

National Heritage Memorial Fund Board of Trustees Meeting on 17 January 2017

B 2017 (1)

Summary minutes of the Board meeting held on Tuesday 17 January 2017 at 9.30 a.m. at 7 Holbein Place, London, SW1W 8NR

Present:

- Peter Luff (Chair)
- Kay Andrews
- Anna Carragher
- Neil Cossons
- Sandie Dawe
- Angela Dean
- Roger De Haan
- Perdita Hunt
- Jim Dixon
- David Heathcoat-Amory
- Steve Miller
- Richard Morris
- Atul Patel
- Seona Reid
- Tom Tew

Board Business

1. Chair's Report

B 2017 (1) 1

The Board noted the report. The Chair welcomed Jenny Cousins, member of the Committee for London, who was attending the meeting for development purposes.

The Board thanked Roger De Haan and David Heathcoat Amory who were standing down from the Board having completed their terms of appointment, praising their enthusiasm, wisdom and loyalty. Both offered comment on the public appointments process which would be fed back to the Department for Culture, Media and Sport (DCMS). Each would receive an exit survey for completion.

2. Chief Executive's Report

B 2017 (1) 2

The Board noted the report. The Chief Executive had been invited to two roundtable discussions with Government on exiting the European Union, for the arts and museums sector, and for the heritage sector. The first of these had stressed the economic impact of culture and the importance of it being considered alongside wider issues in general discussion. There had been no indication to date of plans for any similar roundtable relating to the natural heritage.

A meeting with DCMS officials to discuss the scope of the tailored review was scheduled for Thursday.

Joint working was underway with other Lottery Distributors to develop a new story around the promotion of the National Lottery brand.

Following her observations and discussions with staff since taking up her post in the summer, the Chief Executive outlined measures she proposed to take over the calendar year. These aimed to

improve use of resource, streamline process, clarify accountability, strengthen communications and establish a change culture in the run up to the next strategic framework. Actions were grouped under headers of Programmes, Process, Governance, Communications and Infrastructure. In addition to these short term measures a change programme would be established, with a Head of Change reporting to the executive team.

The Board endorsed the direction of travel described. They noted the present work on business process review would feed into the change programme, which would also need to be closely aligned to strategic framework development. To be successful a change programme needed to be embedded in the organisation and underpinned with good internal communications. Progress would be reported to the Board at significant milestones.

3. Minutes of the Board meeting on 13 December 2016

B 2017 (1) 3

The minutes were agreed as an accurate record and signed by the Chair.

4. Matters arising from the minutes

Oral

There were none.

5. Declarations of Interest

Oral

Neil Cossons declared a conflict of interests in relation to Ditherington Flax Mill (item 24) as he had a long standing interest in and association with the site.

6. Finance and Corporate Services Report

B 2017 (1) 6

Colin Bailey, Director of Finance and Corporate Services, introduced the report.

A meeting had taken place with National Audit Office at the start of their study of National Lottery Distribution Fund balances. The Board discussed the risk that balances may prove to be too low should present income trends continue. The NAO study would provide helpful advice on this.

Second round fast track applications, second round applications requesting a significant uplift on first round, and grant increase requests would need to be scrutinised very carefully. At some point second round applications may need to be competitively batched.

7. Managing board business

B 2017 (1) 7

Melanie Peddle, Head of Secretariat, introduced the report.

The Board agreed the schedule of board business for 2017/18 including quarterly batches of Heritage Grants/ Heritage Enterprise business and no meeting in July or January.

The Board agreed to discontinue Communications Committee and replace with the alternative mechanisms outlined.

The Board agreed that proposals that the Finance, Staffing and Resources Committee, and the Audit and Risk Committee change to a membership of three should be discussed at the respective committees before a decision was taken. They agreed it was important to maintain the quality of scrutiny at both committees and attracted to the option of appointing an independent member to the Audit and Risk Committee.

