

Meeting Minutes

MEETING TITLE	Minutes of the English Heritage Trust Board Meeting APPROVED	
DATE	3 rd December 2025	
LOCATION	100 Wood Street, London, EC2V 7AN	
PRESENT	Dr Chris Michaels – Acting Chair Kay Boycott (items 1 - 11) Tony Cates Paul Farmer CBE	Sebastian James Peter Liney Kunle Olulode MBE Sue Wilkinson OBE
ATTENDING	<p>Senior Leadership Team:</p> <p>Geoff Parkin, interim CEO Ruth Blazye: Income, Growth & Marketing Director Addison Devlin, Head of Finance Andrea Haug – People & Culture Director Kate Logan – Operations, Experience & Engagement Director Dr Matt Thompson –Conservation, Curatorial & Learning Director Nick Wright – CFO</p> <p>Other Helena Myska, Head of Legal (items 2 & 3)</p> <p>Andrea Selley, Operations Director, North (item 10) – by Teams</p> <p>Sarah O’Grady – interim Head of Governance (minutes)</p>	<p>External:</p> <p>Jo Coleman, Womble Bond Dickinson (items 2 & 3) Andrew Wiseman, General Counsel, Historic England (items 2 & 3)</p> <p>Peter Blausten, external member of the Remuneration Committee (item 12)</p> <p>Observer: Claudia Kenyatta, Co-CEO of Historic England (from item 3)</p>
APOLOGIES	<p>Trustees: Tanvi Gokhale The Revd Canon Professor William Whyte</p> <p>Observers: Lloyd Fleming, Arts Council England observer Neil Mendoza: Chair of Historic England</p>	

Note:

- (ARC) in the Minutes denotes an item which has previously been scrutinised by the Audit

1. Announcements, apologies and declarations of Interest

1.1 The Chair welcomed everyone to the meeting and in particular, new Trustee, Paul Farmer. The Chair noted that this would be the last Board meeting attended by Kay Boycott and Kunle Olulode as their terms as Trustee were ending, and Nick Wright, who was leaving to join another organisation. On behalf of English Heritage the Chair thanked them for their service to English Heritage and wished them well.

1.2 Apologies were as noted above. There were no new declarations of interest.

2 Trustee role and responsibilities

Jo Coleman led a session on the core responsibilities of Trustees and company directors, current issues and updates including the revised Charity Governance Code. Following discussion, the Chair thanked her for her presentation. Similar annual briefings would be included in the Board meetings planner.....

3 Role of and relationship with Historic England

Andrew Wiseman gave a briefing on the role of and relationship with Historic England ('HE'). After discussion, the Chair thanked him for attending the meeting and his briefing.....

4 Chair's update

The Chair gave a verbal update on key matters since the last meeting, including the attendance by some Trustees at the recent Leadership Forum and Trustee recruitment. On behalf of the Board he thanked the Executive for their work, including the Papers for the Meeting.

5 Trustee Handbook

GLP reported that the Handbook was being updated. The current version was in the Information Papers.

The Board **NOTED** the Trustee Handbook

6 Governance Plan

The Report was taken as read. GLP gave an update as to progress in implementing the Governance Plan.

The Board **NOTED** the update.

7 CEO update and Departmental updates

The Quarterly Strategic and Operational Report was taken as read.

GLP highlighted key points including progress on the 10-point Near Term Plan setting out EHT's priorities, the Governance Plan and his appearance before the Select Committee.

The Departmental Directors gave key updates in their areas of responsibility.

Income, Growth and Marketing

RB reported that work was progressing regarding EHT's brand, including a session at the Leaders' Forum, and thanked Trustees for their input.

RB reported that work was also progressing in developing the Income, Growth and Membership Strategy, which would be brought to a later Board meeting. Initiatives were being taken to drive an

increase in membership and visitors eg on Doctor Who Day, the Tardis 'landed' at Stonehenge. The new CRM was being used to support the work.

Conservation, Curatorial & Learning

MT reported that work to establish a system of prioritisation to inform capital expenditure was progressing. This would take into account factors such as the significance of the properties and their amenity value. This also related to the development of KPIs under the PLOA with Historic England.

