English Heritage Meeting Minutes

MEETING TITLE	English Heritage Trust Board meeting
DATE	18 June 2026
LOCATION	100 Wood Street, London and Microsoft Teams
ATTENDEES	**Trustees** Tony Hales CBE, Chair Tony Cates Paul Farmer, CBE Dale Haddon The Hon Sebastian James Peter Liney Sir Jonathan Marsden Dr Chris Michaels Beverley Tew, CMG (Items 1 to 6) *[Via Teams]* Rev. Canon Professor William Whyte (Items 1 to 9) Sue Wilkinson, OBE **Executive Team** Geoff Parkin, Interim Chief Executive Addison Devlin, Chief Financial Officer Kate Logan, Operations, Experience & Engagement Director Dr Matt Thompson, Conservation, Curatorial & Learning Director **Other** Mike Beech, Head of CEO Office and Governance (Minutes) **Observers** Claudia Kenyatta, co-CEO of Historic England Lloyd Fleming, Arts Council England
APOLOGIES	Tanvi Gokhale, Trustee Andrea Haug, People & Culture Director Ruth Blazye, Income, Growth & Marketing Director

Item 1: "Show and Tell" – Presentation from the National Heritage Collection (Presented by Kevin Booth)

1.1 Kevin Booth, Head Curator of Collections, presented the Board with an artefact from the National Heritage Collection. Kevin shared the story behind the artefact, including its origin, conservation, and ongoing research.

1.2 The Chair and Board thanked Kevin for his presentation, noting the importance of remembering the real-world impact of English Heritage's work.

Item 2: Introduction, apologies, declarations of interests, and review of minutes (Presented by Tony Hales)

2.1 The Chair welcomed everyone to the meeting. Apologies were noted as above, with the Chair noting that this would have been the last Board meeting attended by Tanvi Gokhale as her term as Trustee is ending, and Andrea Haug, who was leaving to join another organisation.

2.2 The Chair congratulated Addison Devlin on his appointment as Chief Financial Officer on a permanent basis. The Chair welcomed Mike Beech as the new Head of CEO Office and Governance.

2.3 The Chair shared some reflections, following four months in post, including the financial context facing the organisation, the sense of optimism across the organisation, and the importance of building stability through recent permanent appointments and progress with CEO recruitment.

2.4 The Board **approved** the minutes as an accurate record of the previous meeting.

2.5 There were no new declarations of interest.

2.6 The Board noted that the matters arising will be progressed following the meeting, with the new Head of Governance to implement revised action tracker for all EHT Boards and Committees.

ACTION: Head of Governance to share revised action tracker for EHT Board.

Item 3: CEO's report (Presented by Geoff Parkin)

3.1 The paper was taken as read.

Overview

3.2 GP updated the Board on ongoing discussions with key stakeholders and funding partners, with a view to strengthening English Heritage's long-term financial sustainability and addressing pressing conservation need across the National Heritage Collection. The Board noted progress and strengthened relationships with strategic partners, whilst also recognising the role of local partnerships in meeting these objectives by unlocking volunteer capacity and philanthropic investment.

3.3 GP noted that the governance plan shared with DCMS in late 2025 is largely complete and updated the Board on progress with the organisation's wider change programme.

3.4 GP confirmed that agreement had been reached with the recognised unions to implement the pay review approved by the Board in March, noting that the pay spine simplification was not considered at this stage due to its complexity.

Directorate Headlines – IGM, OEE and CCL

3.5 GP noted underperformance in April, with reflection that this has been seen across the sector. The Board queried whether our performance considers the weather. Management confirmed it does, whilst also noting positive performance over May half term as often peak weather would see footfall reduced (e.g. to the beach).

3.6 GP noted the launch of the Omaze partnership, securing at least £4.5m for Stonehenge Redevelopment. The Board welcomed this partnership and commended those involved.

3.7 KL provided an update ahead of the Summer Solstice at Stonehenge, including the command structure and emergency procedures. The Board welcomed the update.

3.8 The paper regarding Walmer Castle was taken as read, with KL providing an overview of the ask of the Board. It was **agreed** that the paper would be approved by consent.

3.9 The Board also **agreed** to fund EHT's contribution this year to progress to the next phase of the Housesteads Roman Fort project.

3.10 In considering this spend, the Board discussed whether a timeframe should be set for meeting our reserves target. The Board concluded this should be considered in the future, however for now the flexibility allows us to continue to operate and take the necessary commercial/tactical opportunities and pressing conservation needs.

3.11 Management provided an update on the Electronic Point of Sale (EPoS) programme, including consideration of future delivery options. The Board noted the update and discussed the importance of ensuring an appropriate path forward for the programme.

Item 4: CFO's report (Presented by Addison Devlin)

4.1 The paper and appendices were taken as read.

4.2 AD provided an update on year-end performance, noting that whilst 25/26 outturn was ahead of P9 forecast, challenges remained for 26/27 with underperformance in April.

