



MEETING TITLE	PUBLIC Minutes of the 14 th English Heritage Trust Board Meeting
DATE	Thursday 8 March 2018 at 10am
LOCATION	100 Wood Street, London EC2
ATTENDEES	
Sir Tim Laurence – Chairman	David Olusoga – Trustee
Vicky Barnsley – Trustee	Luke Purser – Development Director
Anna Eavis – Curatorial Director	Malcolm Reading – Trustee
Charles Gurassa – Trustee	Tracey Reed – Historic Properties Director
Sukie Hemming – Trustee	Sarah Staniforth – Trustee
Professor Ronald Hutton – Trustee	Mark Stuart-Smith – Resources Director
Shirley Jackson – Commercial Director	James Twining – Trustee
Kate James-Weed – Trustee	Luke Whitcomb – Marketing Director
Sir Laurie Magnus – Trustee	Rob Woodside – Estates Director
Kate Mavor – Chief Executive	Kathryn Lanning – Governance Officer (minutes)
Ian McCaig – Trustee	
Kunle Olulode – Trustee	

Item 1 – Apologies, Announcements and Declarations of Interest

- 1.1 Apologies for absence were noted. There were no new declarations of interest.
- 1.2 **The Chairman** welcomed Kunle Olulode and David Olusoga to their first Board meeting.
- 1.3 **The Chairman** advised that, prior to the meeting, Trustees had discussed several topics including:
 - a) progress on addressing issues raised during the 2017 Board self-assessment; and
 - b) topics covered at the recent Remuneration and Appointments Committee meeting, including the Reward Strategy and Annual Pay Award.

Item 2 – Minutes of the last EHT Board meeting: 7 December 2017

The minutes of the last meeting, held on 7 December 2017, were agreed as a correct record, subject to minor amendment.

Item 3 – Matters Arising and Action Points Table

3.1 The Board noted completed items on the Action Points Table.

Item 4a – Chief Executive’s Strategic Overview

- 4.1 The Organisational Design and Shared Services reviews were almost complete and the Chief Executive thanked SMT for the huge amount of work they had carried out on top of their ‘day’ jobs. She also commended those members of staff who would be leaving the organisation for their continued professionalism.
- 4.2 Trading results continued to be extremely good; more people than ever had visited EHT sites this year; and more members had been recruited in one year than ever before. It was essential to continue to find innovative ways to engage with new audiences and promote awareness of the exciting and rewarding visitor experience offered by EHT. Recent examples of this were the enchanted gardens programme, which had brought 69k visitors to English Heritage sites, less than a third of whom were already members; and the Iron Bridge crowd funding campaign which had attracted 911 supporters. EHT now had 3,000 volunteers, an excellent achievement which represented a 25% increase on last year, and which was due to hard work from all parts of the charity, driven by the Volunteer Development Team.
- 4.3 Preparations were well underway for the new General Data Protection Regulation (GDPR) which would come into force on 25 May 2018. The Marketing Department had been preparing for GDPR for 18 months, working with the Direct Marketing Association and following guidance and updates from the Information Commissioner’s Office (ICO).
- 4.4 The DCMS would be carrying out a review of the charity’s operations later in the year as part of a tailored review of Historic England; the Board discussed possible areas for inclusion in the scope of the review.

The Board discussed and noted:

- a) **the Chief Executive’s Strategic Overview;**
- b) **the Finance Report to the end of January 2018;**
- c) **the full Corporate Risk Register and agreed that the correct risks were being addressed and that mitigation actions were satisfactory;**
- d) **the Health and Safety Report; and**
- e) **preparation for the DCMS review.**

Item 5 – Budget 2018-19

5.1 The Board received a presentation on the budget for 2018-19 and the rationale behind proposed visitor number targets and price increases. Key risks to delivering the budget were the need for new staff to settle into their roles following the recent Organisational

Design Review and the impact of any adverse external influences on the key business drivers of visitor and membership numbers. Trustees discussed the increasingly challenging macro-economic environment within which the EHT operates.

