



HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
EACHDRAIDHEIL
ALBA

MINUTE OF HES BOARD MEETING HELD ON 21 APRIL 2022

RIDDLE'S COURT, EDINBURGH

Present:

Hugh Hall
Ian Brennan
Janet Brennan
Andrew Davis
Emma Herd
Terry Levinthal
Fiona McLean
Ian Robertson
Paul Stollard

In attendance:

Alex Paterson, Chief Executive
Stephen Duncan, Director of Marketing and Engagement
Gary Love, Project Director
Elly McCrone, Director of Heritage
Craig Mearns, Director of Operations
David Mitchell, Director of Cultural Assets
Lindsey Ross, Director of People
Donella Steel, Director of Finance and Corporate Services
Alison Turnbull, Director of External Relations and Partnership
Suzanne Casey, Head of the Chief Executive's Office
Jules Davidson-Welch, Business Manager

Introduction and Apologies

1. The Chair welcomed everyone to the meeting. He reflected on his recent individual meetings with Board members, and noted that he would have the opportunity to meet with SMT members over the coming weeks.
2. Apologies from Jane Williamson were noted.

2022/23 Budget

3. The Director of Finance and Corporate Services introduced the proposed HES budget for 2022/23, which had been further developed since the Board first considered a draft in February 2022. The budget provides analysis covering commercial income, staffing costs, operational expenditure and investment spending. It has been developed in parallel with the Annual Operating Plan, and in alignment with the new Corporate Plan adopted this year.

4. Emma Herd, in her capacity as Chair of the Finance Committee, summarised the Committee's analysis of the Budget, including their welcoming of the increased allocation of funds to Grants. She noted that the Committee's enquiries regarding the potentially optimistic nature of the commercial forecasts and relatively modest allocations to cover the High Level Masonry programme had been discussed and explained, and as a result the Committee commended the budget to the Board for approval.
5. The Board approved the budget, commending the clarity of the paper.

Annual Operating Plan 2022/23

6. The Chief Executive introduced the Annual Operating Plan (AOP), which has been further developed since the Board's previous review of an earlier draft in February. The Plan takes account of progress towards delivery of *Heritage for All* KPIs, the refreshed Corporate Plan for 2022 onwards, Scottish Government Resource Spending Review priorities and the context in which we continue to operate. The AOP was developed in conjunction with the Budget, and is deliverable within the budget paper as approved above.
7. The Board discussed the draft, commending the reduction in the number of indicators, and highlighting a small number of points related to the indicators associated with climate change and archives to be reflected upon prior to publication.
8. The Board approved the AOP, noting that will most likely be published during the week commencing 09 May.

THERE FOLLOWED STRATEGIC DISCUSSION AND WORKSHOP SESSIONS