



HISTORIC ENVIRONMENT SCOTLAND

MINUTES OF HES BOARD MEETING HELD ON 22 APRIL 2021

VIA TEAMS CONFERENCE CALL

Present:

Jane Ryder, Chair
Ian Brennan
Janet Brennan
Andrew Davis
Emma Herd
Terry Levinthal
Fiona McLean
Ian Robertson
Paul Stollard
Jane Williamson

In attendance:

Elly McCrone, Director of Heritage
Stephen Duncan, Director of Commercial and Tourism
Gary Love, Director of Corporate Services
Lisa McGraith, Director of Communications
David Mitchell, Director of Conservation
Lindsey Ross, Director of People
Donella Steel, Director of Finance
Alison Turnbull, Director of Development and Partnership
Adam Jackson, Head of Strategy and Policy
Celia Sweeney, Equalities Manager
Kit Reid, Senior Interpretation Manager
Laura Harrison, Cultural Resources Advisor
Alex Adamson, Deputy Head of Survey and Recording
Dr Kirsten Carter McKee, University of Edinburgh
Dr John Lowrey, University of Edinburgh
Ryan Kerr, Head of Information Governance
Suzanne Casey, Head of the Chief Executive's Office
Jules Davidson-Welch, Board Secretariat

The meeting was preceded by a closed session of the Board and Chief Executive

Introduction and Apologies

1. The Chair welcomed everyone to the meeting, including Elly McCrone as the new Director of Heritage. Apologies were noted from the Chief Executive, who was present for the earlier closed session and joined for the later strategy session.

Minute of 11 March Board Meeting

2. The Board approved the Minute of the 11 March Board meeting.

Managing Imperial Legacies Project

Adam Jackson, Head of Strategy and Policy, Celia Sweeney, Equalities Manager, Kit Reid, Senior Interpretation Manager, Laura Harrison, Cultural Resources Advisor, Alex Adamson, Deputy Head of Survey and Recording, and Dr Kirsten Carter McKee and Dr John Lowrey, both University of Edinburgh joined the meeting.

3. The Director of Development and Partnership introduced the Managing Imperial Legacies project, which is a partnership between University of Edinburgh, HES and the Coalition of Race Equality and Rights (CRER). The project will explore some of the necessary conversations that make us think more widely about Scotland's built environment and its links with the British empire and the Transatlantic slave economy. The Black Lives Matter movement has recently highlighted the importance of this type of research.
4. The Director of Development and Partnership introduced Dr John Lowrey and Kirsten Carter McKee from the University of Edinburgh. Dr Lowrey introduced, and Dr McKee presented an overview on the project aims and outputs, adjustments made in response to Covid, activity to date, and future plans beyond the life of the project.
5. The Board discussed the project:
 - The Board noted that this project had focused on the transatlantic slave trade as a starting point, and that there is scope for later expansion.
 - The Board identified there are many other important areas of research into imperial legacies which should also be of interest to HES.
 - Members discussed the need for careful communication around the project, noting the experiences of other heritage organisations.
 - The Board expressed interest in the original 2019 scoping exercise that led to the wider project; this will be circulated for information.
 - It will be a significant challenge to integrate information on imperial legacies into the HES' digital archive entries for consideration. The Board felt there is also scope for collaboration with other organisations.
 - The project should give consideration to how the outcomes can be used to provide tangible benefits to communities and stakeholders.
 - The Board sought views from HES staff on how consideration was being given to how the research might impact and be mainstreamed within HES activities.
 - Board members expressed interest in attending a workshop planned for June, details for which will be circulated.

6. The Board thanked the presenters and staff for their contributions, acknowledging how complex, wide ranging and important the work is. Members requested updates on the project as it progressed, particularly in terms of what this may mean in practice for HES.

ACTION: Director of Development
and Partnership

The Head of Strategy and Policy, Equalities Manager, Senior Interpretation Manager, Cultural Resources Advisor, Dr Kirsten Carter McKee, and Dr John Lowrey left the meeting

Information Governance

Ryan Kerr, Head of Information Governance, joined the meeting

7. The Head of Information Governance gave a presentation outlining the work of the team, a recent industry award, and summarising the team's priorities moving forward.
8. The Board thanked the Head of Information Governance for his excellent presentation and congratulated his team for their recent success in receiving the Information and Records Management Society's *Team of the Year* award.
9. Members noted the potential future benefits which may be gained from further exploration of the new Document Centre system and structures that have been put in place. The Board welcomed ambitions to move on to proactive 'information management' rather than simply information governance. They also commended work to benchmark HES against higher levels of external accreditation for information security.
10. Given external recognition, consideration should be given to sharing HES good practice on information governance with sector partners as part of our lead body role.

The Head of Information Governance and Deputy Head of Survey and Recording left the meeting

Governance and Forward Look

11. The Chair invited the Board to approve a minor change to the Scheme of Internal Delegation, in correction of an unintended omission from the version approved on 11 February. This is intended to introduce greater visibility of HES regulatory functions, and in particular to explicitly require Board approval for the new regulatory framework, Planning Performance Report, and successors to the Historic Environment Policy for Scotland.
12. The Director of Heritage advised on appropriate wording changes to bring the document in line with plans to bring a Regulatory Framework to the Board for approval in due course. The Board approved the proposed changes.
13. Turning to the Forward Look, the Board discussed the proposed forthcoming business, noting a number of additions, including the Health and Safety Annual Report and Workforce Planning. Members emphasised the importance of consistency in Board

papers, specifying that the purpose of each paper should be clear and that papers should address risk, resourcing and reimagining considerations.

14. Members requested further changes to the updated Video Call Etiquette, which will be developed and circulated for approval prior to the next meeting.

There followed a joint Board/SMT strategy workshop, and afterwards a closed session of the Board and Chief Executive.