The Board agreed to increase terms of appointment for country and regional committee members to four years, allowing a maximum length of service of eight years, subject to performance and meeting attendance.

Membership of the delegated decision panels would be confirmed to trustees once these were finalised.

8. Terms of reference for Heritage Endowments and Skills for the Future

B 2017 (1) 8

Melanie Peddle, Head of Secretariat, introduced the report. The Board agreed terms of reference for the Skills for the Future and Heritage Endowments panels, subject to clarification of the circumstances under which a panel might refer a decision to the full Board.

9. Communications Report

B 2017 (1) 9

Louise Lane, Director of Communications, introduced the report. HLF had launched on Instagram and Facebook and the social media campaign #heritagetreasures was proceeding well. The Board noted the social media activity following the announcement of the Parks for People grant for Beckenham Place Park.

10. Strategy and Business Development Report

B 2017 (1) 10

Judy Cligman, Director of Strategy and Business Development, introduced the report. The first of the consultations with lottery players to inform strategic framework development had taken place over the previous weekend. The engagement and contribution of attendees had been extremely positive. The Board would receive an interim report at its next meeting.

Memorial Fund

11. NHMF Report

B 2017 (1) 11

The Board noted the report.

12. Saving the Lenborough Hoard

B 2017 (1) 12

Grantee: Buckinghamshire County Museum Trust (BCM)

Officers reported that since writing the paper the grantee had secured additional partnership funding reducing the grant increase request from £30,000 as stated on the paper to £25,000. Request: Grant increase of £25,000 (to make a total grant of £1,025,000, 76% of costs)

Project: To acquire the Lenborough Hoard of Anglo-Saxon coins before the purchase deadline of 20 January set by the Treasure Valuation Committee. There was a partnership funding shortfall due to a reduced award from a key funder. All other sources of partnership funding identified in the fundraising strategy had been successful. The Board had awarded a National Heritage Memorial Fund grant of £1,000,000 in September 2016.

The Board **AWARDED** a grant increase of £25,000 to make a total grant of £1,025,000, 76% of total eligible costs).

Heritage Lottery Fund

13. Operations Report

B 2017 (1) 13

Eilish McGuinness presented the report.

Angela Dean had, alongside some of the Yorkshire and the Humber staff members and Committee members, been invited to Richmond, North Yorkshire, to receive a citation from the Town Council to acknowledge the investment and support in the town from HLF. She observed that the occasion had been a fitting tribute to Fiona Spiers who was attending her last Board meeting before stepping

down as Head of Yorkshire and the Humber after 13 years of service. The Board thanked Fiona for her leadership, hard work and impact on the heritage of Yorkshire and the Humber.

The Board noted the report.

SF4 First round applications for discussion and decision: Heritage Grants and and Heritage Enterprise

14. No Ordinary Building: Leeds Town Hall and 150 years of secrets (YH); HG-16-04068

B 2017 (1) 14

Applicant: Leeds City Council Libraries, Arts and Heritage

Request: first round pass of £4,900,000 including development grant of £250,000 (50% of total eligible development costs)

Project: To transform Leeds Town Hall into a significant visitor attraction. Capital works would include significantly enhanced access to the building, reveal the Civic Court and fit it out as an Assembly Room for public events and the adaptation of existing spaces to form a reception, toilets and bars fit for purpose for increased visitor numbers. Alongside capital works there would be a new website, volunteering opportunities, and a range of activities for the public.

The Board considered that the project represented a high priority for support, but **REJECTED** the project in light of the available budget.

15. Bats in Churches (EE); HG-16-02183

B 2017 (1) 15

Applicant: Natural England

Request: First round pass of £3,802,700 including development grant of £291,600 (70% of total eligible development costs)

Cross Territory Project: to design and implement solutions to remove or reduce the negative physical and social impact arising from the conflict between bats, churches, and the people that use and enjoy them, working with 100 churches. Provide help and advice to other churches and historic buildings across England through a website, publications and an increased volunteer resource.

