



Meeting Minutes

MEETING TITLE	Public Minutes of the English Heritage Trust Board Meeting	
DATE	10 October 2024	
LOCATION	100 Wood Street, London EC2V 7AN	
PRESENT	Gerard Lemos - Chair Kay Boycott Tony Cates Tanvi Gokhale Seb James	Peter Liney Sir Jonathan Marsden Dr Chris Michaels – Deputy Chair Kunle Olulode Prof. William Whyte Sue Wilkinson
ATTENDING	Senior Leadership Team: Nick Merriman – Chief Executive Louise Dando – Marketing Director Addison Devlin – Head of Finance Kate Logan – Historic Properties Director Matt Thompson – interim Curatorial Director Rob Woodside – Estates Director Nick Wright - CFO	Kirsty McCarrison – Senior Youth Engagement Manager (item 6 only) Judeth Neville – Head of Governance (minutes) Observer: Duncan Wilson – Chief Executive of Historic England (items 1 to 4 and part of item 5)
APOLOGIES	Sue Fisher – Development Director Tonya Nelson – Arts Council England observer	

^{ARC} in the Minutes denotes an item which has previously been scrutinised by the Audit and Risk Committee.

The meeting was preceded by a private session for the Board and Chief Executive only.

1. Announcements and Declarations of Interest

- 1.1. The Chair noted that Trustee Liz Bromley had resigned from the Board in September and recorded thanks to her on behalf of EH and the Board. He congratulated Nick Wright on his appointment as CFO.
- 1.2. There were no new declarations of interest.

2. Chief Executive's Quarterly Strategic Report (Nick Merriman. CEO)

- 2.1. The report highlighted issues of strategic importance, and major operational matters, arising over the past quarter. These included the completion of a new Shared Services Agreement with Historic England (HE). Key achievements included the completion and launch of the Dover Castle interpretation and play project. We continue to undertake numerous conservation projects despite current financial constraints and have made good progress on our sustainability work.

- 2.2. The London Blue Plaques Scheme is operating well alongside HE's national scheme

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- 2.3. The Board noted that Witley Court, Worcs recently closed due to advice from the Reservoir Panel Engineers

Trustee Feedback

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- 2.4. **The Board NOTED the report.**

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3. CFO Report (Nick Wright, CFO)

- 3.1. The paper summarised the year-to-date financial performance and the full year forecast, of which the Board had been notified by email on 26 September. It has been an extremely challenging year so far due to poor weather, a slowdown in the recovery of inbound tourism, an increase in outbound tourism in the summer and the increase in the cost of living.

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Trustee Feedback

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- 3.2. The Board **CONFIRMED** its full support for SLT ... to deal with the financial challenges and **NOTED:**
- the August financial results
 - the full year forecast.

4. Development Annual Report (Nick Merriman, CEO)

- 4.1. The paper updated the Board on progress of the financial growth and business plans set out in the Development Strategy approved by the Board in 2022.

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Trustee Feedback

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- 4.2. **The Board NOTED progress against the Development Strategy.**

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6. Youth Engagement Programme (Matt Thompson, Dr Kirsty McCarrison)

- 6.1. The paper outlined the work of the Youth Engagement team against the objectives of the Youth Engagement Plan 2023/24 to 2027/28 and the extensive programme of work known as *Shout Out Loud*. Kirsty noted the governance roles created for young people enabled stronger decision-making as well as contributing to future proofing the organisation and demonstrating a progressive role within the sector.

Trustee Feedback

- 6.2. Trustees queried how the Youth Engagement outcomes could be scaled up to reach greater numbers and create larger impact. Kirsty referenced the importance of meaningful, mutually beneficial partnerships, for example with national youth organisations. Also, the importance of using the expertise of our site teams.
- 6.3. Our work with young people has given key insights into future customers: in particular, young people are less concerned with local loyalty and more concerned with the need to see action on social issues such as climate change.
- 6.4. Recommendation to identify, using data from the internet, which parts of the EH offer are most likely to interest young people.
- 6.5. **The Board**
- 6.5.1. **NOTED** that this programme exemplifies our drive to increase the diversity of our storytelling, through which young people can find relevance, resonance and representation.
- 6.5.2. **NOTED** the contribution of young people to governance within the organisation, including to the Acquisitions, Disposals and Loans Committee, London Blue Plaques Panel and EDI Steering Committee.
- 6.5.3. **NOTED** that partnership development is core to Youth Engagement activity.

7. Matters Agreed Since the June Board Meeting

- 7.1. Board approval was given by email exchange on 27 September for entry into the new Shared Service Agreement with HE.
- 7.2. Nominations Committee by email exchange on 3 October approved Chris Michaels as a member of Remuneration Committee, in place of Liz Bromley.

8. Any Other Business

There was no other business.

The meeting finished at 5:00pm.

Consent Papers

By consent, the Board **APPROVED**:

- The draft Minutes of the June Board meeting and notes of second private session

Information Papers

- Action tracker
- Monthly Performance Report (August)
- Development Strategy (approved by Board 2022)
- ARC Minutes June 2024 (draft)
- 2025 Board and Committee dates

Next meeting

The next scheduled Board meeting is on 4 December.

Minutes: Judeth Neville, 10 October 2024