

HADRIAN'S WALL HERITAGE LIMITED
MINUTES OF A MEETING OF THE BOARD
HELD IN THE PIPERS ROOM, WALLINGTON, CAMBO, NORTHUMBERLAND
ON TUESDAY 3 JUNE 2008 AT 10.30AM

Present:

Directors

Ann Green	Chairman
Susan Achmatowicz	Non-Executive Director
Stacy Hall	One NorthEast
Peter Henriksen	Non-Executive Director
Phil Reddy	North West Development Agency
Eric Robson	Non-Executive Director
Martin Shaw	Natural England
Humphrey Welfare	English Heritage

In attendance

Linda Tuttiett	Chief Executive
Vineet Lal	Director of Branding & 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

Apologies were received from James Berresford. The Chairman welcomed Phil Reddy who was attending as his alternate director. Humphrey Welfare gave the Board a brief account of the history of Wallington Hall where today's meeting was being held.

2. Declaration of Interests

No interests were declared.

3. Minutes of the meeting held on 29 April 2008

The minutes of the meeting held on 29 April 2008 were agreed as a correct record and signed by the Chairman.

4. Matters arising from the minutes

Framing & Rural group

It was noted that the CLA would be invited to join the farming and rural group (page 3 of the minutes).

National Trail review

Martin Shaw informed the Board that Peter Ashcroft, who was overseeing the current review of National Trails, would visit the Wall on 9th/ 10th July. Nigel Mills and Martin Shaw were arranging a programme for him.

Company membership

The Secretary advised that North Tyneside Council was now a Member of HWHL. Copeland District Council had agreed to become one, but discussions were still ongoing with Cumbria County Council.

New Articles of Association

The Board noted that the written resolution to adopt the new Articles of Association had been agreed by all Members and the new Articles were now effective. The Chairman thanked the Secretary for overseeing this.

Event for universities and colleges

Nigel Mills indicated that the proposed event for universities and colleges could be arranged for early in the autumn term if that was a suitable date for all concerned. Further discussions would take place outside the meeting.

Action: Discuss proposals for universities & colleges event

NM/LT

5. Chairman's Report

The Chairman reported that she would be hosting a visit from a delegation from the USA in early August. A visit to Hadrian's Wall was being organised for this potential sponsor.

She congratulated the Executive team on recent highly positive national press coverage.

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The Chairman expressed her concern over resource availability in what appeared to be a very intense time for funding applications. The Board noted that the business plan highlighted resource requirements which were subject to RDA and other funding, and that the Chief Executive was currently engaged in a substantial piece of work to apply for funding from One NorthEast for a further three years. As there was a need to demonstrate partnership funding, and also in order to minimise duplication of effort, the Chairman asked the other core funders, where possible, to co-ordinate consideration of their future funding with the timescale set by One NorthEast, which was the largest funder.

Martin Shaw indicated that Natural England was hoping to secure three-year funding from DEFRA, in which case there was a possibility of guaranteeing funding to HWHL for a longer period.

The Board noted that evaluation information was essential to making a good business case. They felt it would be useful to see a summary of the various funders' evaluation frameworks. There was an expectation on the company to start delivering major capital projects and it would be useful if funders could see the progress made on some of these.

6. Report of the Finance & Resource Committee

Peter Henriksen reported that the Finance & Resource Committee had met this morning. They had examined the cashflow forecasts in detail and were content with the forecast projections.

The company's Annual Accounts were in the process of being signed off by eth auditors.

7. Report of Chief Executive

The Chief Executive presented her report HWH/08/JUN/01 and the following issues were highlighted:

- HWHL had been approached to co-fund a major Roman exhibition at Tullie House and the Great North Museum. It could bring significant long term returns on the initial investment, as it offered long term exposure for the area in the UK and USA. The Board agreed that it was an interesting opportunity and asked to see a more detailed proposal. The estimated contribution required was in the region of £50,000.
- The *Atlantic Finisterres* project was another partnership funding opportunity. However the Board felt that in this case the connection with the Wall was remote and that the project was unlikely to offer an effective marketing vehicle.
- The Chairman offered to approach GE regarding possible sponsorship for the Winter Lighting event. She also suggested that Jet2 might be worth approaching for sponsorship.
- The Board noted that proposed changes to the governance of Tullie House would not impact upon HWHL, and agreed that HWHL had a positive role to play in developing cultural vision in Carlisle and its hinterland.
- Another National Trail conference was being considered for the autumn and the Board suggested that a provisional date should be set soon.

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- A useful meeting with Oxford Archaeology had revealed some difficulties over data protection and these were being dealt with.
- The branded train on the Hadrian's Wall Country line would be launched on Friday 6 June at Newcastle Central Station.
- Plans for development of Ravenglass were continuing and the HWHL was monitoring the situation with erosion at the fort site.

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/JUN/02 which was duly noted.

The Board noted plans for the Great North Walk to follow the Hadrian's Wall National Trail. They were concerned about the sustainability of such large scale groups walking the Trail and agreed to write to the organisers suggesting that the event follow the cycleway in order to protect the archaeology and the Trail itself.

Action: Write to Nova re route of Great North Walk

LT

Resolved:

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

9. Financial Report

The Director of Finance & Operations presented a verbal update. She indicated that the management accounts for April and May would be circulated within the next fortnight. There were no issues of concern, the company had a cash balance of £130k and the Finance & Resource Committee had approved the cashflow forecast for the coming year.