The Board considered that the cross-territory project represented a high priority for support and **AWARDED** a first round pass of £3,802,700 including a development grant of £291,600 (70% of total eligible development costs).

16. Hainault Ancient Forest (LON); HG-16-04728

B 2017 (1) 16

Applicant: London Borough of Redbridge

Request: First round pass of £4,466,400 including development grant of £218,800 (73% of total eligible development costs)

Project: The restoration and enhancement of Hainault Ancient Forest, to include capital works to the SSSI, landscape and buildings. The delivery of a programme of activities around training, work-experience, skills, volunteering and learning. Activities aimed to create a centre of excellence for volunteering and work experience as pathways to employment. Re-focusing the farm offer to connect it thematically to the SSSI and enhance the visitor offer. Enhanced facilities will be provided.

The Board considered that the project represented a high priority for support and **AWARDED** a first round pass of £4,466,400, including a development grant of £218,800.

17. Hadrian's Wall Community Landscape Archaeology Project (NE); HG-16-02439

B 2017 (1) 17

Applicant: Newcastle University

Request: First round pass of £840,700 including development grant of 92,600 (81% of total eligible development costs)

Cross-territory project: A three-year engagement project to motivate, train and enable the communities along the Hadrian's Wall World Heritage Site to get actively involved in furthering understanding, devising future management and ultimately protecting 18 scheduled areas currently on Historic England's At Risk Register. Activity hubs would be established for each site and a range of activities would be delivered for communities, including a programme of practical works to the sites and engagement activities.

The Board considered that the cross-territory project represented a medium priority for support and **REJECTED** the project in light of the available budget and concerns raised.

18. King James Enterprise Centre (NE); HE-16-03208

B 2017 (1) 18

Applicant: Durham County Council Request: First round pass of £3,347,100 including development grant of £330,000 (61% of total eligible development costs)

Project: A four-year project to redevelop the Grade II listed former King James Lower School in Bishop Auckland into an enterprise centre for small to medium-sized businesses, including the creation of an 'Artisan Small Business Zone' that would target businesses oriented towards craft, design and production.

The Board considered that the project represented a medium priority for support, but **REJECTED** the project in light of the available budget and concerns raised.

19. Gladstone's Living Heritage (WAL); HG-13-10163

B 2017 (1) 19

Applicant: Gladstone's Library

Request: first round pass of £4,787,600 including development grant of £247,100 (55% of total eligible development costs)

Project: A two year project to protect and enhance the Gladstone's Library for future generations through increasing and enhancing its capacity. Conservation repairs would be made to the main library building and works to improve accessibility and visitor flow would be undertaken. The Stephen Gladstone Hall would be repaired and converted into a six bedroom study centre and a new build extension would contain a 'noisy library' area, meeting and conference facilities and exhibition area. An extensive programme of activities would be delivered.

The Board considered that the project represented a medium priority for support, but **REJECTED** the project in light of the available budget and concerns raised.

20. Prioritisation and feedback to applicants

B 2017 (1) 20

During the case by case discussions, the Board considered that:

- No Ordinary Building: Leeds Town Hall (item 14), Bats in Churches (item 15) and Hainault Ancient Forest (item 16) represented a high priority for support and
- Hadrian's Wall Community Landscape (item 17), King James Enterprise Centre (item 18) and Gladstone's Living Heritage (item 19) represented a medium priority for support.

The Board recognised there was insufficient budget to support all high priority applications. The medium priority applications were rejected in light of the available budget and concerns raised. The

Board discussed the high priority applications which were all considered to be eminently supportable. They acknowledged that one application was from a priority development area and awarded first round passes to Bats in Churches and Hainault Ancient Forest. No Ordinary Building: Leeds Town Hall was rejected in light of the available budget.