Operations, Experience & Engagement

KL reported that the new structure for Regional Governance was working well and that the priorities were aligned with the Strategic Priorities. She had given a presentation at the Visitor Attractions Conference in October. There was support for EHT and a lot of interest in partnerships.

People and Culture

AH reported that the passage of the Employment Rights Bill was being monitored and the implications of Martyn's Law were being looked at. A report on the top-level findings from the Employee Survey was on the meeting agenda.

A recruitment process for the Head of Technology was underway.

The Board asked that technology and cyber matters were included more often on Board agendas.

The Board **NOTED** the Reports.

8 CFO Report (ARC): Nick Wright, Chief Financial Officer

The Paper, which included the financial performance report to October 2025 and the current 2025-26 forecast, was taken as read. NW highlighted key points. The financial climate within which EHT operates continued to be very challenging..... Work continued to identify efficiencies and improve ways of working which would bring benefits. Planned mitigations were in place to address the otherwise forecasted deficit and to achieve a break-even position by the end of the financial year.

The Board **NOTED** the Report.

9 First draft of the Budget 2026 – 27 (ARC): Addison Devlin, Head of Finance

The Paper and draft Budget presentation were taken as read. AD highlighted key points. The draft Budget had been considered by the Audit & Risk Committee and its comments taken into account. Following the Board's comments and further work by the Executive, the draft Budget would be considered by the Audit Committee in February and the Board in March. The draft was based on assumptions including regarding visitor numbers and membership acquisition and retention. Currently there is a gap in funding taking into account matters such as the Capital Investment Programme and the repayment of the CRF Loan. Opportunities are being identified for increasing income and/or delivery through partnerships, as well as mitigations.

10 Berwick Barracks: Living Barracks East Block Project G2b approval request (ARC):

Kate Logan, Operations, Experience & Engagement Director & Andrea Selley, Operations Director, North

The Paper was taken as read. KL and AS gave a presentation including photos of the Barracks, the Programme's Vision and the current position regarding funding.

After discussion the Board **APPROVED** the G2b funding.

11 Employee Survey: top-level findings and emerging response: Andrea Haug, People & Culture Director

The Paper was taken as read. AH gave a presentation highlighting key aspects of the Survey, the questions, response and emerging themes. It was noted that the Survey was undertaken in the year that the Reshaping Programme has taken place. Almost all the scores were lower than the last Survey undertaken in 2023. The emerging themes for priority action were leadership & strategic direction, communication and learning & development as well as reward.

After questions and discussion, the Board **NOTED** the Report.

12 CRM Benefits Realisation: Ruth Blazye, Income, Growth & Marketing Director

The Paper was taken as read. RB highlighted key points, including that the data from the CRM is key to informing IGM's work. She updated the Board on some of the work taking place including more targeted communications to visitors who booked on-line and to increase Gift Aid declarations.

The Board encouraged a focus on income-raising in the coming year.

The Board **NOTED** the Report.

13 Any other business

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Peter Blausten, out-going member of the Remuneration Committee joined the meeting. On behalf of EHT, Peter Liney, Chair of the Remuneration Committee, thanked Peter Blausten for the many years of service he had given.

14 Consent Papers

The Board **AGREED** the following matters by consent:

14.1 Health & Safety Policy

14.2 Approval of Geoff Parkin as a signatory to the Rathbones Investment Account

14.3 Approval of Addison Devlin as an administrator to the EHT's Charity Commission Account

14.4 Minutes of the Meeting 15th October 2025

15 Information Papers

The Board **NOTED** the following Information Papers:

15.1 Productivity Programme Board update

15.2 Performance Report P6

15.3 Committee Meeting Minutes:

- Nominations Committee 17_09_25

o ARC 01_10_25

- 15.4 Chair's Approval Procedure: appointment of Sarah O'Grady as an administrator to the Charity Commission's account
- 15.5 Trustee Handbook
- 15.6 Charity Governance Code 2025
- 15.7 Action Tracker

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