

HADRIAN'S WALL HERITAGE LIMITED
MINUTES OF A MEETING OF THE BOARD
HELD IN THE BOARDROOM, EAST PETEREL FIELD, HEXHAM
ON TUESDAY 16 SEPTEMBER 2008 AT 10.00AM

Present:

Directors

Ann Green	Chairman
Susan Achmatowicz	Non-Executive Director
James Berresford	North West Development Agency
Louise Davis	One NorthEast
Peter Henriksen	Non-Executive Director
Eric Robson	Non-Executive Director
Martin Shaw	Natural England
Humphrey Welfare	English Heritage

In attendance

Linda Tuttiett	Chief Executive
Tom Higgins	Director of Destination Marketing & Communications
Nigel Mills	Director of World Heritage & Access
Kristina Thrush	Director of Finance & Operations
Martin Walker	Director of Sustainable Development
James Arkless	Secretariat

1. Welcome and Apologies for Absence

The Chairman welcomed Louise Davis, who was attending in place of Stacy Hall, and Tom Higgins, newly appointed Director of Destination Marketing & Communications.

2. Declaration of Interests

Eric Robson as a Director of Osprey Communications, in relation to HWHL's PR activity.

3. Minutes of the meeting held on 29 July 2008

The minutes of the meeting held on 29 July 2008 were agreed as a correct record and signed by the Chairman. The Chairman thanked James Arkless for his contribution as Secretary to the Board since its inception.

4. Matters arising from the minutes

National Trail review

A letter had been sent to Peter Ashcroft following up on his visit to the National Trail.

Board review

The venue for the Board's annual review and the November Board meeting would be the Crown Hotel at Weatherall, near Carlisle. The review meeting would start at 3.00pm on Tuesday 25 November and continue over dinner. The Audit Committee and Board would meet on Wednesday 26 November, beginning at 9.00am.

Joint ticketing

There was further discussion of joint ticketing across the Wall. The Board agreed that it would be highly desirable as data from similar schemes showed significant benefits. Proposals would be drawn up for discussion at a subsequent meeting

Action: LT to put together joint ticketing proposals

LT

Vindolanda project management

There had been confusion over the role of Northumberland Strategic Partnership (NSP). Louise Davis explained the reasoning behind the advice from NSP on HWHL recovering project management services for Vindolanda, which had been questioned at the previous meeting. NSP had said that HWHL could not recover this service, resulting in a loss of potential income to the company. The reason for this was one of double counting: Single Programme funds provided for core costs were deemed to include staff time spent on Single Programme funded projects. Staff time could only be recovered on projects not funded by Single Programme. It was possible that HWHL could contract to provide the services but this would have to be included in the business case at the outset. The Board agreed that it should be a priority to ensure that high quality marketing and communications was provided for such a key project.

5. Membership

The Secretary confirmed that Cumbria County Council had written to the Board requesting that they become a Member of HWHL. The Board unanimously approved their application. The necessary documents would be prepared by the Secretary.

JA

Resolved: To appoint Cumbria County Council as a Member of the Company

6. Chairman's Report

North of England Civic Trust

The Chairman reported that she and the Chief Executive had met with the North of England Civic Trust. They would be a useful partner and HWHL could benefit from their Heritage Skills Initiative and education work.

Margaret Fay

The Chairman reported that she had met with Margaret Fay, Chairman of One NorthEast, who continued to be impressed with the progress and achievements of HWHL. There was a good understanding of this at Board level at One NorthEast.

Management Plan

The Chairman had met further with Peter Stone, Chair of the WHS Management Plan Committee. The consultation was now completed and would be presented to the MPC in early October. Peter Stone had written to the chairs of both RDAs commending HWHL's role in the consultation process. The Chairman congratulated Nigel Mills on moving the Management Plan forward according to timetable.

Carlisle Renaissance

The Chairman, together with James Berresford and Humphrey Welfare, had attended a dinner the previous evening to re-launch Carlisle Renaissance, with particular emphasis on the historic quarter of Carlisle.

World Heritage Sites

The Chairman and Chief Executive had been invited to be ambassadors for the nomination of Jarrow/ Monkwearmouth as a World Heritage Site. Board members were supportive of driving up the quality of interpretation and facilities. The new WHS would also boost the Roman Frontier as a result of the clustering effect, and partnerships should be developed.

7. Report of Chief Executive

The Chief Executive presented her report HWH/08/SEP/01, highlighting the following:

Funding

Much time had been spent in recent weeks on the business cases for both RDAs and on the evaluation report, which would be discussed later. The Board noted that the business cases were firmly based on the strategic vision of the company which had been developed by the Board.

National Trail

HWHL had responded to the Northumberland National Park strategy concerning the World Heritage Site and its management. This would be discussed at the conference in late March 2009. Natural England would also take part in discussions.

Local Authority funding

Discussions with local authorities were ongoing and had produced positive indications. The Board would be considering the preferred method of approach in November.

Volunteer guides

The Board noted that training was in place for guides at all levels.