The Board noted the rationale behind visitor number targets and pricing for next year and approved the budget for 2018-19.

Item 6 – SMT Levels of Authority: Signatories for Deeds

The Board noted that currently only the Chief Executive and Historic Properties Director were authorised to sign deeds on behalf of EHT and agreed that this should be extended to the Resources Director, the Estates Director and the Head of Legal.

Item 7 – Capital Investment Programme

- 7.1 The Board considered a report seeking approval for the EHT Capital Investment Programme (CIP) projects proposed for launch within the 2020 and 2021 visitor seasons (years 5 and 6 of the CIP). The Board had already approved some of these projects but four new projects required approval – at Boscobel House in Shropshire, Eltham Palace in South East London, Witley Court in Worcestershire and Framlingham Castle in Suffolk.
- 7.2 2021/22 would be the last year of the strategic ten-year capital investment programme. The focus had been on carrying out capital projects at properties where investment was likely to attract a significant increase in visitors, projects with the potential for third party funding and projects where capital investment would help the organisation meet key strategic drivers such as inspiration and financial sustainability.
- 7.3 21 mini CIP schemes were planned for launch in 2018. These were projects where a small level of investment could produce a quick return.

The Board:

- a) **approved the new CIP projects proposed for Year 5 (2020 launch) and year 6 (2021 launch); and**
- b) **noted changes to the CIP Years 3-5 (2018-2020 launches) since the update provided at the March 2017 Board meeting.**

Item 8 – Conservation Maintenance Programme (2018/19 – 2020/21)

- 8.1 The Board considered a report on the next three-year cycle of the Conservation Maintenance Programme (CMP) for the years 2018/19 – 2020/21. £21m from the £52m government grant for the conservation deficit had been spent during the first three-year programme and it was anticipated that a further £21m would be spent during the next three years. The programme would be informed by the developing new approach to sustainable conservation and would focus on:
 - o Carrying out works in conjunction with capital investment projects where possible

- Carrying out works at properties with the most risk or highest rate of deterioration
- Ensuring less significant/less vulnerable assets are also safe and appropriately maintained

The Board approved the outline Conservation Maintenance Programme for 2018/19 – 2020/21.

Item 9 – Sustainable Conservation

9.1 The Board considered a report updating the Board on progress with implementing the recommendations of the Sustainable Conservation pilot and outlining actions taken so far.

The Board:

- a) **noted progress made in implementing the recommendations of the Sustainable Conservation pilot endorsed by the Board in October; and**
- b) **stressed the importance of clear messages in order to demonstrate to the Historic Estates Conservation Committee, the DCMS and the outside world generally the benefits of the proposed new methodology.**

Item 10 – Fundraising Special Interest Group

The Board endorsed the proposal to set up a fundraising working group, comprising a small number of Trustees.

Item 11 – September 2017 Discussion Day: Update on Progress

The Board received an update on progress with areas identified at the September 2017 discussion day for further exploration, and noted the good progress made.

Item 12 – Chief Executive’s Operational Report

The Board noted the Chief Executive’s Operational Report

Item 13 – Committees

The Board noted minutes of the following meetings:

- a) **Acquisitions, Disposals and Loans Committee meetings on 25 September and 14 December 2017**
- b) **Historic Estates Conservation Committee meeting on 23 November 2017**
- c) **Blue Plaques Panel meeting on 14 February 2017**
- d) **Remuneration and Appointments Committee meeting on 15 February 2017**
- e) **Audit and Risk Committee meeting on 20 February 2017**

The Board also endorsed the recommendation of the Audit and Risk Committee that the organisation should move from an in-house internal audit function to an outsourced function.

Item 14 – Any other business

14.1 One Trustee queried whether any EHT properties were affected by fracking; staff would investigate and report back.

14.2 There was no other business and the meeting finished at 1.30pm.

Date of next meeting:

Thursday 20 June 2018, 10am-2pm at 100 Wood Street, London EC2

Kathryn Lanning
Governance Officer
March 2018