

**HADRIAN'S WALL HERITAGE LIMITED**  
**MINUTES OF A MEETING OF THE BOARD**  
**HELD IN THE BOARDROOM, EAST PETEREL FIELD**  
**ON TUESDAY 28 JULY 2009 AT 10.45am**

**Present:**

**Directors**

Ann Green	Chairman
Susan Achmatowicz	Non-Executive Director
Nick Brooks-Sykes	North West Development Agency
Stacy Hall	One North East
Peter Henriksen	Non-Executive Director
Eric Robson	Non-Executive Director
Humphrey Welfare	English Heritage

**In attendance**

Linda Tuttiett	Chief Executive
Mike Baker	Director of Sustainable Development
Tom Higgins	Director of Communications & Destination Marketing
Nigel Mills	Director of World Heritage & Access
James Arkless	Secretariat

*The Board meeting was preceded by a private meeting between Humphrey Welfare, Louise Davis, Nick Brooks-Sykes and the Chairman regarding English Heritage funding. This is reported under the Chairman's report below.*

## **1. Apologies and Welcome**

Apologies were received from Martin Shaw and Kristina Thrush.

The Chairman welcomed Nick Brooks-Sykes, who has been appointed Director of Tourism at NWDA and was now NWDA's Nominated Director on the HWHL Board, and Mike Baker, who had taken up his appointment as Director of Sustainable Development in succession to Martin Walker.

She also welcomed Gunnar Finke of the University of Freiburg, who was attending the meeting as part of his research.

## **2. Declaration of Interests**

No interests were declared.

## **3. Minutes of the meeting held on 19 May 2009**

The minutes of the meeting held on 19 May 2009 were agreed as a correct record and signed by the Chairman.

## **4. Matters arising from the minutes**

### **Influenced expenditure**

An updated schedule of expenditure influenced by HWHL's work was now appended to the monthly Management Accounts. These had been considered by the Finance & Resource Committee earlier today and would be presented to the Board under item 8 on this agenda.

### **Review of Business Plan job creation statistics**

The final statistics would be circulated in due course.

LT

### **Organisation chart**

This would be circulated to the Board as soon as possible.

LT

### **Letter to Local Authorities from Jonathan Stevens**

The Chairman reported that she had made the Permanent Secretary aware of the obligations on Local Authorities relating to World Heritage Sites and he was arranging for a letter to all relevant Local Authorities reminding them of this. The Chairman agreed to follow this up to ensure that the letter had gone out.

AG

### **Research into cross-referrals between sites**

This had been explored but that at present there was no available budget to commission research.

### **Other matters**

Companies House paperwork had been filed and the Accounts had been distributed as necessary.

## 5. Chairman's Report

The Chairman reported on recent activity, including the following:

### English Heritage (EH) funding

At a meeting between the Chairman, the RDAs and Humphrey Welfare this morning, the Chairman had made HW aware of the issues that had arisen in relation to confirming funding from EH and to the work involved in satisfying EH's requirements. HW had confirmed that the latest submission had been circulated and that a decision was expected on 10 August. It was likely that this would be an award of the full amount of funding for the current year. HW also confirmed a review was being carried out to ensure that there was no repetition of the problems encountered this time. The Chairman thanked HW, Nick Brooks-Sykes and the Chief Executive for their assistance in resolving this matter. HW agreed to report back to the Board after the review had been completed.

### Cumbria dinner

A successful dinner had been held at the Trout Hotel, Cockermouth, on 27 July for a number of stakeholders from Maryport and Cumbria generally. This had been a good opportunity to cement relationships. It was agreed that the overall impression of HWHL formed by those present was very positive, and it was hoped that this would lead to further substantive support in future.

### Hadrian Awards

The Chairman had been asked to be the lay assessor for these architectural awards and this had been a useful opportunity to raise awareness of HWHL. She urged the Board to nominate any suitable buildings that might merit consideration in future years' awards.

### DCMS Board

The Chairman had attended a further meeting of the DCMS Board and was able to report continued strong support for HWHL from the Permanent Secretary, Jonathan Stevens, who would be visiting the North West region in November.

