



ENGLISH
HERITAGE

MINUTES

MEETING TITLE	Public Minutes of the 31st English Heritage Trust Board Meeting	
DATE	Tuesday 21 June 2022	
LOCATION	English Heritage Offices, 100 Wood Street, London and by Zoom	
PRESENT	Sir Tim Laurence – Chairman Victoria Barnsley Kay Boycott Liz Bromley Tanvi Gokhale Charles Gurassa	Professor Ronald Hutton Sir Laurie Magnus Ian McCaig Kunle Olulode (items 1 to 9) Sarah Staniforth – Deputy Chair James Twining – Deputy Chair
ATTENDING	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) Ruth Knight, Head of Climate and Sustainability (item 9 only) Francis Runacres, Investment Director, Arts Council England
APOLOGIES	Sue Wilkinson	

1. **Apologies, Announcements and Declarations of Interest**

- 1.1. There were apologies for absence from Sue Wilkinson.
- 1.2. **The Chairman** welcomed Louise Dando to her first Board meeting as Marketing Director on a permanent basis.
- 1.3. There were no new declarations of interest.

2. **Minutes of the last Board meeting**

- 2.1. The minutes of the Board meeting held on 9 March 2022 were agreed and signed as a correct record.

3. **Matters Arising and Action Tracker**

- 3.1. **The Chairman** noted that all actions have been completed other than:
 - 3.1.1. Joint EH and HE Board meeting: Trustees noted the importance of this meeting and suggested that part of the EH Trustee Discussion Day might be used for this purpose.
- 3.2. **The Board NOTED the Matters Arising and Action Tracker.**

4. Chief Executive's Strategic Overview, including Development Update and Corporate Affairs Quarterly Planner

- 4.1 **Kate Mavor** highlighted the strong end to the trading year, with our visitor number target exceeded and a trading surplus 40% ahead of budget, helped by government grants and strong membership income. Membership at the end of the year is 1.2m (4% better than pre-pandemic levels). Our targets for restoring sites to a sustainable condition, and making progress with our collections care and conservation plan, were both exceeded. We spent more than ever before on conservation and have our highest number of active volunteers. The openings of Clifford's Tower and Marble Hill House were extremely well received. Staff and volunteers have engaged well with the new Strategic Plan.
- 4.2 **Trustee queries and feedback**
In response to a query from **Liz Bromley**, **Kate Mavor** confirmed that we have created additional categories of volunteer roles to support delivery of our charitable purpose. **Kate Logan** noted that, in addition to a general recruitment drive post-pandemic, we are also benefitting from large volunteer teams recruited at particular sites (for example Marble Hill), as well as an increase in volunteers supporting free to enter sites.
- 4.3 **The Board recorded congratulations to Kate Mavor and the SMT for the 2021/22 outcome and NOTED the Overview, Development Update and Corporate Affairs Quarterly Planner.**

5. People Report

- 5.1. **Kate Mavor** highlighted key aspects of the report, noting the ambition to achieve Investors in People (IIP) Gold in 2025.
- 5.2. **The Board NOTED the activities contained in the People Plan to support the charity with optimising the People KPIs and aspirations of the Strategic Plan 2022-25. It further NOTED that careful prioritisation of implementation work will be essential.**

6. Chief Financial Officer Reports

- 6.1. **The Board:**
- 6.1.1. **NOTED the CFO reports;**
 - 6.1.2. **AGREED the current insurance strategy and principles for 2022/23;**
 - 6.1.3. **APPROVED ARC's proposal for future Board and ARC oversight of insurances.**

7. Hurst Castle Update

- 7.1. **Rob Woodside** outlined the progress to date on stabilising the East Battery and the next steps in the project. He highlighted that we have been awarded an additional £100k from the World Monument Fund to work with the Fund to raise the profile of, and engage with others on, the challenge of managing coastal heritage at risk.
- 7.2. **Trustee queries and feedback**
- 7.2.1. **Sarah Staniforth** queried what the process will be to arrive at longer term options, including what the Board's role will be in the decision-making. **Rob Woodside** undertook to give this further consideration and noted that any significant financial investment by EH would be subject to prior approval from the Board.
- 7.3. **The Board of Trustees NOTED the report and asked Rob Woodside to pass their congratulations to the project team for the work undertaken.**

8. Health and Safety Annual Report 2021/22

8.1. **Rob Woodside** noted that the Report had been debated at ARC: **Ian McCaig** confirmed that Eloise Francis, an independent member of ARC with particular expertise in this area, had been highly complimentary of the progress which had been made.

