

Business and Resources Committee (BRC)

Terms of Reference

Role

1. The Business and Resources Committee will oversee business development, the financial and human resources strategies and the overall resource management of Historic England and report to Commission. In particular, it will provide strategic advice and oversight in relation to:
 - a. issues associated with the supply of shared services from Historic England to the English Heritage Trust (and other customers) including measures to improve efficiency, reduce costs and to provide such services to other customers;
 - b. revenue generation and cost-efficiency (including Enhanced Advisory Services);
 - c. opportunities for income generation (including through the use of Historic England expertise, publishing, research, outreach and the archive);
 - d. opportunities for philanthropic and partnership fundraising;
 - e. corporate and business planning (including monitoring impact);
 - f. significant development of Historic England's business delivery (including grants and casework management);
 - g. the financial strategy and financial management of Historic England;
 - h. the detailed draft annual budget and recommend its approval to the Commission;
 - i. Historic England's annual pay award and reward strategy;
 - j. reviewing and advising on Historic England's overall human resources strategy, including workforce planning, as appropriate, to ensure that it is contributing effectively to the success of the organisation;
 - k. considering Historic England's diversity and inclusion policies; and
 - l. other matters that may be referred to it either by Commission or the Chief Executive, including the possible acquisition or disposal of Historic England properties and major capital projects, including IT projects'.
2. This strategic advice and oversight may be closely related to that provided by other Committees (such as ARAC and the Shrewsbury Flaxmill Programme Board).

Membership

3. The Committee Chair shall be a Commissioner appointed by the Chair of the Commission. In his or her absence the chair shall normally be taken by another Commissioner.

4. Members of the Committee shall be appointed by the Chair of the Commission with the advice of the Committee Chair.
5. The Committee shall have no fewer than four and no more than 10 members. The Committee membership will comprise both Commissioners and external appointments, as appropriate. The quorum of the Committee is three members.

Frequency of Meetings

6. The Committee is expected to meet approximately five times a year.

Reviewed March 2026

**Next due for review:
November 2027**