### Bryan Gray

Bryan Gray had written to the Chairman to advise that he would be retiring as Chairman of NWDA on 16 August after 7 years in post. However HWHL would continue to work closely with him in his role as Chairman of Carlisle Renaissance. His successor at NWDA would be Robert Hough. He had also written separately with a useful and positive critique of Walking the Wall.

## 6. Chief Executive's Report

The Chief Executive presented her report HWH/09/JUL/01 and the Board noted the following:

- Early stage proposals for developments at the western end of the National Trail which were noted with interest.
- Issues over dogs and livestock on the Trail, where it was agreed that the company had discharged its responsibilities by offering clear advice to dog owners and walkers.
- Advice given to fell running groups about the environmental impact of large group of runners on the Wall.
- Positive news that Northumberland County Council was willing to underwrite the operation of the HWC Bus in Northumberland.
- Some success in networking with farmers through the NFU link with the Management Plan Committee and via the lengthsman.

Eric Robson welcomed that appointment of Marie Whitehead as Tourism Partnership Director for Carlisle. The Board noted that the formation of the Partnership was real success story and expressed the hope that it would provide a model for HWHL activity across the Wall.

**Resolved:**

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

**7. Report of the Finance & Resource Committee**

Peter Henriksen reported that the Committee had met that morning, and had considered the latest Management Accounts (see item 8 below) in some detail. They had also received reports on staffing and on insurance. There were no major concerns to report.

**8. Financial Report as at 30 June 2009**

Peter Henriksen commented on paper HWH/09/JUL/02, which contained the Management Accounts to 30 June 2009, including the latest schedule of influenced expenditure.

The Board noted that the financial position of the company was currently strong. Forecasts showed that HWHL was on track and on budget to meet its operating plan for the year and its cashflow was sound. The Board noted that steps were being taken to resolve administrative irritations with the bank.

The Chairman commended the quality of information in the report and the excellent financial controls that were now in place.

**Resolved:**

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

**9. Project Development Programme**

The Chief Executive presented paper HWH/09/JUL/03, which set out the latest project development details. There was some discussion of the A69 Haltwhistle interchange, and the Board noted that the Chief Executive was in discussions with the Local Authority over the strategic use of the site.

**Action: Haltwhistle plan to be circulated when available**

LT

**Resolved:**

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

**10. Roman Maryport update and Sub Group report**

Humphrey Welfare gave a verbal report on the meeting of the Roman Maryport Sub-Group which had taken place on 27 July. The Board noted that the Sub-Group had decided to change its name to the Roman Maryport Project Board in keeping with recognised project management terminology.

The Project Board had discussed a range of issues including the following:

- The deadline for submission of the HLF Stage 1 bid was 10 August 2009
- The options for appointment of a Project manager had been discussed and Mike Baker was to explore three possibilities, i.e. direct employment, secondment from a partner organisation or procuring the work as part of lead consultant's role.
- Final agreement of Heads of Terms with the Senhouse Trustees and the owner of the collection Joe Scott-Plummer had yet to be completed, and this needed to be resolved as a priority.
- However the Trust had passed a resolution in support of the project last November and most terms were agreed. The key issue of curating the collection was unlikely to be a source of any disagreement as a professional curator will be employed.
- The Project Board would meet again in September and would consider possible approaches to the owner of the collection. The Board agreed that the decision to approach the owner was one that should come from the Project Board as the Trust was represented there.

The Board noted that the aim was to provide a high quality visitor experience, and that the reality was that the current facilities needed significant investment. Mike Baker advised that a costed critical path project plan would be produced by early September. The funding windows for NWDA and HLF were quite short and timing was critical in order to co-ordinate funding from all sources.

#### **11. Summary of proposed projects submitted to Cumbria Vision Board**

The Chief Executive presented paper HWH/09/JUL/04, which presented for the Board's information a copy of a recent submission to the Board of Cumbria Vision. The submission listed potential projects in Cumbria and put them in the context of HWHL's work across the Wall. The Board noted that Cumbria Vision now had a strategic role and that two delivery arms, West Cumbria Vision and Barrow Vision, had been created.

