



ENGLISH
HERITAGE

MINUTES

MEETING TITLE	Public Minutes of the English Heritage Trust Board Meeting	
DATE	21 June 2023	
LOCATION	100 Wood Street, London EC2V 7AN	
PRESENT	Gerard Lemos - Chair Victoria Barnsley Kay Boycott Liz Bromley Tony Cates Tanvi Gokhale Seb James (by Zoom) Peter Liney	Jonathan Marsden Dr. Chris Michaels Kunle Olulode Sarah Staniforth – Deputy Chair Prof. William Whyte Sue Wilkinson
ATTENDING	Observers: Sir Laurie Magnus – Chair of Historic England Duncan Wilson – Chief Executive of Historic England Francis Runacres – Arts Council England Senior Management Team: Kate Mavor – Chief Executive Louise Dando – Marketing Director	Anna Eavis – Curatorial Director Sue Fisher – Development Director Kate Logan – Historic Properties Director Mark Stuart-Smith – Chief Financial Officer Rob Woodside – Estates Director Judeth Neville – Head of Governance (minutes)
APOLOGIES	-	

1. Announcements and Declarations of Interest

1.1. There were no announcements and no new declarations of interest.

2. Minutes of the last Board meeting

2.1. The minutes of the Board meeting held on 15 March 2023 were agreed and signed as a correct record.

3. Matters Arising and Action Tracker

3.1. The Board NOTED the Matters Arising and Action Tracker, including the summary report on the review of the recent acquisition of Thornborough Henges. Duncan Wilson noted the need to engage Historic England on the recommendations arising from that review.

4. Chief Executive's Strategic Overview

- 4.1. The Board reviewed a report on the charity's key performance indicators (KPIs), noting that eight of the 11 KPIs, including all conservation targets, were met or exceeded in 2022/23.
- 4.2. The KPIs which were not achieved include the target number of Members, although the number of Members grew to its highest ever level. We are energetically addressing the shortfall from target. ...
- 4.3. The Board noted that it is in principle supportive of the acquisition of further sites, subject to a protocol and process to be formalised, in consultation with Historic England.
- 4.4.

4.5. The Board:

4.5.1. **NOTED** the CEO's Strategic Overview

5. Report on Delivery of the New Model

- 5.1. The Board reviewed a report highlighting the charity's principal achievements in relation to its Launch Plan aspirations in 2015, noting in particular that we have exceeded the launch plan targets for income and conservation spend and investment at sites and in technology.
- 5.2. Feedback on the content of the document included suggestions to give increased emphasis to the achievement of protecting the taxpayer from future calls on Government resource and to include content about key challenges which had arisen.
- 5.3. **The Board ACKNOWLEDGED the achievements summarised in the report and ENDORSED the plans for its distribution.**

6. CFO Report

Annual Report and Accounts 2022/23 (ARA)

- 6.1. The Board reviewed the draft ARA, incorporating Trustee comments received in May and following scrutiny by ARC. The CFO noted we exceeded the principal financial metrics set out in the 2022/23 budget and that, with the approval of ARC, the financial statements have been prepared on the going concern basis. Our auditors, the National Audit Office, propose to issue an unqualified audit opinion.
- 6.2. The Board noted ARC's Annual Report to the Board, confirming that the draft ARA provide a true and fair view, meet legal requirements and are balanced and transparent.
- 6.3. Trustee feedback focussed on...
- 6.4. The CFO noted that, while the busiest trading months of the year are ahead of us, the results for the first two months of 2023/24 give grounds for confidence that we are on track to deliver the full year budget.
- 6.5. Trustee feedback focussed on....

Risk Register

- 6.6. The Board noted the major risks that the SMT considers the charity faces which might prevent it from delivering its strategic goals and how those risks are being managed. In particular, they noted that the risk of inadequate cyber security safeguards leading to loss of confidential and personal data has increased to the maximum rating.

