

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 7th December 2020 at 4pm.

PRESENT:	<u>Trustees</u>	
	James Garden	<i>Chairman</i>
	Jeremy Chittleburgh	
	Cllr Neil Gardiner	
	Andrew Henderson	
	Mark Hopton	
	Paul Jardine	<i>Vice-Chairman</i>
	Neil Rennick	
	Megan Veronesi	
	Nick White	
IN ATTENDANCE:	<u>EWHT staff</u>	
	Christina Sinclair	<i>Director</i>
	Nicholas Hotham	<i>Head of External Relations (items 7-8)</i>
	Kay Marwick	<i>Operations Manager</i>
	Jenny Bruce	<i>City of Edinburgh Council</i>
	Sophie Mills	<i>Observer</i>
APOLOGIES	Cllr Maureen Child	
	Julia Miller	

Action**Chairman's introduction**

- The Chairman welcomed everyone to the meeting, which was taking place by video conference due to COVID-19, and especially Sophie Mills who was attending as an observer. Sophie was participating in Arts & Business Scotland's "New Voices, Fresh Perspectives" programme and it was hoped that she would be appointed to fill the one vacancy on the Board in due course.
- Declaration of interests:
 - Standing declaration of interest: James Garden, Mark Hopton (Old Town Projects)
 - Cllr Neil Gardiner (CEC, Edinburgh Architecture Centre), Paul Jardine (Edinburgh Architecture Centre, NLS George IV Bridge, HES, but not Waverley Masterplan), Mark Hopton (Waverley Masterplan)
- Mark Hopton noted that he would not participate in conversations regarding Waverley Masterplan. The Chairman and the Director would take steps to manage this conflict. MH/ JG/ CS

Minutes of Board meeting 7th September 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 14-17 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. Wording on EWH's commitment to diversity had been added to the Vision, Missions and Values page of the website.

Summary of funding position (*circulated*)

7. The summary of funding report was noted. The forecasted deficit for 2020-21 was £7,100 but there were a number of potential sources of income, particularly relating to fundraising. The aim was to breakeven by the end of the financial year.
8. The initial forecast for 2021-22 was noted. The HES application had been submitted with a revenue request of £275,000. This would leave a forecasted deficit of £99,300 which would be largely addressed through fundraising efforts. The budget would be discussed in detail at the F&GP Committee meeting on 25th January 2021.

F&GP

Finance report (*circulated*)Management accounts at 31/10/20

9. The finance report was noted. The management accounts remained ahead of budget.

Finance & GP minutes for 16/11/20 (*circulated*)

10. The minutes were noted. The Home Working Policy had been discussed with an emphasis on efforts to support staff wellbeing. The Committee had authorised payment of the home working allowance to all staff backdated to April 2020. The Board was supportive of this decision.

Director's report (*circulated*)

11. The Director presented her reflection on her first three months in post. She had undertaken a series of internal and external 1:1's, including with Trustees and she thanked Trustees for their time. The Director had analysed EWH objectives on this basis and sectorial experience. This work had identified a broad vision of building on strengths and successes, being a partnership powerhouse and operating as a well-oiled machine. Current priorities were outlined, including relating to the HES delivery plan and external relationship development.

Action

12. There was a discussion of this broad vision. The working document setting out the alignment of the vision to the strategic objectives was noted and welcomed. This document would be further developed over time. The Director would consider if the vision would evolve into an inspirational mission statement for the organisation. CS
13. It was noted that although the climate emergency programme was directed on external projects, in order for EWH to be credible, there should also be a focus on ensuring that internal environmental policies followed best practice at the appropriate time. CS/ KM
14. The Director provided an update on the Historic City Management programme including the World Heritage Site Management Plan review. More detail on the Management Plan would be provided to the Board at the meeting on 15th February 2021. CS
15. The update on major planning applications was noted. Notification of the successful outcome of the Royal High School Public Inquiry had been provided to the Board via email on 27th October 2020.
16. The Director would be meeting with partners to discuss the way forward on the Waverley Masterplan. The EWH strategy for Waverley Masterplan would be brought to the Board for discussion when it had been further developed. CS
17. Ongoing updates on major planning applications were being provided via Microsoft Teams. This system was working satisfactorily but would be kept under review. CS
18. The quarterly outcomes for 2020-21 was noted.

HES activation plan (*report circulated*)

19. An update on the activation of the HES application delivery plan was provided. Steps were being put in place to ensure that the team was ready to deliver the new funding application from 1st April 2021, and that work to inform the HES funding application for 2022-25 would be completed in time for submission in August / September 2021.
20. The 2021-22 application would be discussed by the HES Board in mid-December.
21. The Board approved the recommendation to establish a working group to consider Board oversight arrangement. Board membership of the working group would include Mark Hopton, Paul Jardine, Neil Rennick and Megan Veronesi. The Operations Manager would set up the first meeting for January 2021 KM

Paragraphs 22-28 reserved as confidential

Fundraising plan 2021/22 (*report circulated*)

29. The Head of External Relations provided an update on fundraising. The financial year 2020-21 had been reasonably successful in spite of COVID-19. HNWI donations and individual membership targets would be met. However the corporate programme had been significantly impacted by COVID-19.
30. The targets for the financial year 2021-22 were presented. These were a stretch but were reasonable and included a gala dinner for November 2021. The corporate programme would be re-launched in May 2021. The membership programme would continue to be a blend of online and in-person. It was noted that the membership programme would be used as part of the efforts to broaden engagement.

Project Updates (*report circulated*)

31. The report was noted. Mark Hopton reported as the new Chair of the Grants & Projects Committee that the Committee had met on 9th November 2020. The focus for the Committee going forward would be to ensure that the 2021-22 HES funding application was delivered and that engagement and communication initiatives were maximised.
32. The Committee was continuing to review the anticipated draw down of the capital grant from HES. Based on the number of projects in the pipeline, the Committee remained satisfied that the full amount of grant would be drawn down by the end of the funding period 31st March 2021. The Operations Manager provided a verbal update on the anticipated draw down for the two remaining quarters of the current funding period.

Development management methodology (*circulated*)

33. The Director talked through the development management methodology. It would apply to any form of communication where a staff member provides advice on changes to Edinburgh's environment which will be governed through the CEC Planning Department. It took into account the planning protocol agreed with CEC and HES. It was intended to be transparent, defensible and consistent.
34. It was noted that there was a need to continue to build capacity within the EWH executive to ensure that the expertise did not rest solely with one or two individuals. CS
35. The methodology was approved by the Board.

COVID-19 (*report circulated*)

36. The report was noted.

Action

Organisational risk register (*circulated with covering report and governance document map*)

37. The organisational risk register was noted.

Any other business

38. None

Date of next meeting: Monday 15th February 2021 at 4pm by video conference