



MEETING TITLE	Public Minutes of the 18 th English Heritage Trust Board Meeting
DATE	Thursday 7 March 2019
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 Luke Purser – Development Director Sarah Staniforth – Trustee James Twining – Deputy Chairman Mark Stuart-Smith – Chief Financial Officer Luke Whitcomb – Marketing Director Rob Woodside – Estates Director Kathryn Lanning – Governance Officer (minutes)

Item 1 – Reward Strategy

- 1.1 Prior to the main meeting, Trustees had discussed progress with the development of a new, fairer and more transparent Reward Strategy.

Item 2 – Remuneration and Appointments Committee Minutes: 13 February 2019

- 2.1 The Board noted these minutes.

Item 3 – Apologies, Announcements and Declarations of Interest

- 3.1 Apologies for absence were noted. There were no new declarations of interest.

Item 4 – Minutes of the last EHT Board meeting: 6 December 2018

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

Item 5 – Matters Arising and Action Tracker

5.1 The Board noted completed items on the Action Tracker and matters arising from the last meeting. Trustees noted that EHT continued to work with other organisations to try and find a sustainable future for Queen Street and Helmshore Mills in Lancashire.

Item 6 – Strategic Plan 2019 – 2023

6.1 Trustees discussed the new Strategic Plan for 2019-23, *Securing our Future*. Building on the previous Strategic Plan this takes a long term approach to developing a financially sustainable organisation beyond the end of the current Property Licence period.

Subject to some minor refinement, the Board welcomed and approved the Strategic Plan for 2019-23.

Item 7 – 2019/20 Budget

7.1 Trustees considered the annual budget for 2019/20, the first year of the new Strategic Plan.

The Board approved the Budget for 2019/20, but recommended tight control over expenditure in the first few months of the year.

Item 8 – Chief Executive’s Strategic Report

8.1 Despite the impact of severe weather at the start of the season, visitor numbers were recovering after the best January for 15 years and were expected to end the year only 1% behind budget. Significant savings in central costs and overheads, together with a favourable trading surplus variance meant that the end of year forecast was for net unrestricted income to be slightly ahead of budget. On behalf of the Board, **the Chairman** congratulated SMT for this notable achievement in what had been EHT’s most difficult year so far.

8.2 Trustees welcomed measures to promote diversity amongst blue plaque recipients and congratulated those involved. They noted that, whilst a lot had been done to promote diversity throughout the organisation, further work was being carried out to underpin the new Strategic Plan and this would include SMART targets against activities most likely to result in a shift over time to a more diverse workforce and volunteer community.

The Board noted:

- a) **the Chief Executive’s Strategic Overview**
- b) **the Finance Report to end of January 2019**
- c) **the Health and Safety Report.**

Item 9 – Appointment of Share Broker

The Board approved the appointment of a share broker to manage the receipt and subsequent sale of a gift of shares to EHT.

Item 10 – Capital Investment Programme

10.1 Trustees discussed the Capital Investment Programme.

The Board:

- a) **congratulated the Historic Properties Director and the team on the development of such a strong Capital Investment Programme (CIP);**
- b) **noted the projects being developed for launch in 2022/23;**
- c) **noted the changes to the CIP projects launching in 2019-23 since the most recent update provided at the Board's Discussion Day in September 2018;**
- d) **noted the resulting list of proposed CIP projects up to 2025 as outlined in the paper; and**
- e) **approved the *Belsay Awakes* project designed to halt the site's decline and turn it into a more family-friendly property.**

Item 11 – Conservation

11.1 Trustees discussed the Sustainable Conservation Strategy and Asset Management Plan for 2019-23. The document set out a ground-breaking new approach to enable EHT to prioritise, plan and deliver conservation and maintenance more effectively across the whole estate. Trustees also discussed a report on the conservation maintenance programme for 2019/20.

The Board:

- a) **congratulated staff on the development of a new approach to sustainable conservation;**
- b) **thanked the Historic England Historic Estates Conservation Committee for its help and support;**
- c) **approved the Sustainable Conservation and Asset Management Plan 2019/23; and**
- d) **noted the outline conservation maintenance programme for 2019/20.**

Item 12 – Committee minutes

The Board noted minutes of the following meetings:

- a) **Blue Plaques Panel meeting on 13 February 2019**
- b) **Audit and Risk Committee meeting on 14 February 2019**

Item 13 – Any other business

- 13.1 The Board welcomed the appointment of Susan Greaney, Senior Properties Historian, as one of ten New Generation Thinkers by BBC Radio 3, BBC Arts and the Arts and Humanities Research Council.
- 13.2 Trustees were pleased to note that the next Members' magazine would be issued in plastic free packaging.
- 13.3 There was no other business and the meeting finished at 2.10pm.

Next meeting

The next Board meeting would be held from **11am – 3pm** on Tuesday 18 June 2019 at 100 Wood Street

Kathryn Lanning
Governance Officer
March 2019