Resolved:

- i) That the Board note the contents of the report; and**
- ii) That the report may be published.**

8. Project Development Programme

The Chief Executive presented the Project Development programme report HWH/08/SEP/02 which was duly noted. There was some discussion of how projects were prioritised and it was agreed that the numbering system should be dropped, with key projects being highlighted but not ranked. The Chairman asked for a paper for the November review meeting showing progress against the business plan and HWHL's Key Performance Indicators as part of the discussion of the future direction of the organisation.

Action: Report on progress vs business plan & KPIs to November review meeting **LT**

Resolved:

- i) That the Board note the contents of the report; and**
- ii) That this report may not be published for reasons of commercial confidentiality.**

The meeting broke for refreshments at 11.35am and resumed at 11.40.

9. Financial Report

The Director of Finance & Operations presented paper HWH/08/SEP/03 providing Management Accounts up to 31 August 2008. Overheads were well controlled and on budget. Some funding had been lost but was expected to be replaced from other sources. The cashflow forecast projected a negative figure for December but this would be avoided by careful management of outgoings. The Board were delighted with the quality of the report.

Resolved:

- i) That the Board note the contents of the report; and**
- ii) That this report may not be published for reasons of commercial confidentiality.**

10. Management Plan

The Director of World Heritage & Access presented paper HWH/08/SEP/04. The purpose of the document was to update members of the Board on progress with producing the 2008 – 2012 Management Plan. The consultation process was complete and production of the final report was on target. English Heritage was paying the bulk of the publication costs. It was agreed that there would be a launch event later in the year, ideally one in the NorthEast and one in the North West, which would incur a further cost. Humphrey Welfare asked for indicative costs.

Action: NM to give HW indicative costs of Management Plan launch event

**NM/
TH**

Resolved:

- i) That the Board note the contents of the report; and**
- ii) That the report may be published.**

11. Visitor numbers

The Director of Communications & Marketing presented paper HWH/08/SEP/05 which set out visitor numbers for sites along the Wall. The British Museum exhibition had generated great interest but this had not translated into higher numbers of visitors.

It was agreed that the impact of successful awareness raising may not be felt immediately but could benefit next year's figures. The Board looked forward to seeing a fuller analysis of data in due course.

Resolved:

- i) That the Board note the contents of the report; and**
- ii) That the report may be published.**

12. Roman Maryport

The Director of Sustainable Development presented paper HWH/08/SEP/06, which updated the Board on developments with the Camp Farm project. The Steering Group was due to meet on 29 September at NWDA's offices in Penrith. West Lakes Renaissance had approved its funding and a decision on funding from West Cumbria Development Fund was imminent. Subject to that, the land acquisition would go ahead with completion on 31 October.

Board members noted that good progress was being made on planning the subsequent stages of the project. Peter Henriksen asked about the contingency plans if economic conditions impacted on land values. The Board were advised that if the land had to be re-sold the funders would claw back the proceeds of that sale and not the original grant amount. However it was also noted that due to the archaeological significance of the site, a management regime that took this fully into account would always be preferable. It was noted that the Board had previously approved the land acquisition and the delegation of detailed decisions to the sub-group.

Roger Liddle, Chairman of Cumbria Vision, had indicated his support for HWHL's role, particularly in Camp Farm and throughout Cumbria.

Resolved:

- i) That the Board note the report; and**
- ii) That this report should not be published for reasons of commercial confidentiality.**

13. Funding and evaluation of HWHL

The Chairman introduced a discussion of HWHL's funding position in the context of:

- the work carried out recently and currently to develop the new business cases for HWHL's founding funders;
- local authority involvement;
- the implications of the new World Heritage Site Management Plan;
- the need to seek external funding/ sponsorship; and
- the need for HWHL to demonstrate Value For Money.

The draft evaluation report, which had been shown to the Board, provided very useful information. It was agreed that sponsorship and partnerships with local authorities were both areas worth developing.

It was agreed that clear priorities needs to be set, and this would be considered at the November review meeting. It was also important to demonstrate the leverage of funding from other sources that had been achieved. Sponsorship should be considered amongst ways of reducing dependency on RDA funding, though it was generally thought unlikely that HWHL could become totally self-sustaining.

The four Founder Members each had different agendas and different reasons for being involved. Each remained committed to the organisation but there was no certainty as to the level of support that would be possible in the future. However most Local Authorities were not making a significant financial contribution, though they were all benefiting significantly from HWHL's work. Once a clear set of priorities had been agreed it should be possible to communicate real evidence of the benefits of the organisation to all partners and this would assist in engaging with Local Authorities. Board members again offered their assistance in communication across the spectrum of partners. Board members were impressed with the draft evaluation report, which demonstrated great achievements to date but also set out significant challenges for the future.

Peter Henrisken, Linda Tuttiett and Tom Higgins left the meeting.

There were useful suggestions in the evaluation report for improving communication and for setting strategic priorities for the future. The timing of the annual review was in that sense ideal.

14. Any other business

There was no other business.

15. Date of Next Meeting

Wednesday 26 November at 10.30am at the Crown Hotel, Wetheral, preceded by Audit Committee at 9am and the annual review meeting on 25 November at 3pm.

The meeting closed at 2.05pm.

I confirm that these minutes are a true record of the meeting to which they relate:

Signed: **Dated:**
Ann Green (Chairman)

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