

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 by video-conference on Monday 1st June 2020 at 4.30pm.

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

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Chairman's introduction

1. The Chairman welcomed everyone to the meeting, which was taking place by video conference due to COVID-19. This was an additional meeting to allow more in depth discussion of particular strategic and operational issues. As such, standing items had been removed from the agenda.
2. This was the Director's final Board meeting. The Chairman thanked the Director for his extensive contribution to the organisation.
3. Declaration of interests:
 - Standing declaration of interest: James Garden, Mark Hopton (Old Town Projects)
 - Cllr Neil Gardiner (CEC, Edinburgh Architecture Centre), Dorothy Wright (LPF)

Minutes of Board meeting 27th April 2020 (circulated)

4. The minutes were approved. They would be signed by the Chairman whenever this was possible. The minutes were also approved for the website, reserving paras 21-24 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:

Paragraph 6 reserved as confidential

7. The four prospective trustees would be inducted in June and would attend the Board meeting on 6th July 2020. Three would be formally appointed by the Board on 6th July with the fourth formally appointed when the next Board vacancy was available on 7th September 2020.

Director recruitment and interim management arrangements (*report circulated*)

8. A verbal update on the recruitment process was provided by the Operations Manager. The role of Director had been advertised with a closing date for applications of 15th June 2020.
9. The proposal for the interim management arrangements was discussed. The current Director's last working day would be 12th June 2020 and the assumption, based on the recruitment timetable, was that EWH would be without a Director for a minimum of three – four months.
10. The Director's responsibilities had been reviewed and a risk matrix produced to show the impact of these responsibilities not being fulfilled during the interim period.
11. The Senior Management Team would manage the organisation and project delivery. The Head of External Relations would take specific leadership responsibility for press and PR activities, stakeholder management and fundraising. The Operations Manager would take specific leadership responsibility for financial, governance and operational management.
12. A skills gap in the organisation had been identified with regard to planning which was a risk. This would be mitigated by the current Director providing training, a comprehensive handover including tools to be utilised by the SMT and background documents on known forthcoming planning applications. AW
13. Existing Board, Committee and working group arrangements would continue, but with two additional elements:
- Weekly calls to be established between appropriate SMT members and the Chairman to discuss stakeholders / PR, staffing issues and any other matters requiring escalation by SMT SMT/ JG
 - Monthly planning drop-in sessions to be established to discuss planning matters All
14. The Board acknowledged that planning was a risk to be managed. Trustees would be involved in the monthly planning drop-in sessions to support the SMT. The Director would invite Trustees to the training on planning. AW

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| 15. The SMT would continue to be in regular contact with Jenny Bruce on planning matters. | SMT/ JB |
| 16. The F&GP Chairman would provide the necessary financial checks and balances on the Operations Manager. | JC/ KM |
| 17. The Board approved the interim management arrangements as proposed. The Board agreed that the Operations Manager was delegated to manage the proper use of the budgetary resources of the charity. The Board agreed that the Operations Manager was delegated to manage the proper use of the operational, property and other resources of the charity. This delegated authority would be on a temporary basis until a new Director was in post. | |

Paragraphs 18-24 reserved as confidential

Strategy III (*circulated*)

25. The full strategy paper on Strategic Objective III: Capacity Building and Urban Resilience – EWH’s Climate Emergency Response was discussed. The strategy had pivoted in order to address the challenges to Outstanding Universal Value, principally in relation to mitigation and adaptation, posed by the Climate Emergency. The timing of the strategy pivot would allow for funding applications to be developed during the year for a 1st April 2021 start, or earlier. The strategy would focus EWH activities and strengthen EWH leadership in this area.
26. The Board acknowledged the opportunities that the strategy pivot could provide, including as a way of working in partnership with CEC. The Board approved the strategy.

Historic City Management (*circulated*)

27. The full paper on the Historic City Management strategic programme was discussed. The programme brought together a number of existing initiatives into a cohesive narrative which would aim to change how CEC manages the historic city from reactive to proactive, through upstreaming heritage in decision making and better integrating the system of World Heritage Site management with city management. AW
28. The Board was highly supportive of the aims of the programme and acknowledged that effecting systematic change would be challenging.

Historic Environment Scotland 2021-24 Funding Application (*report circulated*)

29. The Head of External Relations provided an update on the HES 2021-24 funding application. The working group including Grants & Projects Committee members and the executive team had met on 19th May 2020. Three key themes had been identified, along with a number of secondary themes: 1. delivering difficult, people-centred conservation projects; 2. reaching more people through a wider range of communication channels; and 3. action associated with the climate emergency.
30. The strategy for the HES 2021-24 funding application was to build on EWH strengths, address selective new opportunities, achieve scale by delivering excellence in execution and adopt a needs-based approach versus incrementalism. The Board approved this strategy.
31. Guidance from HES on the application process was still awaited but the team would continue to work to a submission deadline of 31st August 2020. The working group would meet on a monthly basis. A more detailed paper would be put to the Board for discussion at the meeting of 6th July 2020.

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Any other business

32. None

Date of next meeting: Monday 6th July 2020 at 4pm (full) by video conference