



MEETING TITLE	Public Minutes of the 10 th English Heritage Trust Board Meeting
DATE	Thursday 9 March 2017 at 10am
LOCATION	Kenilworth and Stokesay meeting room, Waterhouse Square, London EC1
ATTENDEES	
Sir Tim Laurence – Chairman	
Alex Balfour – Trustee	
Vicky Barnsley – Trustee	
Anna Eavis – Curatorial Director	
Charles Gurassa – Trustee	
Sukie Hemming – Trustee	
Professor Ronald Hutton – Trustee	
Shirley Jackson – Commercial Director	
Kate James-Weed – Trustee	
Linda Kilroy – Estates Director	
Kathryn Lanning – Governance Officer	
Sir Laurie Magnus – Trustee	
Kate Mavor – Chief Executive	
Ian McCaig – Trustee	
Luke Purser – Development Director	
Malcolm Reading – Trustee	
Tracey Reed – Historic Properties Director	
Sarah Staniforth – Trustee	
Mark Stuart-Smith – Resources Director	
James Twining – Trustee	
Luke Whitcomb – Marketing Director	

Item 1 – Apologies, Announcements and Declarations of Interest

- 1.1 There were no apologies for absence, announcements or new declarations of interest.

Item 2 – Minutes of the last English Heritage Trust Board meeting: 8 November 2016

- 2.1 **The minutes of the last meeting, held on 8 November 2016, were agreed as a correct record, to be signed by the Chairman.**

Item 3 – Matters Arising and Action Points Table

- 3.1 The Board noted completed items on the Action Points Table.

Item 4 – Chief Executive’s Strategic Report – Overview

- 4.1 Trustees noted that, thanks to the immense efforts of staff, visitor numbers were currently better than budget and this was expected this to be the case at the year end. Year to date income was also ahead of budget with commercial and filming income performing particularly well. Increased activity during the third quarter was proving successful and

would be replicated in future years. The events programme had also been extended throughout the year and reflected regional variations in school holidays.

The Board noted:

- a) **the Chief Executive's Strategic Overview;**
- b) **the Finance Report for April 2016 – January 2017;**
- c) **the Corporate Risk Register; and**
- d) **the Safety and Risk Interim Report April 2016 – January 2017.**

Item 5a – Annual Budget 2017/18

- 5.1 The Annual Budget for 2017/18 was challenging but realistic. The Senior Management Team was confident it could be delivered and had identified a number of actions which could be taken to mitigate any change in circumstances.

The Board approved the budget for 2017/18.

Item 5b – Capital Investment Programme – Year 5 (2020-21 Launch)

- 5.2 Trustees discussed a report seeking approval for the EH Capital Investment Programme and outlining some changes to the programme for 2016/17 – 2018/19.

The Board:

- a) **approved the capital investment programme 2019/20 as outlined in the report;**
- b) **noted the changes to the programme since the update provided to the Board in February 2016;**
- c) **welcomed the proposal to commission a masterplan for any site prior to a proposed major investment there, in order to prevent visitor growth at properties outstripping infrastructure capacity; and**
- d) **noted amendments to the scoring system for prioritising capital investment projects.**

Item 6 – Lancashire Textile Mills – not for publication

Item 7 – Implications of the ICO ruling on development

- 7.1 Trustees discussed the implications of the recent Information Commissioner's Office (ICO) ruling which identified wealth-screening and a number of other activities as being in breach

of the Data Protection Act. There was still lack of clarity from the ICO over the extent to which information in the public domain could be used. The General Data Protection Regulations were due to come into force in 2018, and would require charities to invite supporters to opt in to receive further communications rather than ask them to opt out. English Heritage would be fully compliant with this before then.

The Board noted the development activity planned to mitigate the impact of the recent ICO ruling on fundraising activities

Item 8 – September 2016 Discussion Day – update on progress

- 8.1 Trustees had asked the Senior Management Team to explore which of the revenue-generating activities suggested in September would best contribute to EHT's top line. A number of suggestions had already been folded into the budget for next year, with priority being given to those offering the best return on investment. Other suggestions were under review.

The Board noted the report and progress to date.

Item 9 – Timetable for DCMS Review of the New Model

- 9.1 Trustees noted that the forthcoming review of the New Model was very much a review of both English Heritage and Historic England and the two organisations would work together to prepare for it.

The Board noted the possible timetable for carrying out the New Model review.

Item 10 – Education Strategy

- 10.1 Trustees were given a presentation on English Heritage's education strategy, the aim of which was to inspire young people of diverse backgrounds to enjoy, understand, value and care about our historic properties. English Heritage wanted to encourage teachers to become more confident about visiting the properties with students and would respond to the increasing demand for expert-led activities and learning resources. Education would also be embedded in the organisation's future strategic thinking, for example via the capital investment programme, fundraising opportunities and strategic partnerships.

The Board noted and welcomed the scope and direction of the Education Strategy.

Item 11 – Chief Executive's Operational Report

The Board noted the Chief Executive's Operational Report.

Item 12 – Committees

The Board:

a) **noted the minutes of the following Committee meetings:**

- **Remuneration and Appointments Committee: 30 November 2016**
- **Remuneration and Appointments Committee: 7 February 2017**
- **Blue Plaques Panel: 8 February 2017**
- **Audit and Risk Committee: 9 February 2017**
- **Historic England's Historic Estate Conservation Committee: 9 February 2017**

b) **approved the proposed changes to the Remuneration and Appointments Committee Terms of Reference.**

Item 13 – Any other business

13.1 There was no other business and the meeting finished at 2pm.

Date of next meeting: Thursday 15 June 2017, start time and venue to be confirmed.