

# National Heritage Memorial Fund Board of Trustees Meeting on 25 April 2018

B 2018 (3)

Summary report of the Board meeting held on 25 April 2018 at 9:30 a.m.  
at 7 Holbein Place, London, SW1W 8NR

- Peter Luff (Chair)
- Kay Andrews
- Anna Carragher
- Neil Cossons
- Angela Dean
- Jim Dixon
- Perdita Hunt
- Steve Miller
- Richard Morris
- René Olivieri
- Atul Patel
- Seona Reid
- Tom Tew

## Observers:

- Stephen Boyce, Chair of the Committee for the South West
- Claire Feehily
- David Stocker

## Attending

- Nicola Marsh & Alice Ralston, Comres (for item 10)
- Jenny Waldman & Nigel Hinds 14-18NOW (for item 29)
- Stephen Drake, Lucy Phipps & Hannah Jones, DCMS (left after item 11)

## Board Business

The Chair welcomed Stephen Darke, Hannah Jones and Lucy Phipps from the Department of Digital, Culture, Media and Sport, who were observing the first part of the meeting. He welcomed: Claire Feehily, newly appointed as a trustee, to her first meeting; David Stocker and Sarah Flannigan, who would join the Board in May, who were observing the meeting; and Stephen Boyce, Chair of the Committee for the South West.

The Board recorded their thanks to Atul Patel and Richard Morris who were standing down from the Board.

### 1. Minutes of the Board meeting on 20 March 2018

B 2018 (3) 1

These were agreed and signed by the Chair

### 2. Matters arising from the minutes

B 2018 (3) 2

Further news on the geographic scope of the Cultural Development Fund was awaited from DCMS.

### **3. Chair's Report**

**B 2018 (3) 3**

The Board noted the report.

### **4. Chief Executive's Report and Corporate Update**

**B 2018 (3) 4**

The Board welcomed the new format of the report.

The Board was pleased to note the appointment of one of the HLF Heritage Ambassadors, Elizabeth Guntrip, to the Committee for South East England.

The Board was updated on bids received for Hastings Pier.

The Board noted One National Lottery activity and would receive an update at a future meeting.

The Chief Executive had met with DCMS for the first tailored review progress meeting. It was a positive meeting and the work was on track, including all immediate actions having been completed.

The memorandum of understanding with Arts Council England would be signed shortly. The action plan was still to be finalised. This would be shared with the Board.

The Chief Executive would be attending the first Heritage Council meeting in May. The Board were pleased to note this was adopting a broad definition of heritage.

The Board noted gender pay data and the analysis undertaken to understand this. This had been published on the HLF website since July but the subject was attracting increased interest generally in the press at the present time.

The Board noted the update on plans for Future Parks. They suggested options for involving another partner in Scotland be explored to provide some contextual knowledge alongside National Trust's expertise. Drawing in horticultural skills would also be of value. A petition had been delivered that morning from Parks Alliance pressing for continued Heritage Lottery funding for parks following the cessation of the Parks for People programme.

The Board noted the business transformation update and restated the importance of explicitly referencing consideration of devolved issues, noting that the contextual context was increasingly varied across the four countries. Committee chairs would have the opportunity to feed in thoughts the following week.

### **5. Declarations of Interest**

**B 2018 (3) 5**

Steve Miller declared an interest in Norfolk Journeys, the Kick the Dust application (item 4) as he was responsible for the Norfolk Museums and Archaeology Service.

Steve Miller also noted that he was a board member of the National Museum Directors' Council, and had working relationships with the Fitzwilliam Museum (item 13), British Library (item 27) and National Portrait Gallery (item 28). He was also a member of the SHARE Museums East group with Fitzwilliam Museum, and Norfolk Museums Service had a joint museums agreement with Great Yarmouth Borough Council, the applicant for Great Yarmouth Winter Garden (item 24).

Claire Feehily noted that she lived in the area of the Stroudwater project (item 19) and knew some of the people involved with the project. She had no personal involvement herself. Anna Carragher noted that a personal friend was a board member of the Canals and Rivers Trust, the applicant for the Stroudwater project. She had no personal involvement with the application. The Board was content that these did not constitute conflicts of interest.

## **6. Annual Report of Finance, Staffing and Resources Committee**

**B 2018 (3) 6**

The Board noted the report. Atul Patel, outgoing Chair of the Finance, Staffing and Resources Committee thanked the Director of Finance and his colleagues for their hard work in the year.

## **7. Minutes from Audit and Risk Committee on 10 April 2018**

**B 2018 (3) 7**

Angela Dean, Chair of the Audit and Risk Committee, updated the Board on the most recent meeting. The Committee had considered a report on readiness for the General Data Protection Regulation and was pleased with the action plan.