Action: Circulate April/ May management accounts

KT

10. Management Plan

The Director of World Heritage & Access presented paper HWH/08/JUN/04. The purpose of the document was to update members of the Board on progress with producing the 2008 – 2012 Management Plan. The Board noted that the consultation draft was now out and stakeholders and the public were being encouraged to comment. Any technical issues in the responses regarding World Heritage would be dealt with by David Brough in Paul Austen's continued absence. The Chairman and Chief Executive thanked Nigel Mills for the hard work carried out to date. The Chairman was to meet Peter Stone, Chairman of the World Heritage Site Management Plan Committee, on 12 June.

Action: Hard copy of report to AG

Done

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 Branding & Communications presented paper HWH/08/JUN/05 which set out visitor numbers for sites along the Wall.

The Board noted that numbers for January to April were down on last year. This was attributed to the early date of the Easter holiday. However the trend in May, for which final figures were not yet available, was much better.

Eric Robson agreed to provide a model questionnaire for analysing lengths of stay and visitor spend as opposed to simple numbers of visitors.

The Board noted that the current economic climate would impact on tourism, though the exact impact remained to be seen. Stacy Hall offered to ask One NorthEast's Chief Economist to give a presentation on these issues at a future meeting, and the Board welcomed that idea.

However it was felt that the emphasis should still be on strategic brand development rather than diverting resources to short-term campaigns which were unlikely to be as effective.

Action:

- i) Provide model questionnaire for visitor stays/ spend** ER
- ii) Arrange presentation by ONE Chief Economist at future meeting** SH/JA

Resolved:

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

12. Brand Development

The Director of Branding & Communications gave a presentation on HWHL's branding strategy in the past year, and emphasised the joined up approach taken.

The existing Hadrian's Wall Country brand had been sharpened and its reach extended. The buses, train and Locally Produced brand had been well received and were expected to lever significant benefits. An excellent relationship with the British Museum was also beginning to benefit both parties.

The Board agreed that key brands should be registered as trade marks and the Secretary offered assistance with this. It was also noted that Tynedale Council owned some domains which HWHL might seek to acquire when the Council disbanded.

The Board noted developments with the website and press inserts which promoted the key messages the company was trying to give.

Action:

- i) Investigate acquiring domain from Tynedale Council** VL
- ii) Look into registration of trade marks** VL/JA

The meeting adjourned for lunch at 12.55 and resumed at 1.20pm.

13. Business Plan & Budget 2008/09

The Chief Executive presented paper HWH/08/JUN/06 which was the proposed Business Plan and Budget for HWHL for the year 2008-09.

The Board agreed that it was an excellent Business Plan which clearly set out the company's current position, its ambitions and its resource requirements and demonstrated the breadth of HWHL's work. The plan mapped across HWHL's public duty objects, its KPIs and its development programme.

They noted that many project were inter-dependant and had to be taken forward in parallel. Rigid prioritisation of projects was not always meaningful could undermine the overall vision.

However the Board asked for priorities for investment to be set out in brief form in the final version, and for the meaning of sustainability to be clarified and put in context. The final version should be ready to present to the next Board meeting.

Action: Final business plan & budget to next Board meeting

LT

Resolved:

- i) That the Board endorse the business plan and budget for 2008/09; and**
- ii) That this report may not be published for reasons of commercial confidentiality.**

14. Revised Risk Register

The Chief Executive presented paper HWH/08/JUN/07 which was an revised draft of the company's risk register. The new version clarified ownership of risks. The Board asked that the register should identify risks that cannot be mitigated, such as economic recession and loss of public funding. The date column could also be removed.

Action: Add risks that cannot be mitigated to register

LT

Resolved:

- i) That the Board approve the revised risk register subject to the amendments suggested; and**
- ii) That this report may be published.**

15. Friends of HWHL

The Chief Executive gave a verbal report on initial thinking about formation of a Friends association. The Executive were considering possible packages to be offered but this was at an early stage. A further report would be brought to the Board in the late autumn.

Actions: Friends of HWHL to November Board

LT/ Sec

16. Camp Farm and Roman Maryport

The Director of Sustainable Development gave a verbal update on the development of the Roman Maryport project. Good progress had been made on funding, with a decision expected from West Lakes Renaissance next month. The vendors had agreed to extend HWHL's option to purchase until the end of October.

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There had also been a very positive meeting with the whole Board of Trustees of the Senhouse Museum regarding the transfer of the collection, and they appeared to be greatly reassured. However there would need to be an agreement in writing with them.

Legal advice was being sought on the most appropriate legal structure and governance model and this would be presented at the next meeting of the Board. It was agreed that this should be circulated at the earliest possible date and should also be passed to HWHL's auditors for comment.

It was agreed that a sub-group should be formed to oversee the project from now on, with regular reports to the full Board. The sub-group would consist of:

- James Berresford
- Ann Green
- Eric Robson
- Linda Tuttiett
- Martin Walker
- Humphrey Welfare
- One Senhouse Trustee (as observer)
- Any other appropriate co-optee (as observer)

The Chairman added that the membership of this group could change as the needs of the development progressed.

Action: Circulate legal advice to Board and to auditors for comment asap MW

17. Any other business

Royal Logistics Corps: The Board received a paper on the recent programme of work on the Wall by the Royal Logistics Corps, which had been a great success.

Resolved:

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

18. Date of Next Meeting

The next meeting of the Board would be held on **Tuesday 29 July 2008 at 10.00am** at Segedunum, Wallsend. The Audit Committee meeting scheduled for that day would be cancelled.

The meeting closed at 2.35pm.

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

Signed: **Dated:**

Ann Green (Chairman)