



MEETING TITLE	Public Minutes of the 16 th English Heritage Trust Board Meeting
DATE	Thursday 18 October 2018
LOCATION	Crathorne Hall Hotel, near Yarm, North Yorkshire
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 (part) Ian McCaig – Trustee Kunle Olulode – Trustee David Olusoga – Trustee Luke Purser – Development Director Tracey Reed – Historic Properties Director Sarah Staniforth – 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 Apologies were noted. There were no announcements or new declarations of interest.

Item 2 – Minutes of the last EHT Board meeting: 20 June 2018

2.1 **The minutes of the last meeting, held on 20 June 2018, were agreed as a correct record.**

Item 3 – Matters Arising and Action Points Table

3.1 The Board noted completed items on the Action Points Table, commenting as follows:

- 3.2 **Fracking:** the Board noted that a number of EHT sites may fall within Petroleum Exploration and Development Licence (PEDL) zones issued by the Department for Business, Energy & Industry – notably within South Yorkshire / Derbyshire and North Yorkshire – but there were no known planned or explorative fracking sites within the vicinity of EHT properties. However, staff would continue to monitor closely.
- 3.3 **Stonehenge:** the Board noted the successful launch of the new Stonehenge exhibition, which had been developed with the British Museum.

Item 4 – Chief Executive’s Strategic Report

- 4.1 Trustees welcomed the new format of the CEO’s Strategic Overview which had been restructured to reflect more closely the organisation’s strategic objectives. Unfavourable weather at key points in the season meant that visitor numbers were expected to be below budget for the year and the trading surplus was currently behind target. However, Trustees noted that EHT was performing well compared with the rest of the sector and congratulated staff on working hard to mitigate the shortfall.
- 4.2 Fundraising was ahead of target. Of particular note was an HLF award of £950k for the *Shout Out Loud* project to engage young people and a £3.5m donation which would be partly recognised in next month’s figures. Over 100 donations had been received so far to the *Once and Future Fund*, an endowment to support free sites. A number of sponsorship deals with well-known companies were also in place.
- 4.3 Trustees acknowledged the need to be alert to the potential impact of Brexit-related border issues on inbound tourism and visitors to our sites.

The Board discussed and noted:

- a) **the Chief Executive’s Strategic Overview;**
- b) **the Finance Report;**
- c) **the top rated Corporate Risk Register; and**
- d) **the Health and Safety Report.**

Item 5 – Freehold acquisition

- 5.1 Trustees noted that EHT had been offered the freehold of a site in guardianship, together with an adjacent piece of land.

The Board recommended to Historic England that, subject to due diligence, this offer be accepted.

Item 6 – Strategic Planning Update

- 6.1 The Board had discussed the development of the next Strategic Plan at its Away Day in September. Trustees were reminded that the next Strategic Plan was not intended to be a change of direction for EHT, but rather to build on the approach taken in the first Plan. Key areas of the former Strategic Plan would be continued with some new areas of focus to strengthen EHT's impact as a charity. Trustees would see an outline plan in December which would set out the initiatives explored by SMT under each priority heading and the rationale for including or rejecting each. It should also be made clear how the plan responds to the external environment.

Trustees noted that they would see an outline Strategic Plan at their meeting in December and a final version for approval at their meeting in March 2019.

Item 7 – Future content themes

- 7.1 Trustees noted that EHT was trying to take a more holistic and long-term approach to the development of visitor experiences, from major projects through to events. As part of this staff were exploring the adoption of prominent content themes to create a coherent, fresh emphasis to the EH offer in a particular time period, typically a calendar year. To work, the themes needed to be rooted in the uniqueness of the EH brand and collections.

Trustees agreed that:

- a) **the National Heritage Collection was extremely well placed to illustrate England's social, political and religious diversity and its connections with Europe and the rest of the world; and**
- b) **staff should explore whether this diversity could form the basis of a future content theme.**

Item 8 – Chief Executive's Operational Report

The Board noted the Chief Executive's Operational Report

Item 9 – Committees

The Board noted minutes of the following meetings:

- a) **Remuneration and Appointments Committee meeting on 18 September 2018**
- b) **Historic Estates Conservation Committee meeting on 5 July 2018**
Trustees noted that Lincoln Medieval Bishops' Palace was an excellent example of the type of conservation challenges EHT faces and how these can be tackled by the new approach to sustainable conservation.

c) **Blue Plaques Panel meeting on 3 October 2018**

Trustees were encouraged to attend Blue Plaque unveilings, details of which were included in the events list sent to them monthly.

Item 10 – Any other business

10.1 There was no other business.

Date of next meeting:

6 December 2018, 10-2 – 100 Wood Street, London EC2

Kathryn Lanning
Governance Officer
October 2018