

EDINBURGH WORLD HERITAGE TRUST

(Incorporated in Scotland and limited by guarantee, Registered Number: SC195077 Scottish Charity No. SC037183)

MINUTES of the MEETING of the BOARD of DIRECTORS of EDINBURGH WORLD HERITAGE TRUST held at 61 Dublin Street, Edinburgh EH3 6NL on Monday 2nd December 2019 at 4.00pm.

PRESENT:	<u>Trustees</u> James Garden Cllr Maureen Child Jeremy Chittleburgh Cllr Neil Gardiner Paul Jardine Julia Miller Dorothy Wright	<i>Chairman</i> <i>Vice-Chairman</i>
IN ATTENDANCE:	<u>EWH staff</u> Adam Wilkinson Kay Marwick Nicholas Hotham Gordon Drummond	<i>Director</i> <i>Operations Manager</i> <i>Head of External Relations (item 5 & 6)</i> <i>Old Town Projects (item 5)</i>
APOLOGIES:	Mark Hopton Chris Watkins David Williamson Jenny Bruce	 <i>City of Edinburgh Council</i>

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Chairman's introduction

1. The Chairman welcomed everyone to the meeting and in particular Gordon Drummond, Board member of Old Town Projects.
2. The Chairman recognised the enormous contribution made to the organisation by Harold Mills, Chairman of Edinburgh World Heritage between 1999 and 2006, who passed away on 19th November. The Board's thoughts were with his wife, Marion and family.
3. Declaration of interests:
 - Standing declaration of interest: James Garden, Gordon Drummond (Old Town Projects Ltd)
 - Cllr Maureen Child, Cllr Neil Gardiner (CEC)
 - Paul Jardine (Edinburgh Architecture Centre)

Minutes of Board meeting 16th September 2019 (*circulated*)

4. The minutes were approved and signed by the Chairman. The minutes were also approved for the website, reserving paras 12-16 as confidential, under EWH's agreed definition of "confidential business".

Progress report on matters arising from Board minutes (*circulated*)

5. The report on matters arising was noted and reported elsewhere on the agenda with the exception of the following:
6. The Board thanked the team and Rosalee Ross in particular for the success of the fundraising gala dinner on 23rd November. A surplus of around £35,000 was expected, which was significantly above the target of £25,000.

Summary of funding position (*circulated*)

7. The summary of funding report was noted. The budget for 2020-21 would be discussed in detail at the next Finance & GP Committee meeting on 20th January 2020.

Finance report (*circulated*)Management accounts at 31/10/19

8. The finance report was noted. The positive position continued.

Finance & GP minutes for 11/11/19 (*circulated*)

9. The minutes were noted.

Report from the Tron Working Group

10. The Director, Head of External Relations and Operations Manager gave a presentation on the report from the Tron Working Group.
11. The remit for the Tron Working Group had been to:
 1. Develop a vision and strategy for the long-term sustainable use of the Tron within the boundaries of the strategies approved by the Edinburgh World Heritage Board.
 2. To achieve broad alignment with key stakeholders across the City, within the Scottish Government, and with national heritage organisations, for the proposed use, and to recruit a wide range of potential partners.
 3. To develop a financial strategy and outline business plan for the sustainable use.
12. The report demonstrated how the project would meet the wider mission of the charity through the vision, mission, objectives and strategies. The overall concept was set out, along with the business model, based on lessons learned from the short-term project, and the building proposal, with an extension into Hunter Square. The reasons for recommending the project for approval were explained, including how stakeholders

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and key partners had been engaged. The report acknowledged the change required within EWH, as well as the risk schedule.

13. There was an extended discussion on the report. The views of every Board member were expressed.
14. The quality of the report was commended. The Tron Working Group was an exemplar in how to bring together the Executive, Board and stakeholders.
15. Overall, with one exception, the Board were supportive of the project. The work carried out by the Tron Working Group had provided reassurance on a number of areas, notably finance, Hunter Square, stakeholder engagement and others.
16. A number of challenges remained:
 - It was critical to provide more detail on the next steps and to address those quickly – a Board away day in late January would provide the opportunity to discuss this a length. A date for the away day would be confirmed shortly. JG/ KM
 - To ensure that the Tron does not distract from other critical EWH activities to be delivered.
 - To continue to engage with key stakeholders and work with key partners to obtain the necessary commitment at the relevant stages, as well as addressing any objections. It was noted that a number of meetings with stakeholders were taking place this week.
 - To understand, and not underestimate, the internal culture change and agility required to deliver this project.
17. Cllr Gardiner recorded his dissent against supporting the project on the basis that it needed more political buy-in from the SNP group within the Council. In addition, the potential opportunity of combining with the Edinburgh Architecture Centre should be explored in more detail as an alternative way of delivering the project before any decision was made. However, it was noted that the Centre would be one of the partners with whom EWH would be engaged at the next stage of the project.
18. Noting the one dissention, the Board approved the report from the Tron Working Group and committed to the project.

Paragraphs 19-21 reserved as confidential

Governance (*circulated*)

22. The update on governance was noted. A light touch review was underway and the governance document map had been circulated. The next Governance Committee meeting would identify next steps, as well as consider the process for planning. PJ/ KM
23. The process for recruiting for the two vacancies on the Board was underway and Trustees would be asked to complete a skills audit to identify gaps. PJ

Action**Project Updates** (*report circulated*)

24. The report was noted. The next batch of Conservation Funding Programme applications had been assessed against the grants criteria and projects which were meeting strategic priorities were progressing.
25. A verbal update was provided on the submission of a British Council funding application for a KORU II project, which expanded on the activities and lessons learned from KORU I. The result of the application would be known in February.

Organisational risk register (*circulated with covering report*)

26. The organisational risk register was noted. The Board was supportive of the Operation Manager's involvement in the SCVO digital leaders programme and a further update to the Board on this initiative would follow when appropriate.

KM

Director's report and IBP quarterly outcomes 2019-20 (*circulated*)

27. The Director's report and IBP quarterly outcomes were noted. Concerns which had been raised on a number of planning issues had been addressed.

Any other business

28. Cllr Gardiner raised awareness of two CEC initiatives in the pipeline – one being the City Plan 2030 to be discussed by the Planning Committee on 22nd January 2020 and the other being a potential strategy for Princes Street.

Date of next meeting: Monday 10th February 2020 at 4pm. Venue: Chiene + Tait, 61 Dublin Street.