**Resolved:**

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

#### **12. Management Plan**

The Director of World Heritage & Access presented paper HWH/09/JUL/05 which updated members of the Board on progress with the 2008–2012 Management Plan. The launch of the Plan was scheduled for events on 10 and 19 August and invitations were going out now. There would be Board representation at both events.

Recruitment of a co-ordinator was ongoing, with a likely start date in the autumn. In the interim David Brough was assisting on a temporary basis with taking the plan forward.

It was agreed that regular reports to the Board would be useful and that these should focus on risk management issues as well as immediate events.

**Resolved:**

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

### 13. Marketing report

The Director of Communications and Destination Marketing presented paper HWH/09/JUL/06 which comprised the most recent data on visitor numbers, occupancy rates and media coverage.

Members noted that some figures were above northern averages, for example the 40% year on year increase at Housesteads. Bookings were steady but confidence was lacking among accommodation providers, with particular concern about the autumn season. The Living Frontier event had given a huge boost to numbers and generated lots of excellent, high quality media coverage. The spend generated was estimated at £520,000, with publicity valued at £160,000. There were plans for another event next year, and before that the Lighting the Wall event should generate good PR.

Integrated ticketing remained an issue. The Living Frontier events included a multiple sites offer which had worked well, but the Board acknowledged that the issue would not be resolved quickly. There task required a customer-focussed approach and a clear understanding of the ultimate vision. From this could follow a strategic analysis of the steps to be taken and problems to be overcome. The Board welcomed the improved format of the report, but also asked for a progress report on integrated ticketing to be included in future marketing reports, along with some idea of forward marketing plans and responses to the data collected.

Nick Brooks-Sykes asked for details of the survey of bus users.

#### Actions:

- |     |   |    |
|-----|---|----|
| i)  | <b>Update on integrated ticketing to be included in each Marketing report</b> | TH |
| ii) | <b>Bus survey figures to be provided to Nick Brooks-Sykes</b>                 | TH |

#### Resolved:

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

### 14. Landscape Partnership & Interpretation Framework

The Board welcomed Gunnar Finke, a research student from the University of Freiburg, who gave a short presentation on his work on landscape management. The Board welcomed trans-national partnerships working across the Roman Frontier World Heritage Site and noted the useful connections with the forthcoming Limes Congress.

### 15. Sponsorship strategy

The Chief Executive Board presented paper HWH/09/JUL/07 which set out proposals for attracting further sponsorship for HWHL's activities. The Board welcomed the proposals but noted the resource implications of taking the plans forward. It was agreed that some external help would be beneficial and that it was essential to the company's future finances to reduce its dependency on public funding. A focussed partnership approach to sponsors was required, seeking to find out their needs, and it was agreed that useful lessons could be learned from partners who have already sought sponsorship from similar sources.

The Chief Executive was asked to progress plans/ideas over the next three months and it was again emphasised that HWHL must plan and take steps to become self-sustaining. The Chairman suggested contact with the DCMS specialist, Keith Nichol

**Resolved:**

- i) That the Board endorse the proposals set out in the report; and**
- ii) That this report may be published.**

**16. Any other business**

**Heritage Lottery Fund**

The Chief Executive reported that the Housesteads Stage 1 bid to HLF had not been successful, but the Board were pleased to note enthusiasm by English Heritage and the National Trust to re-submit the bid. Feedback is awaited from HLF.

**Annual Meeting**

In view of the two Management Plan launches in August, the Chair suggested that a stakeholder event take place early December. It was agreed that there would be no Annual General Meeting as such.

The retirement and re-appointment of Directors required by HWHL's Articles would be carried out by e-mail resolution. Peter Henriksen agreed that he would retire and seek re-appointment in September 2009.

**17. Date of Next Meeting**

The next meeting would be at **10.30am on Tuesday 29 September 2009** at East Peterel Field, Hexham, preceded by a meeting of the Finance & Resource Committee at 9.15am (note new time).

**The meeting closed at 1.20pm.**

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

**Signed** ..... **Date** .....

**Ann Green (Chairman)**

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