## **8. *Item removed - incorporated into item 4***

**B 2018 (3) 8**

## **9. Policy Directions**

**B 2018 (3) 9**

Jon Armstrong, Head of Government and Parliamentary Relations, introduced the report, describing progress to date with policy directions across all governments. Governments would be consulting to their own timetables; final versions were expected in late autumn.

## **10. Strategic Funding Framework Consultation**

**B 2018 (3) 10**

The Chair welcomed Nicola Marsh and Alice Ralston from Comres, who presented initial findings from the online consultation which had recently closed. Further analysis would be undertaken for the May board meeting.

## **11. Regional Committee Perspective- South West**

**B 2018 (3) 11**

Stephen Boyce, Chair of the Committee for the South West, provided an overview of HLF activity in the region.

## **SF4 First round applications for discussion and decision**

### **12. Major Grants Overview**

**B 2018 (1) 12**

The Committee noted the Overview.

### **13. We Are London - collections, galleries and people in a new museum at West Smithfield; HG-17-04375**

**B 2018 (3) 13**

Applicant: Museum of London

Request: First round pass of £10,000,000 including development grant of £402,700 (10% of total eligible development costs)

Project: The major relocation and re-imagining of the Museum of London from London Wall to two large historically significant buildings at West Smithfield Market. The scheme of work would include prominent changes to the streetscape, public areas and access-routes as well as buildings and displays. The HLF request would focus on engagement elements including 9,000sqm of new public-engagement space, documentation, assessment and conservation of the collection during relocation and an extensive five year activity programme providing opportunities for Londoners including 200,000 schoolchildren and 5,000 university-students.

The Committee for London recommended the project as a high priority for support.

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

**14. CPG 350: Sowing the Seeds of Discovery; HG-15-07474**

**B 2018 (3) 14**

Applicant: Chelsea Physic Garden

Request: First round pass of £6,250,000 including development grant of £450,000 (51% of total eligible development costs)

Project: To revitalise the garden ahead of its 350th anniversary. Repairs would be made to the glasshouses, boundary walls and external fabric of the historic buildings. A new visitor entrance would lead to an entrance foyer and new colonnaded Orangery linking the buildings. The current education offer would be enhanced to engage new and diverse audiences with the Garden and expand the volunteer base. The management of the archives would be improved and collections would be made publicly accessible for the first time. An associated activity programme focusing on people, plants and place would also be delivered.

The Committee for London recommended the project as a medium priority for support.

The Board considered that the project represented a low priority for support and **REJECTED** the application.

**15. Tees-Swale: naturally connected; HG-17-04306**

**B 2018 (3) 15**

Applicant: North Pennines AONB Partnership

Request: First round pass of £6,056,300 including development grant of £408,200 (60% of total eligible development costs)

Project: A natural heritage project to considerably increase the resilience of a highly significant and bio diverse area of the England uplands, 67% of which is designated as being of special scientific interest. Through three key strands which focus on nature, skills, and engagement and interpretation, the project would create a national platform for work of its kind and facilitate cross regional working whilst retaining some of the most sensitive habitat in the country which is now in decline. The project fitted with DEFRA's 25 year Environmental Plan and would bring considerable value to the area.

The Committee for the North East recommended the application as a high priority for support.

The Board considered that the project represented a high priority for support and **AWARDED** a first round pass of £6,056,300 including development grant of £408,200 (60% of total eligible development costs).

**16. The North's greatest 'Cathedral of Commerce' Rochdale Town Hall: from Co-operation to Common Wealth; HG-17-04529**

**B 2018 (3) 15**

Applicant: Rochdale Borough Council

Request: First round pass of £8,945,400 including development grant of £688,700 (52% of total eligible development costs)

Project: To restore Grade I listed Rochdale Town Hall as a visitor destination and community hub. The building's heritage core would be repaired and restored and access would be enhanced with new ramps and lifts. An activity plan designed for inclusivity would be delivered, including outreach, 'hidden history' research and training placements for young people.

The Committee for the North West recommended the project to the Board as a high priority for support.

The Board considered that the project represented a high priority for support and **AWARDED** a first round pass of £8,945,400 including development grant of £688,700 (52% of total eligible development costs).

**17. Hoe Stream Restoration Project; HG-17-03547**

**B 2018 (3) 17**

Applicant: Woking Borough Council

Request: First round pass of £6,424,200 including development grant of £190,700 (32% of total eligible development costs)

Project: A five and a half year project to restore and enhance an area of natural landscape. The Hoe Stream Restoration Project would improve access to the river valley with the creation of a continuous 5km route and other infrastructural interventions. It would also create a new wetland study centre, providing opportunities for educational engagement. Re-establishment of natural flow patterns for the stream and work to eradicate invasive and non-native plant and animal species would support environmental improvement and a shift to natural flood plain management.

