

**HADRIAN'S WALL HERITAGE LIMITED**

**MEETING OF THE BOARD: TUESDAY 18 SEPTEMBER 2007**

**REPORT OF CHIEF EXECUTIVE**

**1. Strategic & Business Planning**

- 1.1 KPIs have been thought through and discussed in the pre-Board meeting on 30 July. Final choices will be prepared for the AGM.

**2. Resources**

- 2.1 Eight new computers have been purchased to replace six very old machines and two for new staff.
- 2.2 The office layout has been looked at. It is difficult to alter the layout to accommodate new staff but there is an opportunity to accommodate staff and teams more effectively using as yet unutilised desks.
- 2.3 Further correspondence has taken place with Stanton Mortimer re the condition of the lower car-park following a staff member twisting their ankle on the very rocky surface.

**3. Funding and Finance**

- 3.1 A paper on grant applications and a re-forecasted budget have been provided. In addition, all local authorities have been approached re future funding of HWHL.

**4. Staffing**

- 4.1 Recruitment has taking place for a 'Director of Sustainable Development' to replace Iain Herbert who left at the beginning of September. Interviews took place on 17 August and Martin Walker, currently Head of Regeneration at Chester-le-Street Council has been appointed. Martin will join us briefly at this Board meeting and should be able to join HWHL at the end of November.
- 4.2 The review of organisational structure has now taken place and implementation will begin in the third week of September.
- 4.3 Interviews for the Sustainable Access Officer post will take place on 21 September.

## 5. Implementation and Measurement

- 5.1 Meeting with HLF in the NW re the progress of the Camp Farm application. Extremely positive meeting whereby the pressure to deliver the Camp Farm Stage 1 bid by 1 December 2007 (an erroneous deadline) was removed, thereby ensuring a more complete process of finalising the conservation management plan, the audience development plan, the research framework etc... can be undertaken. HLF were also extremely happy that HWHL will begin to take the lead on the development of Camp Farm in conjunction with the Senhouse trustees. Meeting with Andy Croft of Atkins re the Camp Farm pieces of work listed above.
- 5.2 Several further meetings with Hugh Thompson and Sian Johnson re identifying costs of the final engineering and architectural work needed, plus the cost of the business planning and feasibility studies. I also met a group of the Trustees to convince them of our good intentions. HWHL took Jonathan Stephens, Permanent Secretary DCMS to visit Senhouse and Camp Farm which further helped build good relationships – I think they are finally convinced we intend to take the project further!
- 5.3 Meeting with Henry Owen-John (EH NW) re potential Camp Farm excavations was also very positive.
- 5.4 Meeting with Ailsa Anderson, Culture Manager One NorthEast re Culture 10 and changes within One NorthEast re culture management and plans for the future.
- 5.5 Several meetings with NSP re expanding the detail of our capital plans for the next three years; prioritising developments and discussing capacity and project planning requirements. We are pleased to say that NSP have prioritised the eight HWHL Northumberland based developments to move forward over the next three years.
- 5.6 Lindsay Allason-Jones re Singing in the Bath, Stories of the Northern Frontier publication, the Pilgrimage of 09, Tim Richardson watercolours of the Wall and Housesteads at the Laing, the Chesters Trustees willingness to commit major funding to see the Chesters Museum expanded appropriately.
- 5.7 Full day meeting with Liam Murphy of Copeland Borough Council re HWH plans for Copeland, Romans in Ravenglass etc. Discussed de and re-commissioning of Sellafield and associated possibilities for tourism development in Copeland.
- 5.8 Full discussion with Graham Usher of Hexham Abbey on plans for the Abbey and the Roman Wall stones and connections in the Crypt. Potential for an interpretation site. £5m development shortly to go to HLF appraisal.
- 5.9 Northumberland Sustainable Communities planning meeting organised by the National Park.

