



MEETING TITLE	Minutes of the 6 th English Heritage Trust Board Meeting SUMMARY
DATE	Tuesday 2 February 2016 at 10am
LOCATION	Kenilworth and Stokesay Meeting Room, Waterhouse Square
ATTENDEES	Sir Tim Laurence – Chair Alex Balfour – Trustee Vicky Barnsley – Trustee Anna Eavis – Curatorial Director Charles Gurassa – Trustee Sukie Hemming – Trustee Professor Ronald Hutton – Trustee (for items 1-7) Shirley Jackson – Commercial Director Kate James-Weed – Trustee (for items 1-9) Linda Kilroy – Estates Director Kathryn Lanning – Governance Officer Sir Laurie Magnus – Trustee Kate Mavor – Chief Executive Ian McCaig – Trustee Ceri Pemberton – Head of Legal Tim Pemberton – Interim Head of Finance Luke Purser – Development Director Malcolm Reading – Trustee Tracey Reed – Historic Properties Director Sarah Staniforth – Trustee James Twining - Trustee Luke Whitcomb – Marketing Director
OBSERVERS	Ruth Jarratt – Interim Development Director Mark Stuart-Smith – Resources Director (from 7 March 2016)
APOLOGIES	None

Item 1 – Apologies, Announcements and Declarations of Interest

- 1.1 There were no apologies for absence.
- 1.2 Declarations of interest were noted.

Item 2 – Minutes of the English Heritage Trust Board meeting held on 16 November 2015

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

Item 3 – Matters Arising and Action Points Table

- 3.1 The Board noted completed actions and progress on the following items:

Charity Investment Policy

- 3.2 The Chairman would be developing the Trust's investment policy further with the Chief Executive and Resources Director over the coming months.

Sharepoint site

- 3.3 A sharepoint site had been set up for Trustees and this was in the process of being tested.

Health and Safety

- 3.4 English Heritage was in the process of entering into a Primary Authority Partnership with Tyne and Wear Fire and Rescue Service. This would provide a single source of advice and assurance and would ensure a more consistent approach from local authorities across the country in dealing with English Heritage.

Insurance Review

- 3.5 JLT had been appointed as insurance brokers for English Heritage.

Item 4 – Chief Executive's Quarterly Strategic Report

- 4.1 The Board considered a report on the Trust's performance and was pleased to note that the financial situation had improved since their last meeting. The decision to open an additional 15 properties between Christmas and New Year had proved very successful. Christmas pop-up shops and the new product range had also boosted retail results. Most key financial measures for the first nine months of the current financial year were ahead of budget. Overall visitor numbers were marginally ahead of target but the Board would look further at the mix between paying and non-paying visitors.

4.2 The Board noted:

- a) the **Chief Executive’s Strategic Overview;**
- b) the **Finance Report for April to December 2015/16;**
- c) the **Corporate Risk Register and suggested amendments; and**
- d) the **Health and Safety Report.**

Item 5 – Asset Management Plan 2016-19

5.1 Following discussion at the previous Board meeting, the Board considered a revised Asset Management Plan which was now aligned with the Strategic Plan and would be effective from 1 April 2016.

5.2 The Board:

- a) **endorsed the Asset Management Plan and approved it for publication through the English Heritage website, subject to further refinement of the wording; and**
- b) **noted that the Asset Management Plan would be presented to Historic England’s Historic Estate Conservation Committee on 11 February, for information.**

Item 6a – Three Year Strategic Plan

6.1 The Chief Executive introduced the draft three-year Strategic Plan which she viewed as phase 1 of achieving self-sufficiency by 2022/23. She outlined the success criteria and aspirations previously identified by Trustees, draft financial projections and the strategic framework. The Plan was based on four key strategic priorities: inspiration, conservation, involvement and financial sustainability. The Board discussion focused on: the unique characteristics of English Heritage; the four strategic priorities; the nine key performance indicators; and the financial basis for the Plan. The Board congratulated the Senior Management Team for developing such a cohesive plan in such a short time frame, and noted the fantastic commitment and energy in evidence at the Staff Conference in January when the Plan was debated.

