



MEETING TITLE	Public Minutes of the 24 th English Heritage Trust Board Meeting
DATE	Thursday 15 October 2020
LOCATION	Hybrid meeting held at Fishmongers' Hall and via Zoom
ATTENDEES	Sir Tim Laurence – Chairman James Twining – Deputy Chairman Victoria Barnsley – Trustee Charles Gurassa – Trustee Professor Ronald Hutton – Trustee Sir Laurie Magnus – Trustee Ian McCaig – Trustee Kunle Olulode – Trustee Sarah Staniforth – Trustee Sue Wilkinson – Trustee Kate Mavor – Chief Executive Anna Eavis – Curatorial Director Lumi Holban – Interim Development Director Liz Page – Interim Historic Properties Director Mark Stuart-Smith – Chief Financial Officer Luke Whitcomb – Marketing Director Rob Woodside – Estates Director Kathryn Lanning – Governance Officer (minutes)
ALSO PRESENT	Seriously Inclusive (for item 1) <ul style="list-style-type: none">○ Baroness Usha Prashar○ Claire Whitaker○ Dr Jan McKenley

Item 1 – Equality, Diversity and Inclusion Strategy

- 1.1 The Board considered a draft Equality, Diversity and Inclusion (EDI) Strategy and noted the following key recommendations:
- the appointment of a Board champion and a senior leadership champion for EDI
 - the development of KPIs to ensure real progress is made
 - the evaluation of good practice already carried out within EH and its wider application
 - the development of partnerships in order to reach wider audiences.

The Board:

- a) **warmly welcomed the EDI report and agreed that all 28 Priority 1 recommendations should be adopted and incorporated into the charity's business plan;**
- b) **acknowledged that cultural change of this scale and nature is always difficult and would require both focus and determination from the leadership team;**
- c) **noted that Sarah Staniforth would be the Board champion and Kate Mavor would be the SMT champion for EDI; and**
- d) **noted that the draft EDI KPIs needed further refinement to ensure they are more output-focussed and recognise, where appropriate, regional and local differences.**

Item 2 – Apologies, Announcements and Declarations of Interest

- 2.1 Apologies for absence were noted.
- 2.2 Trustees were delighted to note that Kunle Olulode had been awarded an MBE for services to the BAME community during Covid-19.
- 2.3 There were no new declarations of interest.

Item 3 – Minutes of previous EHT Board meetings

- 3.1 The minutes of the following Board meetings were agreed as a correct record:
 - 16 June 2020 (full Board meeting)
 - 30 July 2020 (interim Board meeting)
 - 24 September 2020 (Board discussion meeting)

Item 4 – Matters Arising and Action Tracker

- 4.1 The Board noted updates on the Action Tracker.

Item 5 – Chief Executive's Strategic Overview

- 5.1 **The Chairman and CEO** reported on visits to EH sites in recent weeks and were pleased to note that staff remained very positive and were coping well with social distancing measures.

The Board noted the Chief Executive's Strategic Overview

Item 6 – Financial Performance

- 6.1 The Board received an update on trading performance up to September 2020; short term cash projections; updated 2020/21 forecasts; and funding bids to Government. Trustees noted the better than forecast visitor numbers and income, but that these were significantly lower than they would have been without Covid-19 restrictions. Membership

retention had been helped by the three month extension on renewal, the engagement of Members throughout lockdown with an exclusive and imaginative content stream, and the prioritisation of Members when sites reopened.

The Board noted the Finance Report.

Item 7 – Health and Safety Report

- 7.1 The Board considered a Health and Safety report covering 2019/20 and the year to date, noting an increase in the number of low level trespass incidents during the summer. Trustees congratulated staff on keeping collections secure during lockdown, when they might have been more vulnerable due to sites being closed and unmanned. They also noted that the Head of Security and Risk was now Chair of the Safety in the Historic Environment Group and was working to develop a common approach to recording incidents and measuring trends.

The Board noted the Health and Safety Report

Item 8 – End of Year Process 2019/20

- 8.1 The Board considered the following documents:
- External Audit Completion Report 2019/20
 - A report on Going Concern
 - A report from the Audit and Risk Committee to the Board
 - Draft 2019/20 Annual Report and Accounts

The Board:

- a) **noted the 2019/20 Audit Completion Report and agreed that outstanding items would be approved by the Chairman of the Board of Trustees, the ARC Chair, the CEO and the CFO;**
- b) **agreed that the Chairman and the CEO should sign the Letter of Representation;**
- c) **noted that the auditors intended to give an unqualified opinion but may include an emphasis of matter to reflect the uncertain environment created by the impact of Covid-19;**
- d) **agreed that EH remained a going concern;**
- e) **approved the annual report and accounts for 2019/20;**
- f) **agreed that the Reserves Policy should be equivalent of 1/12th of annual revenue expenditure to be achieved by March 2025; and**
- g) **agreed that the Investment Policy be amended with immediate effect to state that EH may not hold more than £15m with any single major UK bank.**

Item 9 – Scheme of Delegations

- 9.1 Trustees noted that the effect of inflation and increased construction costs meant that Board approval might need to be obtained for routine projects which would not be a good use of their time and could delay the progress of a project.

Trustees agreed to increase the level of delegation for project approval from the Board to the Executive from £3m to £5m, noting that projects considered to be particularly complex, or novel and contentious would continue to be brought to the Board, regardless of their cost.

Item 10 – Any other business

- 10.1 Trustees were sorry to note that David Olusoga would be stepping down from the Board due to the pressure of other commitments.
- 10.2 On behalf of the Board, **the Chairman** extended warm thanks and appreciation of the huge effort made by SMT to steer EH through such a challenging year.
- 10.3 There was no other business and the meeting finished at 3pm.

Next meeting

The next full Board meeting would be held on 10 December 2020 at 10.00.

Kathryn Lanning
Governance Officer
October 2020