8.2. **The Board NOTED the 2021/22 statistics and the actions taken to reduce operational risks.**

9. Climate and Sustainability: Climate Action Plan 2022-25 and Environmental Policy

9.1. **Rob Woodside** introduced Ruth Knight and the proposed Climate Action Plan.

9.2. **Ruth Knight** briefly introduced the paper, noting we have adopted a holistic, concise and evidence-based approach, aligned to the emission reduction necessary to meet the challenge of climate change.

9.3. In relation to the recommendation to adjust the net zero carbon target from 2050 to 2040, **Ruth Knight** noted that this target is widely perceived as demonstrating a commitment to climate change action (for example, potential funders frequently ask what our target is). The adjustment will involve additional cost, which is currently difficult to predict.

9.4. **The Board:**

9.4.1. **APPROVED the new Climate Action Plan and Environment Policy, including the adjustment of the net zero carbon target from 2050 to 2040;**

9.4.2. **NOTED that a progress report against the Plan will be presented to SMT every six months and to the Board at least annually; and**

9.4.3. **NOTED that we are already addressing biodiversity and are finalising a separate Nature Strategy.**

10. Investment Framework

10.1. **Mark Stuart-Smith** noted that the proposed framework had been debated at ARC. **James Twining** and **Tanvi Gokhale** noted that the working group has benefitted greatly from the advice of consultants JTFM and independent expert Andrew Impey.

10.2. **The Chairman** thanked James Twining for his work to date in leading the establishment of the investment framework. He invited the Board to agree that Tanvi Gokhale be appointed Chair of the Investment Committee, noting that we will invite one other Trustee to join, alongside recruiting one or two independent expert members.

10.3. **The Board APPROVED:**

10.3.1. **in principle, the draft Investment Policy Statement for the Once and Future Fund, noting that it is likely to evolve as the process continues;**

10.3.2. **that investment managers Cazenove, Rathbone and Sarasin be shortlisted for interview by the Investment Committee;**

10.3.3. **the draft Investment Committee terms of reference; and**

10.3.4. **the appointment of Tanvi Gokhale as Chair of the Investment Committee.**

I I. Collections Development Policy

11.1. **Anna Eavis** highlighted the rationale for having adopted the Policy in 2016. She noted that we have liaised with Andrew Wiseman, HE’s General Counsel and Corporate Secretary, on the proposed revisions and that the revised Policy is recommended to the Board by the Acquisitions, Disposals and Loans Committee. She noted that the main revisions are around reporting to, and approval of, acquisitions and disposals to/by HE and the EH Board role in that process. **Sarah Staniforth** commented that it has been necessary for the Policy to be extensive on these areas because the PLOA’s provisions are not as comprehensive as they might be.

11.2. **The Board APPROVED the revised Collections Development Policy.**

I. Any other business

1.1. The Board NOTED the information papers.

1.2. **Kate Mavor** informed the Board that the Deed of Variation which extends the current PLOA to March 2025 and the revised Shared Services Agreement have been signed on behalf of EH and are awaiting HE signature.

1.3. **The Chairman** noted that Professor Ronald Hutton and James Twining each step down as Trustees at the end of this meeting, having served on the Board since EH became an independent charity in 2015. The Chairman thanked Ronald for his considerable contributions to Board debates, which have benefited from his extensive knowledge and expertise. The Chairman reminded the Board that James Twining had been involved with EH even before 2015, having chaired the EH Foundation and played a key role in the development of the “New Model”. James’ contribution to the Board, in risk, assurance and more widely, has been considerable. On behalf of the Board, the Chairman thanked both Ronald and James for the enormous dedication and commitment they have given to EH over many years.

The meeting finished at 13:55.

Information Papers

- Committee Minutes:
 - RAAC 24 May (Chair-approved)
 - BPP 8 June (Chair-approved)
 - ARC 9 June (Chair-approved)
- Chief Executive’s Quarterly Operational Report

Next meeting

The next Board meeting would be held on 13 October 2022, during the Regional visit.

Signed as a complete and accurate record of the meeting

..... Chairman, 13 October 2022

Minutes: Judeth Neville, 23 June 2022