6.7. The Board:

- 6.7.1. **APPROVED** the 2022/23 Annual Report and Accounts, subject to the ARC Chair, CEO and CFO being comfortable that the remaining audit points have been satisfactorily addressed;

- 6.7.2. **APPROVED** the use of the **Going Concern** basis to prepare the **Annual Report and Accounts**;
- 6.7.3. **NOTED** **ARC's Annual Report to the Board**;
- 6.7.4. **NOTED** the **Monthly Performance Review for April and the Flash Results for April and May**; and
- 6.7.5. **NOTED** the **Corporate Risk Register** which had been scrutinised at the **June ARC meeting**.

7. Community Engagement

- 7.1. The Board noted that the 2022-25 Strategic Plan commits us to developing a community engagement strategy, building upon our existing work and expertise in this area. The emerging strategy aims to scale up our current work, with a focus on four priorities. KPIs would be set to enable measurement of the impact of the strategy.
- 7.2. Trustees gave detailed feedback, in particular around:
 - 7.2.1. the complexity of achieving transformational community engagement and the need to understand how it will be resourced;
 - 7.2.2. the importance of community engagement as a key means to unlock the social benefit and purpose of English Heritage;
 - 7.2.3. the benefits of partnering with organisations with community engagement expertise and resource;
 - 7.2.4. the trend in the cultural sector towards co-design, which can be more agile and less management intensive.
- 7.3. **The Board:**
 - 7.3.1. **NOTED** existing engagement work;
 - 7.3.2. **DISCUSSED** the emerging strategy and **AGREED** that a greater focus on community engagement should be an organisational priority;
 - 7.3.3. **APPROVED** the next steps, including the completion of the **Community Engagement strategy this summer, bringing back to the Board a proposed strategy implementation plan and sense of what success would look like, for inclusion in business planning and budget allocation for roll out in 2024/25.**

8. Development Strategy: Progress Report

- 8.1. The Board received a report on progress against the Development Strategy approved in 2022, demonstrating how we will grow Development income to £25M pa by 2027/28. The Board noted the four key themes of the Strategy and the areas of planned focus in 2023/24.

....

- 8.2. The **Board NOTED** progress against the strategy.

9. Climate Action Plan: Progress Report

- 9.1. The Board received a report on the delivery of the first year of the three-year Climate Action Plan approved in 2022. The ARA figures show an increase on 2021/22 carbon footprint. However, the majority of areas have reduced from the 2019/20 baseline and where, as in staff travel, they have increased, this is due to better systems for data gathering. We are on target to deliver against all the Plan's core metrics by 2025.
- 9.2. Trustees gave detailed feedback, in particular around:
 - 9.2.1. The potential for sponsorship, for example via installing electric vehicle charging points;
 - 9.2.2. Our commitment to research around visitor travel emissions in the next stage of the Plan.
- 9.3. **The Board NOTED** progress against the **Climate Action Plan**.

10. Committee Chair Reports

- 10.1. The Board noted the reports from the Chairs of ARC and the Remuneration Committee.

11. Any Other Business

- 11.1. The Chair noted that this is the final meeting for Kate Mavor, Vicky Barnsley, HE observer Sir Laurie Magnus and ACE observer Francis Runacres. On behalf of the Board, he acknowledged the contribution of each to the Board's debates and to the charity's success.

The meeting finished at 5:00pm.

Consent Papers

By consent, the Board APPROVED:

- Insurance principles and cover 2023/24
- Revisions to the Board Scheme of Delegations and SMT Levels of Authority

Information Papers

- Dover Castle interpretation and play project
- Development Strategy 2022/23-2027/28
- Climate Action Plan 2022-25
- ARC's Annual Report to the Board
- CRF Loan: Annual Report to Arts Council England for 2022/23 approved by ARC
- Committee Minutes:
 - RAAC 20 March
 - Remuneration Committee (Chair-approved) 23 May
- Chief Executive's Quarterly Operational Report

Next meeting

The next Board meeting would be held on 11 October 2023. [Post-meeting note: the Board agreed that the next meeting should be on 20 September instead of 11 October.]

Signed as a complete and accurate record of the meeting

..... Chair, 20 September 2023

Minutes: Judeth Neville, 21 June 2023