- 5.10 Meeting with Head of Company Law at DBERR Tony Susman and Peter Judge, One NorthEast re HWHL activities and ONE strategy fit.
- 5.11 Northern Rural Network, meeting with Terry Carroll re HWH taking a presentation slot in their next rural event on 20 November. Opportunity to invite our core businesses and influence other rural interests. Particular focus on food.
- 5.12 Meeting with Peter Atkinson, MP for Hexham re our activities. Introduced to all staff. Very helpful suggestion by Peter that he would help set up an all-party interest group for HW in the autumn.
- 5.13 Rural Development Funds in NE and Cumbria – several meetings re our expressions of interest and plans for both regions. An internal project group has been set up to take plans forward.
- 5.14 Haydon Bridge partnership re possible plans for the future of Haydon Bridge post the arrival of the by-pass. Great conversation re the possibilities of encouraging HW related tourism developments. Also helpful to understand just how much tourism related traffic and business there is in Haydon Bridge.
- 5.15 Visit to Bessiestown Farm 4\* B&B and Self-catering – met Margaret Sissons and the owner of Bailey Mill. They want to ensure we don't forget the Roman remains at Bewcastle, Netherby and the area NE of Longtown. They are also involved with the Rievers Trails project.
- 5.16 Carlisle City Council/Carlisle Airport meeting to discuss the planning application by Andrew Tinkler to expand the airport services. All interested parties present including the environmental interests of Friends of the Lake District, Solway AONB, Natural England and the Wildlife Trust – none of whom feel adequately consulted with, although the necessary legal measures of bird counts required have been on-going since June to fulfil the environmental impact assessment needs. The transport assessment and economic statement have also been completed. The archaeological survey (240 2m trenches dug) found two Neolithic pits but nothing else of significance. EH will now consider the impact of new hanger buildings on viewpoints of the Wall and surrounding landscape. The full planning application will be submitted by December 07 with a view to beginning work in early 2008.
- 5.17 Jonathan Stephens visit was very successful. I think we have a convert! He is particularly interested in tracking the progress of Camp Farm developments. Jonathan left with four important conversations he will have on our behalf with Defra re Natural England capital works funding, Dept Local Govt re sustainable transport issues, EH and NT re site solutions where joint operations take place and the importance of resolution.

He is very interested in seeing how HWHL progresses as a model of partnership. The evening dinner with Harry Reeves (DCMS), Marie Willson (GONE), Kate Mullen (DCMS), Humphrey Welfare, Alec Coles, Louise Davis, John Litherland, Phil Reddy, Martin Howat (Natural England), David Ronn (National Trust), Keith Bartlett (HLF) and Andy Bairstow (Nexus) present was also successful and resulted in new opportunities to meet with Martin Howat and David Ronn separately re some of our issues.

- 5.18 Interviewed by Alistair Moffat who is filming a six-part HW series for March 2008 (and writing the Book!). He has interviewed many of the Wall stakeholders large and small. Tanni Grey-Thompson para-Olympic athlete will co-present the series.
- 5.19 CEO and Directors attended a national WHS conference in London.
- 5.20 Chair and CEO lunched on the QE2, docked in the Port of Tyne.
- 5.21 The WHS Management Plan Committee accepted the revised timetable for the Management Plan with completion of draft text by January/February 2008. Paul Austen is developing draft sections of the new WHS MP. Part 1 is virtually complete. Responses from partner organisations to compile an assessment of the current MP have been received except EH (awaited). Work is starting on preparing the draft sections on the management issues, draft policies and monitoring indicators for Protection and Planning due for early October.
- 5.22 Meetings of the Interest Groups for Planning and Protection, and Conservation and Land Management have been set for late October and late November respectively to consider the respective completed draft sections. An internal meeting for HWHL staff to input into the Tourism, Access and Interpretation sections has been set up for 10 October.
- 5.23 Work is ongoing with the Education Forum to develop an Education Strategy for the WHS (also to be included as education part of new Management Plan)
- 5.24 Advanced planning for the Winter Lighting event is in hand to be held at Walltown in December.
- 5.25 Initial planning has been undertaken for 'Living Frontier' 2009 Culture 10 festival programme (Heritage and Landscape theme) – C10 identified HWHL to co-ordinate the programme (with C10).
- 5.26 Planning is ongoing for SMCs - working and progress chasing on all of the projects. King Arthur's Well is now ready for drafting, with other SMCs almost ready. This matter has been discussed with OAN consultant - aiming to process four SMCs this autumn/winter.
- 5.27 Newcastle City Council, Hadrian's Way meeting. Until now, due to lack of funding, nothing has been allocated this financial year to Hadrian's Way. Natural England may be able to find funding for this year and have invited Newcastle City Council to plan for (a) the remainder of 07/08 and (b) 08/09 management and maintenance with options for both with and without Hadrian's Way Ranger (subject to funding from Natural England). The lack of funding is starting to affect sites and projects all along the Wall.

