



MEETING TITLE	Public Minutes of the 13 <sup>th</sup> English Heritage Trust Board Meeting
DATE	Thursday 7 December 2017 at 10am
LOCATION	100 Wood Street, London EC2
ATTENDEES	
Sir Tim Laurence – Chairman	Kate Mavor – Chief Executive
Alex Balfour – Trustee	Ian McCaig – Trustee
Vicky Barnsley – Trustee	Luke Purser – Development Director
Anna Eavis – Curatorial Director	Tracey Reed – Historic Properties Director
Charles Gurassa – Trustee	Sarah Staniforth – Trustee
Sukie Hemming – Trustee	Mark Stuart-Smith – Resources Director
Professor Ronald Hutton – Trustee	Luke Whitcomb – Marketing Director
Shirley Jackson – Commercial Director	Rob Woodside – Estates Director
Kate James-Weed – Trustee	Kathryn Lanning – Governance Officer (minutes)
Sir Laurie Magnus – Trustee	Kate Davies – Stonehenge General Manager (item 5)

## Item 1 – Apologies, Announcements and Declarations of Interest

- 1.1 Apologies for absence were noted. There were no new declarations of interest.
- 1.2 **The Chairman** advised that Trustees had earlier discussed several topics including:
- the appointment of two new Trustees who would bring very valuable and complementary skills to the Board and whose appointment would be considered by the Historic England Commission on 12 December;  
[Post-meeting note: Commissioners approved both appointments]
  - progress with Organisational Design;
  - a number of fundraising issues, including corporate partnerships and an issue of donor scrutiny;
  - the next Board visit. Trustees agreed they would visit Pendennis and Tintagel in June.
- 1.3 In addition **the Chairman** had outlined to Trustees a number of significant successes that had occurred since the last meeting:
- Agreement had been reached with HMRC regarding the VAT treatment of membership income

- The move to Wood Street had gone very well; staff based there and those visiting were very pleased with the new office space.
- A new ground-breaking partnership with the Google Cultural Institute had been launched and had received considerable media attention.
- Planning permission had been granted for the new bridge at Tintagel and a bid to have it 'called-in' by the Secretary of State had been refused.
- Filming income was well ahead of budget.
- £250k had been received from the Linbury Trust for a project at Corbridge and £1.3m from the HLF for a project at Walmer. Trustees noted the increasingly stiff competition for HLF grants and that the HLF would be awarding no grants greater than £5m from next year.

1.4 Trustees congratulated directors and their teams on these achievements.

## **Item 2 – Minutes of the last English Heritage Trust Board meeting: 19 October 2017**

2.1 **The minutes of the last meeting, held on 19 October 2017, 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.

## **Item 4a – Chief Executive's Strategic Report – Overview**

4.1 Trading income continued to be up on the previous year and it was expected that year-end trading profit would be well ahead of budget.

### **The Board noted:**

- a) **the Chief Executive's Strategic Overview;**
- b) **the Finance Report to the end of October 2017 and the full year forecast;**
- c) **the report on the top level Corporate Risk Register and agreed that the correct risks were being addressed and that mitigation actions were satisfactory; and**
- d) **the Health and Safety Report**

## **Item 5 – Solstice Strategy 2016-20: Update and future options**

5.1 In November 2016 Trustees had approved the Solstice Strategy for 2016-20 but had asked staff to explore ways of reducing the net costs of the Summer Solstice. The new Strategy had been very successful. It had reduced the number of attendees to a more manageable number, reduced incidents of anti-social behaviour and slightly reduced the net cost of running the event through car parking charges and small-scale retail and catering. It had also generated a great deal of positive PR and goodwill from a number of groups including those attending the solstice for spiritual reasons, local communities, the National Trust and the police.

**The Board:**

- a) **noted the success of the existing solstice strategy for 2016-20 and agreed that it should run its course;**
- b) **urged staff to explore non-intrusive ways to offset the cost of managing the solstice such as live streaming and additional small scale retail outlets; and**
- c) **noted plans to develop a wider events programme for Stonehenge and recommended that this should include the development of ecotourism opportunities.**

**Item 6 – Conservation Maintenance Programme Annual Report 2016-17**

6.1 Trustees considered an update on the progress of the Conservation Maintenance Programme. In the first two years of delivery, £16m of the £52m grant had been spent which, partly due to efficiencies in carrying out work, equated to a reduction of £19m worth of defects recorded in the Asset Management Plan. However, a review in 2017 of the extent of the deficit had shown that, despite this investment, the overall deficit had increased by £1m as a further £20m worth of new defects had been identified. This was due to a more stringent survey methodology than had previously been used and also to a legacy of under-investment in core maintenance (for example de-vegetation and exterior painting), which has now been addressed. The estimated value of the total defect liability now stood at £109.57m and the total value of Priority 0, 1 and 2 works stood at £60.47m. The situation underlined the importance of work currently underway to develop a new approach to sustainable conservation.

**The Board noted:**

- a) **progress in delivering the Conservation Maintenance Programme in 2015/6 and 2016/17; and**
- b) **forecast activity and expenditure to address the conservation deficit in 2018 and beyond.**

**Item 7 – Development Strategy**

7.1 Trustees were given a short update on progress with the Development Strategy which they had agreed in June 2016. The Strategy involved the development of lower-level fundraising to build a long-term pipeline of support at grass-roots level, but its success was dependent on securing high level donations, grants and partnerships. Trustees discussed how best to take the strategy forward.

**The Board congratulated the Development Team on the successes achieved to date in a difficult fundraising climate and:**

- a) **gave broad support to the approach outlined in the paper to develop the 2016 Fundraising Strategy;**
- b) **requested clearer financial fundraising data in future reports;**
- c) **asked staff to consider what format a Development Committee might take and who might chair it;**

- d) agreed there was a need to explore international fundraising opportunities;
- e) agreed there was a need for a better approach to the development of corporate partnerships;
- f) agreed that English Heritage needed a higher corporate profile in influential media; and
- g) hoped to see regular crowd funding campaigns (at least one, possibly two a year) on the back of the very successful campaign for Iron Bridge.

#### **Item 8 – Chief Executive’s Operational Report**

##### **The Board noted the Chief Executive’s Operational Report**

#### **Item 9 – Audit and Risk Committee minutes: 16 November 2017**

- 9.1 The Board noted the minutes of the Audit and Risk Committee meeting held on 16 November 2017.

#### **Item 10 – Historic Estates Committee meeting: 23 November 2017**

- 10.1 Minutes of this meeting had not yet been finalised but staff reported that, after a full and robust discussion, the committee had endorsed all ten recommendations for sustainable conservation and had asked to be kept up to speed with progress.

#### **Item 11 – Any other business**

- 11.1 There was no other business and the meeting finished at 2.15pm.

#### **Date of next meeting:**

Thursday 8 March 2018, 10am-2pm at 100 Wood Street, London EC2

Kathryn Lanning  
Governance Officer  
December 2017