



HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
EACHDRAIDHEIL
ALBA

MINUTES OF HES BOARD MEETING

HELD ON 20 MARCH 2025

EDINBURGH CASTLE

Present:

Hugh Hall
Ian Baxter
Gemma Butterfield
Andrew Davis
Emma Herd
Simon Hodge
Gary Jebb
Ann Leslie
Terry Levinthal
Nkosana Mafico
Anne-Marie O'Hara
David Richardson

Apologies:

Joe Doogan

In Attendance:

Katerina Brown, Chief Executive
Stephen Duncan, Director Marketing and Engagement
Craig Marshall, Interim Director of Finance and Corporate Services
Elizabeth McCrone, Director of Heritage
Craig Mearns, Director of Operations
David Mitchell, Director of Cultural Assets
Lindsey Ross, People Director
Alison Turnbull, Director of External Relations and Partnerships
JE, Head of Chief Executive's Office
ZB, Manager, Chief Executive's Office

Introduction, Apologies and Minutes of the Last Meeting

1. The Chair welcomed everyone to the meeting. Apologies were received from Joe Doogan. There were no declarations of interest.

2. The minutes of the February meeting were approved with minor changes, and the action tracker was reviewed. The Chair noted that there are quite a few items on the list and asked the CEO if they are content that these can be delivered on time. The CEO reassured the board that all items are on track.

Budget 2025-26

3. The budget was introduced by the Director of Finance and Corporate Services, who confirmed that the Finance Committee had reviewed it and found it appropriate.
4. The Board raised several questions, mainly regarding the Allocation of the Investment Plan. Although the allocation for the Edinburgh Castle Toilet Refurbishment project has been revised and is now under the limit for requiring board approval, the Board expressed their desire to continue receiving updates due to their initial involvement.

ACTION: Director of Operations

5. The Board subsequently approved the Budget.

Operating Plan 2025-28

6. The Director of Finance and Corporate Services introduced the Operating Plan and thanked the Board Members for their feedback provided prior to the meeting. The Executive Leadership Team was asked to consider this feedback and implement changes as they see fit.
7. The Board approved the Operating Plan.

THERE FOLLOWED STRATEGIC DISCUSSION AND A CLOSED BOARD MEETING SESSION.