What starts as a small problem that can be dealt with quickly can rapidly develop into a major issue that is expensive to resolve. We discussed with DCMS the 'stitch in time' philosophy.

- 5.28 Route variations on the National Trail in Newburn are being investigated on account of (a) riverbank erosion and (b) landowner request. Dates have been set for October/November walkover condition survey. The summer fixed-point photography along the Trail has been done and the photos are awaiting assessment. Hadrian's Wall Path Walking Pack is now available to order via a downloadable form from the National Trail website (cheque payments only).
- 5.29 The Archaeology contract will go out to tender this month.
- 5.30 Hadrian's Wall Bus Service is operating well.
- 5.31 Three new volunteer wardens have been assigned sections and their familiarisation is now complete. A practical task on the National Trail was run for the volunteers during the summer and a social event has been organised for Friday 28 September and will include a walk, lunch and meeting. The summer edition of the new look 'Volunteers Newsletter' was completed and sent out at the beginning of September. 'Volunteers Questionnaire 2007' was sent to all Trail volunteers for feedback on their levels of satisfaction and ideas for future volunteering projects in the corridor.
- 5.32 Volunteer National Trail Administration Officer - Role description and a generic Volunteer Agreement completed.
- 5.33 A feasibility study is underway into volunteer-led guided walks and guided tours in the HW corridor and is due for completion in October 07. Part of this work has involved the Volunteer Co-ordinator visiting other local WHSs. Project proposals are underway for career development opportunities in HW corridor in consultation with interested organisations; the aim is to apply for One NorthEast Cultural Volunteering funding by the end of 2007. Research has started into the Community Archaeology Projects.
- 5.34 The Plan Your Invasion campaign has so far seen 573,000 total hits to [www.planyourinvasion.co.uk](http://www.planyourinvasion.co.uk). Inserts and print ads seen by up to 2.1 million consumers. The campaign runs until the end of September 2007.
- 5.25 An agreement in principle has been reached with Northern Rail to rename the Tyne Valley Line as Hadrian's Wall Country Line, the re-brand would come into effect mid-December 2007 and would include HWC branding at local train stations as well as wrapping of one train with a HWC image and branding of table tops.
- 5.26 Three Roadshow events have taken place so far, at Segedunum, Twice Brewed and Whitehaven, with an average 50 attendees at each. Feedback has been very positive with local businesses and stakeholders very keen to be part of the WHHL network.

- 5.27 There has been continued coverage of the Wall and Hadrian's Wall Country on TV and in print media. In addition to this 20 American journalists are to visit the area in October and we expect both the Guardian and Daily Mail to visit in September to cover circular walks.
- 5.28 Plans are underway to produce the main piece of promotional print for 2008, combining the two pieces of print currently produced, i.e. the Roman Attractions leaflet and the Mini Guide, with the provisional title of *Welcome to Hadrian's Wall Country*. The guide will be used to encourage visitors to consider a visit to Hadrian's Wall Country as well as encourage those already in the area to visit the main Roman sites, secondary sites and non-Roman attractions. It will include accommodation, restaurants, transport and other relevant local businesses. The guide's central element will be a map showing the full extent of the Wall as well as a secondary map that plots the main sites and access points, giving distances and times to demonstrate the ease of access.
- 5.29 35,000 copies of *Walking in Hadrian's Wall Country* have been produced and tactically distributed throughout the Corridor and access points. Copies sent to 25 journalists in the UK with several walking press trips in preparation for spring 2008.
- 5.30 The Business Support Officer has been looking at training and partnership opportunities with Northumberland COVE, Newcastle City Council, Business Link North East and new Tourism Skills Advisors. She has also been working in conjunction with One NorthEast on Benchmarking for several schemes including Green Tourism, All are Welcome, ICT Awareness, Quality Awareness and VAQAS.

## **6. Recommendations**

6.1 It is recommended that:

6.1.1 the Board note the contents of this report; and

6.1.2 this report may be published.

### **Chief Executive**

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