



MEETING TITLE	Public Minutes of the English Heritage Trust Board Meeting	
DATE	20 September 2023	
LOCATION	100 Wood Street, London EC2V 7AN	
PRESENT	Gerard Lemos - Chair Kay Boycott Liz Bromley Tony Cates Tanvi Gokhale Seb James	Peter Liney Sir Jonathan Marsden Dr. Chris Michaels Kunle Olulode (except items 1-3) Sarah Staniforth – Deputy Chair Sue Wilkinson
ATTENDING	Observer: Duncan Wilson – Chief Executive of Historic England (items 1-6 only)  Senior Management Team: Mark Stuart-Smith – interim Chief Executive Louise Dando – Marketing Director Anna Eavis – Curatorial Director Sue Fisher – Development Director	Kate Logan – Historic Properties Director Rob Woodside – Estates Director Nick Wright – Head of Financial Planning  Addison Devlin – Head of Finance- pre-meeting strategic sessions only Judeth Neville – Head of Governance (minutes)
APOLOGIES	Prof William Whyte	

## 1. Announcements and Declarations of Interest

1.1. There were no announcements and no new declarations of interest.

## 2. Strategic sessions preceding this meeting: summary (Chair)

The Chair summarised the strategic sessions preceding the meeting. ...

### **Strategic planning**

2.1. Trustees had approved in principle a revised “About Us” statement which would entail activities in addition to those which EH currently undertakes. ...

2.2. Mark Stuart-Smith outlined that the proposed new strategic objectives will focus on collections care, public engagement, creative programming, and education as well as our core site investment programme, technology investments and a digital strategy. More work is needed to develop and then validate the financial projections which will underpin the financial trajectory for the term of the new PLOA.

## 3. Interim CEO’s Strategic Overview (Mark Stuart-Smith)

3.1. In addition to the matters outlined in the paper, Mark Stuart-Smith noted the establishment of a Trustee and executive Innovation and Impact Working Group. The Group has agreed

a methodology and resource for generating and evaluating potential new opportunities which will in due course be included in the future plan and trajectory.

3.2. ...

3.3. Collections security: Mark highlighted the note circulated to Trustees on 1 September and confirmed that a full report will come to ARC in November.

3.4. Possible existence of reinforced autoclaved aerated concrete (RAAC) within the EH estate: a report is awaited from HE's structural engineers. If there is any RAAC in the estate, a report will come to ARC in November. [Post-meeting note: Rob Woodside has confirmed that no RAAC has been identified at our properties.]

3.5. Trustee feedback focussed on the heritage skills training programme, including the future feasibility of the creation of a direct labour force within the organisation, perhaps in partnership with others given the distributed nature of the EH estate.

3.6. **The Board NOTED the interim CEO's Strategic Overview.**

#### 4. Finance Report (Nick Wright)

4.1. Nick Wright highlighted key points in the paper, including in relation to visitor numbers, membership recruitment and retention and commercial income. He concluded that, subject to the end-August reforecast, we still forecast to achieve the budgeted net unrestricted income for the full year. The current restricted cash balance is higher than budgeted while the unrestricted cash balance is lower: we are investigating the reasons for this and undertaking an exercise to ensure the use of restricted funds is prioritised over unrestricted funds, in line with policy, to improve the year-end unrestricted cash position.

4.2. Trustee feedback focused on....

4.3. **The Board NOTED the Finance Report.**

#### 5. Site Investment Programme....

#### 6. Equality, Diversity and Inclusion (EDI) Update (Kate Logan)

6.1. Kate Logan noted that the paper outlines the strong business case for putting EDI at the heart of our organisation and reports on progress made since the EDI strategy was agreed in 2020. A prioritisation exercise is underway to give a clearer view of the areas in which it is felt investment will deliver the greatest benefits. The Chair requested that those priority areas should include: racial diversity within the workforce, visitor experience and neurodiversity.

6.2. ...

6.3. **The Board:**

6.3.1. **NOTED the progress made against delivery of the EDI Strategy, Delivery Plan and KPIs, and the areas for further improvement; and**

6.3.2. **AGREED that a further, much streamlined, progress report with a focus on outcomes should come to the October 2024 Board meeting.**

#### 7. Matters Agreed Since the June Board Meeting

The Board noted:

7.1. approval of the Sustainable Conservation Strategy circulated by email on 28 June;

7.2. the Health and Safety Annual Report 2022/23 circulated for information by email on 28 June;

7.3. approval of continuation of the CRM programme...; and

7.4. that a Board Resolution amending the authorised signatories under the Close Brothers bank mandate had been passed by email of 19 July.

**8. Any Other Business**

8.1. The Chair noted that this is the final Board meeting for Anna Eavis, Curatorial Director, and recorded on behalf of the Board appreciation for her service and commitment, noting that Anna has been an enormous asset to the organisation over many years. Mark Stuart-Smith outlined the significant contribution made by Anna and the numerous impressive achievements of the Curatorial Directorate under her leadership.

The meeting finished at 3:00pm.

**Consent Paper**

By consent, the Board APPROVED the draft Minutes of the June Board meeting.

**Information Papers**

- Strategic Plan 2022-2025.
- Board session re brand positioning 8 September: presentation and draft notes.

**Next meeting**

The next Board meeting would be held on 6 December 2023.

Signed as a complete and accurate record of the meeting

..... Chair, 6 December 2023

Minutes: Judeth Neville, 20 Sept 2023