



MEETING TITLE	APPROVED DRAFT/Protected Minutes of the English Heritage Trust Board Meeting	
DATE	Tuesday 6 December 2022	
LOCATION	100 Wood Street, London EC2V 7AN	
PRESENT	Sir Tim Laurence – Chairman Victoria Barnsley Liz Bromley Tanvi Gokhale (by Zoom) ¹ Charles Gurassa	Sir Laurie Magnus Ian McCaig Kunle Olulode Sarah Staniforth – Deputy Chair Sue Wilkinson
ATTENDING	Kate Mavor – Chief Executive Louise Dando – 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	Judeth Neville – Head of Governance (minutes) Gerard Lemos, Chair Designate Francis Runacres, Investment Director, Arts Council England observer
APOLOGIES	Kay Boycott	

1. **Apologies, Announcements and Declarations of Interest**

- 1.1. **The Chairman** welcomed Gerard Lemos to his first meeting. He congratulated Kunle Olulode on his recent appointment to the Equality and Human Rights Commission.
- 1.2. There were apologies for absence from Kay Boycott.
- 1.3. There were no new declarations of interest.
- 1.4. **The Chairman** noted that prior to the main meeting, the Trustees had approved a recommendation to the Historic England Commission to appoint two new trustees and had received an update on the ongoing recruitment of two further trustees.

2. **Minutes of the last Board meeting**

- 2.1. The minutes of the Board meeting held on 13 October 2022 were agreed and signed as a correct record.

3. **Matters Arising and Action Tracker**

- 3.1. **The Chairman** reviewed the status of the actions, including in particular:
 - 3.1.1. ...
- 3.2. **The Board NOTED the Matters Arising and Action Tracker.**
- 3.3. **ACTIONS: ...**

¹ Absent from item 4.2.2 to 5.5.4 inc.

4. Chief Executive’s Strategic Overview, including Development Update and Corporate Affairs Quarterly Planner

- 4.1. **Kate Mavor** presented highlights from the report, noting in particular that the strong October trading has been good for morale for staff who are weary at the end of a challenging year, particularly around staffing.
- 4.2. **Kate** highlighted cost pressures on the Dover Masterplan project as the pre-tender estimates are higher than anticipated; we will bring the project back to the Board for approval if the project cost is forecast to exceed £5m. Kate also noted that the CRM project is currently within budget although launch has been postponed to June 2023: one consequence of this is that we have been required to renew the support contract for CARE, the current CRM system.
- 4.3. **Trustee feedback**
 - 4.3.1. ...
- 4.4. **The Board NOTED the Overview, Development Update and Corporate Affairs Quarterly Planner.**

5. Chief Financial Officer’s Reports

CFO Report on Finance, Technology and Insurance ^{ARC2}

- 5.1. **Mark Stuart-Smith** made a presentation highlighting key aspects of the financial position.

...

Full year forecast

- 5.2. The 2023/24 budget guidance is in line with the strategic plan although revenue and the cost base are under pressure, alongside next year being our first with no revenue or capital funding from Government.
- 5.3. We anticipate a profit and loss deficit, which would be our second since we became an independent charity (the next is likely to be in 2022/23); however, we expect to end this year in a stronger position with higher cash balances than budget, which will provide a buffer as we head into 2023/24.

5.4. Trustee feedback

...

Corporate Risk Register (CRR) ^{ARC}

5.5. ...

5.6. **The Board NOTED the CFO’s Reports.**

5.7. **ACTION: ...**

6. Health and Safety

Year to Date Health and Safety Report ^{ARC}

- 6.1. **Rob Woodside** highlighted key aspects of the paper, in particular that incidents of anti-social behaviour and trespass remain an area of concern.
- 6.2. **Trustee feedback**
 - 6.2.1. In response to a query from **Kunle Olulode**, **Rob Woodside** confirmed that the increase in recorded trespass incidents is likely in part to be due to an increased level of reporting.
 - 6.2.2. ...
- 6.3. **The Board NOTED the YTD 2022/23 statistics and the actions taken to reduce operational risk.**

² In these Minutes, ^{ARC} denotes subject matter which was reviewed at the preceding meeting of the Board’s Audit and Risk Committee.

Revised Health and Safety Policy and Key Performance Indicators (KPIs) ^{ARC}

6.4. **Rob Woodside** noted that the proposed revisions arise from the Safety Board's three-yearly review of the Policy.

6.5. **Trustee feedback**

6.5.1. ...

6.6. **The Board APPROVED** the revised Policy and KPIs ...

7. Conservation Maintenance Programme (CMP) 2015-2023

7.1. **Rob Woodside** highlighted that by March 2023 we will have delivered a major programme to address conservation deficit and repair across the National Heritage Collection, funded through the £52m grant awarded when becoming a charity in 2015 plus a further £8.86m of external funding. We have delivered 343 projects across 236 properties, addressing the long-held repair backlog and emerging priority conservation works, and rendering 75% of all sites within the Collection into a sustainable condition. This includes, for example, Bristol Temple Church which will be opened to the public in 2023 for the first time in 20 years.

7.2. **Trustee feedback**

7.2.1. ...

7.3. **The Board RECORDED** its satisfaction at the achievements since 2015 and at the current process for managing and maintaining sites and **NOTED**:

- a) **How the £52m Conservation Maintenance Programme has been expended and the need for a clearer and more full explanation to HE and DCMS as to why the proportion of defects cleared is apparently less than might have been hoped;**
- b) **That the final value of defects removed and added since 2015 will be known in Spring 2023; and**
- c) **That management aim to present a revised Sustainable Conservation Strategy to the March 2023 Board meeting and that this will need to be clearly explained to HE, DCMS and the Treasury closer to March 2025. [Post-meeting note: we are bringing the Sustainable Conservation Strategy to the April Board Discussion Day instead of the March meeting.]**

8. Annual Reviews: member experience and behaviour, visitor experience, complaints report

8.1. **Louise Dando** made a presentation highlighting key aspects of the papers.

8.2. ...

8.3. **The Board:**

- a) **NOTED** the member, visitor and complaints reports; and
- b) **Advised** management further to consider what the shape of the membership, and balance between different categories of visitor and member, should be in say five years' time.

9. Governance revisions in relation to insurance and the Investment Committee ^{ARC}

9.1. Trustees confirmed they had no concerns in relation to the proposed revisions.

9.2. **The Board APPROVED** the proposed revisions to the Board Scheme of Delegations, ARC terms of reference and Senior Management Team Levels of Authority.

10. Any other business

- 10.1. The Board confirmed they had no matters to raise in relation to the information papers.
- 10.2. ...
- 10.3. **The Chairman** expressed thanks on behalf of the Board to Ian McCaig and Charles Gurassa, who will step down as Trustees at the end of this calendar year. The Board noted that this was also the Chairman’s final Board meeting and that there would be a separate opportunity to thank Sir Tim for his contribution.

The meeting finished at 1pm.

Information Papers

- Committee Minutes:
 - Blue Plaques Panel 5 October (Director-approved)
 - ARC 3 November (Chair-approved)
- Locally managed sites annual report
- Chief Executive’s Quarterly Operational Report

Next meeting

The next Board meeting would be held on 15 March 2023.

Signed as a complete and accurate record of the meeting

..... Chair, 15 March 2023

Minutes: Judeth Neville, 11 December 2022