The South East Committee recommended that the project should be rejected.

The Board considered that the project represented a low priority for support and **REJECTED** the application in light of concerns raised.

**18. A new home for the Swindon Museum and Art Gallery; HG-17-01347**

**B 2018 (3) 18**

Applicant: Swindon Museum and Art Gallery Trust

Request: First round pass of £12,791,700, including development grant of £637,300 (17% of total eligible development costs)

Project: Swindon Museum and Art Gallery Trust in partnership with Swindon Borough Council would create a new-build museum and art gallery in the town centre. The new museum would house the collections of local history, archaeology, the natural environment and of Modern British Art and Ceramics.

The Committee for the South West recommended the project to the Board as a low priority for support.

The Board considered that the project represented a low priority for support and **REJECTED** the application.

**19. Stroudwater Navigation Connected - canal, archives, wildlife- regenerating cultural and natural heritage for everyone; HG-17-05550**

**B 2018 (3) 19**

Applicant: Stroud District Council

Request: First round pass of £9,799,000 including development grant of £842,800 (38% of total eligible development costs)

Project: To restore and reopen six kilometres of canal between Stonehouse in the East and the Gloucester & Sharpness Canal at Saul Junction in the West. This involved a number of innovative engineering solutions, including a new channel under the M5 motorway, two new locks, three road bridges and a major railway bridge. The project also included 33 heritage infrastructure 'sub-projects'.

The Committee for the South West recommended the project to the Board as a high priority for support.

The Board considered that the project represented a high priority for support and **AWARDED** a first round pass of £9,799,000 including development grant of £842,800 (38% of total eligible development costs).

**20. Newport Transporter Bridge - Repair, Restoration and Interpretation; HG-17-05879**

**B 2018 (3) 20**

Applicant: Newport City Council

Request: First round pass of £9,708,400 including a development grant of £1,052,800 (78% of total eligible development costs)

Project: To undertake comprehensive repairs to the Newport Transporter Bridge, construct a new visitor centre and develop a programme of activities and events. Repairs would be made including to the high level bridge span and the bridge's bracing and anchor cabled would be replaced. Interpretation would be significantly enhanced with a new visitor centre providing ticketing, shop, café, toilets, exhibition room, learning and community space.

The Committee for Wales recommended the project as a high priority for support.

The Board considered that the project represented a high priority for support and **AWARDED** a first round pass of £9,708,400 including a development grant of £1,052,800 (78% of total eligible development costs).

**21. NRM Masterplan: The First Phase;**

**B 2018 (3) 21**

Applicant: National Railway Museum

Request: First round pass of £13,406,900, including development grant of £1,299,600 (68% of total eligible development costs)

Project: To redevelop the Great Hall and Warehouse at the National Railway Museum (NRM), York, to provide new displays and interpretation and create a new 'Wonderlab'. Activities would create a step-change in the way the NRM worked with considerable additional outreach and an audience driven approach.

The Committee for Yorkshire & the Humber recommended the project to the Board as a high priority for support.

The Board considered that the project represented a medium priority for support and **REJECTED** the application.

**22. Taylor's: Saving the Last Bellfoundry in Britain; HG-17-01942**

**B 2018 (3) 22**

Applicant: The Loughborough Bellfoundry Trust

Request: First round pass of £8,375,100 including development grant of £535,900 (84% of total eligible development costs)

Project: Comprehensive repairs to Taylor's Bellfoundry, which was at risk of loss, to allow it to continue to cast, repair and re-hang bells using the original factory layout. The scheme would also create a comprehensive and fully accessible visitor experience, with archive and research centre. Activities would include practical conservation workshops in traditional skills and techniques, bell-making apprenticeships and oral history collection.

The Committee for the East Midlands recommended the project as a high priority for support.

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

**23. New Ways In: A Masterplan for the Fitzwilliam Museum's Third Century; HG-16-09693**  
**B 2018 (3) 23**

Applicant: Fitzwilliam Museum, University of Cambridge

Request: First round pass of £11,500,000, including development grant of £1,500,000 (29% of total eligible development costs)

Project: To deliver phase one of a four part Masterplan to transform the site for the future. To transform the Fitzwilliam Museum by providing new galleries and facilities and through engagement with target groups.

The Committee for the East of England recommended the project should be rejected.

The Board considered that the project represented a low priority for support and **REJECTED** the application.

**24. Great Yarmouth Winter Garden - Reimagining the People's Palace; HG-17-04577**  
**B 2018 (3) 24**

Applicant: Great Yarmouth Borough Council

Request: First round pass of £9,246,400 including development grant of £533,000 (71% of total eligible development costs)

Project: To repair and re-open this Grade II\* building to establish the Winter Gardens as a year-round visitor attraction.

