



MEETING TITLE	Public Minutes of the 17 th English Heritage Trust Board Meeting
DATE	Thursday 6 December 2018
LOCATION	100 Wood Street, London EC2
ATTENDEES	Sir Tim Laurence – Chairman Alex Balfour – Trustee Victoria Barnsley – Trustee Anna Eavis – Curatorial Director Charles Gurassa – Trustee Sukie Hemming – Trustee Professor Ronald Hutton – Trustee Sir Laurie Magnus – Trustee Kate Mavor – Chief Executive Ian McCaig – Trustee Kunle Olulode – Trustee David Olusoga – Trustee Luke Purser – Development Director Tracey Reed – Historic Properties Director Sarah Staniforth – Trustee James Twining – Trustee Mark Stuart-Smith – Chief Financial Officer Luke Whitcomb – Marketing Director Rob Woodside – Estates Director Kathryn Lanning – Governance Officer (minutes)

Item 1 – Apologies, Announcements and Declarations of Interest

- 1.1 There were no apologies for absence or new declarations of interest.
- 1.2 Prior to the meeting, Trustees had discussed a range of issues, including the need to promote diversity amongst employees and visitors, and in the way in which the story of England's history is told.

Item 2 – Minutes of the last EHT Board meeting: 18 October 2018

- 2.1 The minutes of the last meeting were agreed as a correct record.

Item 3 – Matters Arising and Action Tracker

- 3.1 The Board noted completed items on the Action Tracker and progress on other actions, including:

Lancashire Textile Mills

- 3.1.1 Various organisations were working together to find a sustainable future for Queen Street and Helmshore Mills. EHT was providing advice and expertise.

Benchmarking accidents

- 3.1.2 Trustees noted that EHT was working with others in the sector to develop standard measures for accidents at sites.

Developing a digital strategy

- 3.1.3 SMT was exploring ways of folding digital opportunities into the next Strategic Plan and Trustees discussed a range of possible initiatives.

Item 4a – Chief Executive’s Strategic Overview

- 4.1 Visitor numbers had not recovered from unfavourable weather at key points earlier in the season, but every effort would be made to increase attendance over the next few months, including extended opening hours over the winter season and more events. Membership numbers were on track overall, with renewals exceeding target. Volunteer recruitment was now over 6% ahead of budget with 3,200 volunteer roles currently active.
- 4.2 Trustees noted the annual update on Local Management Agreements appended to the CEO’s Operational Report. This report would in future be issued as supplementary reading to keep the agenda focused on strategic issues.
- 4.3 The Board congratulated staff on the successful delivery of the Iron Bridge project.

The Board discussed and noted:

- a) **the Chief Executive’s Strategic Overview**
- b) **the Finance Report**
- c) **the top rated Corporate Risk Register**
- d) **progress with safety and risk management.**

Item 5 – Donor Engagement Policy

- 5.1 The Donor Engagement Policy was due for review by the Board and had been updated to provide more detail and reflect regulatory changes and best practice. The policy helped staff

decide which donors to engage with and how to assess potential risks such as reputational damage to EHT.

The Board discussed and approved the revised Donor Engagement Policy and agreed that they would review it every two years.

Item 6 – Naming Opportunities

- 6.1 The Naming Policy was due for review by the Board and had been updated to provide more detail and include recommendations regarding potential naming opportunities for major benefactors across the EHT estate.

The Board discussed and approved the revised Naming Policy and agreed that they would review it every two years.

Item 7 – Strategic Planning Update

- 7.1 The Board received a presentation on the key elements of the Strategic Plan for 2019/20-22/23. The Plan would also look beyond 2023 so that:
- By 2026 EHT will be a thriving, well-loved charity, renowned for the inspiring way it brings the story of England to life, helping millions of people to discover new things
 - The condition of EHT's collections and landscapes will have substantially improved and they will continue to be expertly cared for
 - EHT will have truly energised supporters and be backed by major partners
 - EHT will be a better understood organisation, with a proven independent business model, which will secure the future of the collection of sites and artefacts in its care for years to come.
- 7.2 The Board discussed the range of initiatives designed to support these ambitions and noted that, crucial to success was the continued development of exciting, creative and innovative visitor experiences on site and off site, developing partnerships, involving more volunteers, exciting the young and exploring digital opportunities.

The Board noted the process for developing the next Strategic Plan and that a final version would be brought to the next meeting in March.

Item 8 – Dover Castle Master Plan

- 8.1 The Board received a presentation which outlined the exceptional heritage significance of Dover Castle and the need for major investment. The Castle, which is EHT's second most visited property, illustrates the nation's history from the Iron Age to the Cold War on an exceptional scale and its strategic location makes it an iconic symbol of English identity. The Dover masterplan sets out a 10-year programme to address the site's conservation requirements and improve the visitor experience.

The Board:

- a) welcomed the detailed presentation on the masterplan for Dover Castle and supported the proposed approach; and
- b) asked that the full business case for investment be brought to the Board for approval when it is further developed.

Item 9 – Board Effectiveness Review Recommendations: update on progress

The Board noted the good progress made in implementing recommendations arising from the recent external Board effectiveness review.

Item 10 – Committee minutes

The Board noted minutes of the following meetings:

- a) Historic Estates Conservation Committee meeting on 1 November 2018
- b) Audit and Risk Committee meeting on 6 November 2018

Next meeting

The next Board meeting would be held at 10am on Thursday 7 March 2019 at 100 Wood Street