6.2 The Board:

- a) **noted progress with the Strategic Plan;**
- b) **asked staff to take their comments into account when finalising the Plan; and**

- c) **asked for a summary of the financial basis for delivering the Plan to accompany the final version when it is circulated to Trustees for final approval.**

Item 6b – Annual Budget 2016/17 (EHTB 2016/9/E)

6.3 The Board considered a draft budget for 2016/17 which would be refined further and circulated for final approval. The aim was to achieve a break-even budget to create a solid platform on which to work towards financial independence by 2022/23; develop a robust fundraising strategy and support the implementation and continued delivery of the £80m grant programmes.

6.4 The Board noted the draft 2016/17 Budget.

Item 7 – Capital Investment Programme 2015/16 – 2018/19

7.1 The Board considered a report outlining changes to the Capital Investment Programme (CIP) for 2015/16 – 2017/18 since it was first approved in July 2014, and seeking approval for the 2018/19 programme.

7.2 Changes to the programme approved in July 2014 were:

- an increase in the overall forecast annual return on investment from £2.47m to £2.85m
- the addition of eight new projects at an additional cost of £6.4m and an increased return on investment of £1m
- the removal/postponement of two projects saving a total of £1.7m and a loss of £90k return on investment pa
- re-profiling of the delivery of five projects

7.3 CIP projects proposed for delivery in 2018/19 were as follows:

- Tintagel Phase III – Bridge and Dark Age Houses
- Whitby Abbey – new interpretation and facilities
- Stokesay Castle – new interpretation and facilities
- Old Sarum – new visitor facilities and museum
- Furness Abbey – visitor centre and museum representation
- Belsay Hall – new interpretation, improved facilities and restoration of rhododendron garden

7.4 The Board:

- a) **approved the Capital Investment Programme 2018/19 as outlined in the report; and**
- b) **noted the changes to the Capital Investment Programme 2015/16-2017/18) since it was first approved in July 2014, as outlined in the report.**

Item 8 – Small and Free Sites Programme

8.1 Trustees noted that £10m of the £80m allocated to English Heritage had to be spent on enhancing the presentation and interpretation of the small and free sites which form the majority of English Heritage's portfolio. The programme had a number of potential benefits such as reinforcing core brand values, incentivising membership, promoting the message that we care for England's heritage and providing local PR opportunities.

8.2 The Board:

- a) **noted the status of the Small and Free Sites Enhancement programme; and**
- b) **approved the revised spend profile for the programme.**

Item 9 – Stonehenge Visitor Transport System: update

9.1 The Board considered a report on the visitor transport system at Stonehenge. The original system had proved unsuccessful and had been replaced with a bus shuttle service which would be cheaper to operate than the original system.

9.2 The Board:

- a) **noted with regret that the Stonehenge VTS had not met the needs of increased visitor numbers at the site and that the Senior Management Team had agreed it should be written off, continuing instead with the shuttle bus service whilst the landrovers would be transferred to other sites; and**
- b) **asked staff to re-examine the legal position regarding the unsuccessful system.**

Item 10 – Chief Executive's Operational Report

10.1 **The Board noted the Chief Executive's Operational Report.**

Item 11 – Board meetings and visits 2016 and 2017

11.1 **Trustees noted provisional meeting and visit dates for 2017.**

Item 12a – Committee membership (oral)

12.1 **The Board endorsed two committee appointments.**

Item 12b and c Committee Minutes

12.2 The Board noted the Audit and Risk Committee minutes from 10 November 2015 and 21 January 2016.

Item 13 – Any other business

13.1 The Board congratulated the Senior Management Team on their achievements during the first year of operation, particularly the development of the Strategic Plan and closing the gap in the budget for 2016/17.

The next Trust Board meeting will be held on Wednesday 27 April 2016 at 9am in York.