SF4 second round applications for discussion and decision: Heritage Grants and Heritage Enterprise

21. Hillsborough Castle: opening doors, exploring stories, inspiring the future - for everyone (NI); HG-14-02913

B 2017 (1) 21

Grantee: Historic Royal Palaces

Request: Award grant of £4,799,000 (30%)

Project: To transform Hillsborough Castle and Gardens and open it up to the wider community. Visitor facilities would be created to include ticketing, orientation, introductory interpretation, catering, retail, toilets, security and spaces for school / community use. A learning centre would be created and there would be renovation and improvement to the castle and gardens. These works would be complimented by a volunteer programme.

Uplift: No uplift was requested

The Board **AWARDED** a grant of £4,799,000 (30%)

22. Saving Scotland's Red Squirrels - Developing Community Action (SCO); HG-14-05653

B 2017 (1) 22

Applicant: Saving Scotland's Red Squirrels - Developing Community Action

Grantee: Scottish Wildlife Trust (SWT)

Request: Award Grant of £2,464,100 (68%)

Project: To halt the decline of red squirrels and secure the long term survival of the remaining populations in Scotland through the implementation of a sustainable methodology of grey squirrel control. The project would concentrate on three areas; Aberdeen, Central Lowlands and Southern Scotland. The Board had awarded a first round pass of £2,502,000, including a development grant of £37,800 (79% of eligible development costs) in November 2015.

Uplift: No uplift was requested.

The Board **AWARDED** a grant of £2,464,100 (68%)

SF4 Second round applications for discussion and decision: Heritage Grants and Heritage Enterprise (Major Grants)

23. Lincoln Cathedral Connected (EM); HG-14-06761

B 2017 (1) 25

Applicant: Lincoln Cathedral

Request: Award grant of £11,456,100 (76%)

Project: To address urgent repairs to Lincoln Cathedral and increase visitor numbers to ensure its long term sustainability. Interpretation of the Cathedral's stories and forgotten symbolism would be improved by introducing guided tours, exhibitions and digital media. A programme of activities would be delivered to encourage new and diverse audiences and to take the Cathedral into communities through outreach and exhibitions. The Board had awarded a first round pass of

£12,365,800 including a development grant of £909,700 (77%) in April 2015.

There was no uplift.

The Board **AWARDED** a grant of £11,456,100 (76%)

SP3 Grant Increase applications for discussion and decision: Heritage Grants and Heritage Enterprise (Major Grants)

24. Ditherington Flax Mill Maltings, International Heritage site at the heart of the community (WM); HG-11-05118

B 2017 (1) 26

Neil Cossons declared an interest and left the room

Grantee: Historic England

Previous grant award: £12,823,300 (50%) awarded in July 2013.

Project: Historic England sought funding towards the restoration, regeneration and redevelopment of Ditherington Flax Mill Maltings in Shrewsbury. This derelict, at risk site contained the world's first iron framed building. The grant increase request was a result of a compacted ERDF spend timetable, substantially higher than anticipated tender returns due to the complexity of the project, an upturn in construction prices and a loss of some partnership funding.

Key changes: Historic England had taken over as grantee of the project from Shropshire Council. The scheme had originally focused on seven listed buildings, but now the Dye House and Stove House had been removed from this phase of works. There would also be a far less intrusive structural solution to the Main Mill.

The Board **AWARDED** a grant increase of £7,894,200 to make a total grant of £20,717,500 (68% of total project costs)

Papers for discussion

25. Committee recruitment and diversity

B 2017 (1) 27

Atul Patel introduced a discussion on promoting diversity in recruitment through sharing his personal experiences of recruiting across five HLF committees and in his professional life and in the context of the current committee recruitment round and the Inclusion Action Plan.

The NHMF Chair thanked Atul on behalf of Trustees for facilitating a very stimulating and positive discussion.

Items for information

26. Minutes of the November/December Regional and Country Committees

B 2017 (1) 28

The Board noted the minutes.

27. Schedule of Delegated Decisions

B 2017 (1) 29

The Board had received the schedule of delegated decisions electronically.

28. Any other business

B 2017 (1) 30

There was no other business.