



ENGLISH
HERITAGE

MINUTES

MEETING TITLE	Public Minutes of the 28th English Trust Board Meeting
DATE	Wednesday 20 October 2021
LOCATION	Ye Olde Bell Hotel Retford DN22 8QS
PRESENT	<p>Sir Tim Laurence – Chairman Sarah Staniforth – Deputy Chair James Twining – Deputy Chair (by Zoom) Victoria Barnsley – Trustee (by Zoom) Liz Bromley – Trustee Tanvi Gokhale – Trustee (by Zoom) Charles Gurassa – Trustee Professor Ronald Hutton – Trustee Sir Laurie Magnus – Trustee Ian McCaig – Trustee Kunle Olulode – Trustee Sue Wilkinson – Trustee</p>
ATTENDING	<p>Francis Runacres – Arts Council Observer Kay Boycott – Trustee Designate Kate Mavor – Chief Executive Louise Dando – Interim 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 Kathryn Lanning – Governance Officer Kate Roy – EA to Chairman and CEO Judeth Neville – Head of Governance (minutes)</p>

Item 1 – Apologies, Announcements and Declarations of Interest

- 1.1 There were no apologies for absence.
- 1.2 **The Chairman** announced that, prior to the main Board meeting, Trustees had discussed a report on the proposed process for appointment of a new Chair to take office at the end of 2022.
- 1.3 **The Chairman** welcomed Francis Runacres attending his second meeting as an observer from Arts Council England (ACE) as a condition of the Culture Recovery Fund loan.
- 1.4 There were no new declarations of interest. **Sir Laurie Magnus** declared an interest as a member of the Culture Recovery Board: the Culture Recovery Board have agreed that he may participate in discussions on pay proposals but not have any vote.

Item 2 – Minutes of the last Board meeting

- 2.1 The minutes of the Board meeting held on 15 June 2021 were agreed as a correct record.

Item 3 – Matters Arising and Action Tracker

The Board NOTED the Matters Arising and Action Tracker.

Item 4 – Chief Executive’s Strategic Overview

- 4.1 The Chief Executive presented updates on the paper, in particular in relation to visitor numbers and educational visit numbers.
- 4.2 The Board noted that since the June meeting Trustees had, using the Chairman’s Approval Procedure, set out in the Board Scheme of Delegations, approved two matters in relation to the Belsay Awakes project.
- 4.3 The Chief Executive noted that the planning process to refresh the business plan has begun, with work in progress to be shared at the December Board meeting. Key thematic changes would be greater emphasis on EDI and environmental sustainability, with a better method of forward planning for capital investment and budgeting for cyclical maintenance of site amenities.
- 4.4 Development: the Director of Development presented updates on the paper, noting in particular gratitude at the recent further grant of £2.95m from the Culture Recovery Fund.

The Board NOTED the Chief Executive’s Strategic Overview

Item 5 – Health and Safety Report

- 5.1 The Estates Director presented headlines from the report, noting that the executive’s only major current concern is in relation to incidents of trespass outside opening hours.

The Board NOTED the Health and Safety Report.

Item 6 – Hurst Castle Stabilisation

- 6.1 The Board noted the work underway to stabilise Hurst Castle and to decide on a longer term plan, with a further Board update anticipated in six months.

The Board NOTED the Hurst Castle Stabilisation report

Item 7- Corporate Risk Register

- 7.1 The Board noted that the Risk Register includes a new risk around supply chain challenges with regard to delivering stock to our shops and cafes and restocking Gillards warehouse for the 2022/23 financial year, and this risk would be expanded to include broader supply challenges such as delays to deliveries of materials for site based investment projects and growing inflationary pressures.

The Board NOTED the Corporate Risk Register

Item 8 – Finance Matters, including end of year process and Annual Report and Accounts 2020/21

The Board:

- **NOTED** the Finance Report and the NAO Audit Completion Report, subject to minor matters to be resolved during the week;
- **APPROVED** the draft letter of representation from trustees to NAO and **AUTHORISED** the Chief Executive to sign it on its behalf;
- **APPROVED** the use of the going concern basis of accounting for English Heritage and EH Trading Limited;
- **NOTED** the reserves policy and the beneficial impact of the liquidity provided by the Culture Recovery Fund loan;
- **NOTED** the annual report of the Audit and Risk Committee; and
- **APPROVED** the Annual Report and Accounts and **AUTHORISED** the Chairman and Chief Executive to sign them after approval of remaining audit work by the Chair of the Audit and Risk Committee, Chief Executive and CFO.

Investment Policy

8.11 **The Chairman** updated the Board on the context and the need for an Investment Policy.

The Board APPROVED the establishment of an Investment Committee and **NOTED** that associated matters, including the terms of reference for the Committee, the investment principles and strategy, and the appointment of an independent investment advisor, will come to the Board for decision.

Item 9 – not for publication

Item 10 – Donor Policies

10.1 The Director of Development highlighted that the two policies have been simplified and updated to reflect changes to the Fundraising Code of Practice, including around adoption of plain English, and current context.

The Board APPROVED the Philanthropic Gift and Sponsorship Acceptance, and the Naming and Gift Acknowledgement, Policies, subject to the amendments in line with discussions in the meeting.

Item 11 – Capital Investment Programme (CIP) Strategy Development: direction of travel

11.1 The Board noted the importance of understanding English Heritage's pipeline for investment in properties, with associated fundraising strategies.

The Board NOTED the direction of travel and that the CIP strategy will come to a future Board for approval.

Item 12 – Any other business

- 12.1 The Chairman on behalf of the Board thanked Kathryn Lanning for 37 years' excellent service to EHT and its predecessor organisations. The Board gave Kathryn their warmest best wishes for her retirement.
- 12.2 The Board noted the publication today, in advance of COP 26, of a report on the positive contribution the heritage industry can make to alleviate climate change. A copy of the report will be circulated to Trustees.

There was no other business and the meeting finished at 12:40.

Next meeting

The next Board meeting would be held on 14 December 2021 at English Heritage's Wood Street, London office.

Minutes: Judeth Neville, 20 October 2021