c) **the Corporate Risk Register and that the Audit and Risk Committee would be meeting in January to discuss risk in more detail; and**
- d) **a report on Health and Safety which had previously been considered by the Audit and Risk Committee.**

**Item 5(a) – Acquisition of Crown Estate Freeholds (EHTB 2015/31)**

- 5.1 The Board considered a proposal to acquire the freeholds of eight Old Land Revenue properties from the Crown Estate at a cost of £2,500. This would make commercial activities at these sites easier.

**5.2 The Board:**

- a) **endorsed the proposed purchase of the freehold of the eight Old Land Revenue Properties for management by the English Heritage Trust (and using funds provided by the Trust); and**
- b) **agreed that English Heritage should progress to Phase 2 of this exercise and continue negotiations with a view to transferring ownership of the remaining 20 Crown Estate properties, subject to suitable terms being agreed.**

#### **Item 5(b) – Thornborough Henges (EHTB 2015/32/E)**

- 5.3 Trustees noted that Historic England was currently in discussion with the owners of Thornborough Henges over the future of this site.

#### **Item 6 – Insurance Review (EHTB 2015/33/E)**

- 6.1 The Board considered a report on the outcome of a review of English Heritage's insurance arrangements and noted that the recommendations arising from the review would be considered by a working group.

#### **6.2 The Board:**

- a) **noted the insurance review recommendations;**
- b) **noted the proposal for a working group to take forward the recommendations, agreeing an action plan by the end of 2015; and**
- c) **agreed that a report on implementing these recommendations should be brought to the February Board meeting.**

#### **Item 7 – Asset Management Plan 2015-18 (EHTB 2015/34/E)**

- 7.1 Trustees noted that, under the terms of the Property Licence and Operating Agreement, English Heritage was required to produce for Historic England a publicly available Asset Management Plan. This sets out the strategic direction for how maintenance and repair work is prioritised and programmed and how the £52m earmarked from the £80m government funding will be spent in addressing the most urgent conservation defects. The Board discussed the draft Asset Management Plan for 2015-18 and suggested a number of revisions.

#### **7.2 The Board:**

- a) **noted the draft Asset Management Plan for 2015-18; and**
- b) **agreed that a working group should meet to discuss how to amend the Plan in the light of the above comments.**

### **Item 8 – Conservation Maintenance Programme (EHTB 2015/35/E)**

8.1 The Board considered a report on the Conservation Maintenance Programme which aims to address the backlog of priority conservation repairs across the English Heritage estate over eight years. It equates to £6.5m expenditure in each of the eight years. Resourcing issues had made it necessary to re-profile expenditure in order to ensure that the full £52m would still be spent within the eight year period. The Conservation Maintenance Programme would be reviewed annually and a new programme developed every three years.

#### **8.2 The Board:**

- a) **noted progress made in delivering the expanded conservation repair programme in 2015/16;**
- b) **noted with some concern the need to re-profile the programme and expenditure in the first three years of delivery but acknowledged the reasons for this, in particular the limited resourcing available to English Heritage in its first year; and**
- c) **agreed that the working group reviewing the Asset Management Plan would also discuss delivery of the Conservation Maintenance Programme.**

### **Item 9 – Donor Naming Policy (EHTB 2015/36/E)**

9.1 The Board considered a draft policy for the naming of buildings, spaces and activities in recognition of significant philanthropic donations. Naming proposals would be put to the Board for approval once due diligence had been carried out.

9.2 **The Board approved the donor naming policy, subject to minor amendment.**

### **Item 10 – Chief Executive’s Operational Report (EHTB 2015/37/E)**

10.1 Trustees were delighted to hear that, in addition to awards mentioned in the Chief Executive’s Operational Report, English Heritage had received the Best Entertainment and Leisure Experience award for its website at the User Experience UK Awards.

10.2 **The Board noted the Chief Executive’s Operational Report.**

### **Item 11 – Committee Minutes (EHTB 2015/38-44E)**

11.1 **The Board noted minutes from the following Committee meetings:**

- a) **Blue Plaques Panel: 28 October 2015**

- b) **Historic Estates Conservation Committee: 29 April, 29 July and 30 September 2015**

**Item 12 – Any other business**

12.1 There was no other business

**Item 13 – Update on Strategy Development Process**

13.1 The Chief Executive outlined the process for developing a new three-year strategy for English Heritage, which began with the Board away day on 8 September. She reminded Trustees of the key themes and challenges they had identified and these had been further discussed and developed by the Senior Management Team. The Board discussed how to develop the strategy further.

**13.2 The Board noted that:**

- a) **a road show to engage staff in the strategy development process was scheduled for the end of November;**
- b) **senior management team would finalise and cost the 3 year strategy for discussion at the February Board meeting; and**
- c) **a final version, incorporating Board feedback, would be completed in March for delivery from April 2016.**

Kathryn Lanning  
Governance Officer, November 2015