The Committee for the East of England recommended the project to the Board as a high priority for support.

The Board considered that the project represented a medium priority for support and **REJECTED** the application.

**25. Prioritisation of first round items**

**Oral**

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

- Applications for We are London (item 13), Tees-Swale: Naturally connected (item 15), The North's greatest 'Cathedral of Commerce' Rochdale Town Hall (item 16), Stroudwater Navigation Connected (item 19), Newport Transporter Bridge (item 20), Taylor's: Saving the Last Bellfoundry in Britain (item 22) represented a high priority for support.
- NRM Masterplan: The First Phase (item 21) and Great Yarmouth Winter Garden (item 24) represented a medium priority for support.
- CPG 350: Sowing the Seeds of Discovery (item 14), Hoe Stream Restoration Project (item 17), A new home for the Swindon Museum and Art Gallery (item 18) and New Ways In (item 23) represented a low priority for support

In discussion the Board agreed that to award a first round pass and development funding within the available budget to Tees Swale: naturally connected (item 15), The North's greatest 'Cathedral of Commerce' Rochdale Town Hall (item 16), Stroudwater Navigation Connected (item 19) and Newport Transporter Bridge (item 20). The Board also agreed that projects of low and medium priority support would be rejected due to the issues discussed.

Remaining projects recommended as high priority for support (We are London – item 13, Taylors Bellfoundry – item 22) were reconsidered by the Board. Both were considered to be highly significant and important projects but were rejected on the grounds of budget available for the meeting. A recommendation would be communicated to applicants to explore potential for reapplication via the other HLF programmes available to each project respectively at reduced application values.

## **Kick the Dust**

*Steve Miller declared a conflict of interest and left the room.*

Eilish McGuinness introduced the item, which was set out in the Chief Executive's Report.

The Board had agreed in December that all second round applications in 2018/19 would be considered in competition. The Board noted that Kick the Dust was a time limited targeted programme supporting the Culture White Paper and which addressed a key priority group, young people. HLF had made a public commitment to invest £10m in the programme. The Board therefore agreed to consider Kick the Dust second round applications on their individual merits but subject to a rigorous quality assessment. The remaining Kick the Dust applications would be decided in May and June.

The second round application from Norfolk Museums & Archaeology Service, Norfolk Journeys: empowering young people to develop their own pathways into Norfolk's heritage (KD-16-06044), was presented for decision. A first round pass of £776,500 including a development grant of £31,000 (89% of total development costs) had been agreed at the delegated decision panel in June 2017. The second round application sought a grant of £745,500 (89%) to engage young people with heritage sites across Norfolk through a varied and high quality activity plan.

The Board **AWARDED** a grant of £745,500 (89% of eligible costs).

## **SF4 First round applications for discussion and decision: Memorial Fund**

### **26. NHMF Report**

**B 2018 (3) 26**

Fiona Talbott introduced the report, noting that since the report was issued the application for 'Securing the future of Gwyrch Castle' from the Gwyrch Castle Preservation Trust had been received and would be brought for decision in June.

### **27. Item Withheld**

### **28. Item Withheld**

## **Reports**

### **29. Report on 14-18NOW**

**B 2018 (3) 29**

The Board were joined by Nigel Hinds, Executive Producer, and Jenny Waldman, Director, of 14-18-NOW. They presented the work of the project including aims and objectives, key factors of success, their experience of working with HLF as a funder and other reflections as they embarked on their final season of arts experiences to commemorate the First World War.

Since the project launched in 2013 over 30 million people across the UK had engaged with the art installations, events and experiences which had been commissioned, surpassing the original aim of 10 million people for the life time of the programme. The success of the programme had been due to many influencing factors which included strong governance and decision making from the



outset, a focus on artist led projects and newly commissioned works, strong partnerships and the inclusive nature of the programme. This had enabled both physical and intellectual access to a broad demographic. Some of the key challenges had been around fundraising, particularly at the beginning of the project.

The flexibility of the funding relationship with HLF and the expert support that had been received to allow them to create a programme unlike any other previously funded had also contributed immensely to their success. This support had enabled the programme to work outside some of the usual constraints of a funding relationship and therefore work in a more iterative and creative way to develop the programme in response to many different needs.

The Board welcomed the presentation and reflected on the successes described, commenting that the reach of the project had been a real accomplishment. The ability engage a vast range of audiences, including within Northern Ireland specifically, in an inclusive and sensitive way was commended.

## **Items for information**

### **30. Schedule of Delegated Decisions**

**B 2018 (3) 30**

The Board noted the report.

### **31. Any other business**

**Oral**

There was none.

**The next meeting would be held on 22 May 2018.**