4.3 The Board received an update on membership performance and discussed priorities to support sustainable membership growth and retention.

Item 5: Annual Report & Accounts and Financial Statements, including Going Concern Statement (Presented by Addison Devlin)

5.1 The paper and appendices were taken as read. AD noted that the Annual Report & Accounts at been considered at the Audit & Risk Committee meeting on 10 June. AD and TC noted that the NAO have raised no material concerns however, given that the audit has not concluded, the Committee was unable to recommend final approval of the accounts at this stage.

5.2 AD noted that, after accounting for known obligations such as the Culture Recovery Fund loan, a cash surplus remained from the 2025/26 better than P9 forecast performance, with approval being sought to reinvest this in priority items.

5.3 The ARC Chair noted that ARC was satisfied that the organisation remained Going Concern for at least the next 18 months (i.e. to the end of 2027/28), whilst recognising the challenging environment and related risks for the next financial year.

5.4 The Board requested further information to support its ongoing oversight of the organisation's financial position, including key triggers and potential mitigations to generate income or reduce expenditure. The Board also discussed recent performance and the relationship with Historic England in this context.

ACTION: Management to consider how best to provide the Board with greater visibility of key financial indicators, triggers and potential mitigations.

5.5 Therefore, the Board:

5.5.1 **Agreed** to the spending approach agreed by ARC to reinvest the cash surplus in priority items. The Board also **noted** that this approach was contrary to the reserves policy to hold minimum unrestricted cash and readily realisable assets equal to eight weeks of unrestricted SOFA expenditure.

5.5.2 **Noted** the impairment review and **approved** the going concern statement, subject to review by the NAO ahead of finalising the 2025/26 annual report and accounts

5.5.3 **Approved** the Annual Report and Accounts for 2025/26, subject to the ARC being comfortable that the audit has been satisfactorily completed, and the English Heritage Trading Limited Directors' Report and Financial Statements for the year ended 31 March 2026 being approved by that company's Board pending completion of the audit.

5.5.4 **Agreed** that if ARC had any concerns once the audit was completed, this would be presented to the Board for consideration before signature is provided.

Item 6: Update from Board Committees (Presented by Tony Hales, Tony Cates, and Peter Liney)

6.1 **Nominations Committee (NomCo)**

6.1.1 The Chair noted that NomCo last met on 5 May, where the Committee agreed changes to committee membership to reflect our new Board members and ensure breadth of coverage.

6.1.2 The Chair noted that interviews are underway for the Conservation Trustee; and that we are advertising for a Digital Marketing and Technology Trustee.

6.2 **Remuneration Committee (RemCo)**

6.2.1 PL noted that RemCo had not met since the last Board meeting, with the next meeting scheduled for 2 July. The agenda will consider a review of our new pension provider twelve months in, amongst wider people strategy discussions.

6.3 **Audit & Risk Committee (ARC)**

6.3.1 TC noted that ARC met on 10 June and provided updates on items not discussed within earlier items.

6.3.2 TC noted that a risk management update was discussed at ARC; seeking to refresh EHT's approach to risk management, which would be considered by the Board in due course.

6.3.3 TC also noted that the Board discussed the insurance policy, for which Board approval is sought by consent.

Item 7: Board Effectiveness Review (Presented by Tony Hales)

7.1 The Chair noted that EHT should undertake a Board effectiveness review to understand the effectiveness of current governance arrangements and identify areas for improvement.

7.2 The Chair noted the intention to commence the review in September 2026, to report in late 2026/early 2027.

7.3 The Board **agreed** to appoint the nominated external supplier to undertake the review to the proposed timelines.

7.4 CK noted Historic England's support of the proposed approach and timeline.

Item 8: Any other business (Presented by Tony Hales)

8.1 There was only one item of further business:

8.1.1 GP updated the Board on work required to ensure compliance with holiday pay requirements. The Board **approved** the proposed funding and **agreed** the associated next steps.

Item 9: "Show and Tell" – Presentation from the National Heritage Collection (Presented by Kevin Booth)

9.1 Kevin Booth returned to present the Board with a second artefact from the Collection. The Chair and Board thanked Kevin for his presentation.

Item 10: Closed session with Trustees (Led by Tony Hales)

10.1 A Trustees-only discussion took place.

Consent papers

By consent, the Board **approved** the following papers:

Item 11: Insurance Proposals 26-27 (following ARC approval)

Item 12: HSBC Bank Mandate changes

Item 13: Changes to the Appointments Policy and Nominations Committee Terms of Reference

Item 14: Walmer Castle Roof Repairs: Post tender update

Information papers

The Board **noted** the following information papers:

Item 15: Annual Health, Safety, and Security Report and Policy

Item 16: Audit & Risk Committee's annual report to the Board

Item 17: Annual Data Protection Report

Item 18: Use of the Chair's Approval Procedure to appoint Mike Beech as Administrator to the Charity Commission Account

Item 19: Approved Committee Minutes: ARC 25th November 2025 and 12 February 2026

END OF MINUTES