



# Commission

**Final Minutes of the 319<sup>th</sup> meeting held at 14:30 on 14 February 2019 at Cannon Bridge House, London, EC4.**

**Commissioners present:** Sir Laurie Magnus, Chairman  
Nicholas Boys Smith  
Professor Martin Daunton  
Paul Farmer (for part)  
Professor Mike Fulford  
Victoria Harley  
Neil Mendoza  
Michael Morrison  
Patrick Newberry  
Charles O'Brien  
Richard Upton

**Staff present:** Duncan Wilson, Chief Executive  
Shane Gould, Head of Industrial Heritage Strategy (for part)  
Meryl Hayward, Director of Corporate Services  
Claudia Kenyatta, Director of Regions  
Deborah Lamb, Deputy Chief Executive  
Duncan McCallum, Strategy and Listing Director (for part)  
Ian Morrison, Director of Policy and Evidence  
Siobhan O'Donoghue, Head of Governance  
Julia Ward, Senior Exec. Assistant to the Chairman & Chief Exec.  
Andrew Wiseman, Corporate Secretary and General Counsel

## **1 Apologies, announcements and Declarations of Interest**

- 1.1 The Chairman welcomed attendees to the meeting.
- 1.2 Apologies for absence had been received from Commissioners Alex Balfour, Sandra Dinneen, Rosemarie MacQueen, Susie Thornberry, and the Chairman of the English Heritage Trust, Sir Tim Laurence. Apologies had also been received from Sarah Ryle, Director of Communications and Public Engagement.

### *Announcements*

- 1.3 On behalf of Commissioners and staff, the Chairman paid tribute to Deborah Lamb, Deputy Chief Executive, who was attending her last Commission meeting before

retiring in March after 17 years at the organisation. The Chairman expressed his thanks to Deborah for her significant contribution to Historic England and English Heritage before that. Deborah would be greatly missed and Commissioners conveyed their warmest wishes to Deborah for the future.

#### *Declarations of Interest*

1.4 There were no declarations of interest.

## **2 Minutes of 13 December 2018 Commission meeting and matters arising**

2.1 The minutes of the 318<sup>th</sup> Commission meeting held on 13 December 2018 were approved as a correct record, subject to a small number of drafting points.

#### *Matters Arising*

2.2 English Heritage Trust accounting matters: The two accounting issues, reported by the EH Trust Chairman at the December 2018 meeting, were due to be considered by the Trust's Audit and Risk Committee (ARC) on 14 February 2019. Commissioner Patrick Newberry, Chair of Historic England's Audit and Risk Assurance Committee, had received the EHT ARC meeting papers and was content that the matters were being given appropriate consideration and were on track.

**2.3 Commission approved the minutes of the 318<sup>th</sup> Commission meeting held on 13 December 2018.**

## **3 Chairman's Report**

3.1 The Chairman presented his regular report on activities since the last meeting and on forthcoming events. The Chairman had attended a number of meetings relating to the DCMS Tailored Review, including an introductory meeting with Fields Wicker-Miurin, the DCMS non-executive chairing the Challenge Panel.

3.2 Commissioners noted that the 17 January Expert Advisory Group meeting had gone well and that there had been positive feedback from attendees. **Break-out session summaries and outputs would be made available.**

3.3 It was noted that the Chief Executive had written to the Secretary of State for Environment, Food and Rural Affairs, setting out issues around the inclusion of heritage in the Environment Bill.

3.4 The Chairman thanked Commissioners for making the time to attend their annual one-to-one meetings with him, taking place during February and March.

**3.5 Commission noted the Chairman's Report.**

## 4 Chief Executive's Report

- 4.1 The Chief Executive presented his regular paper summarising recent activities. The report format had been revised and now included an update from each Director covering principal developments within their Group since the last meeting. The report also included the regular performance dashboard, which summarised and provided commentary on key business streams and risks, financial and non-financial performance, and organisational data.

### *Chief Executive's Report*

- 4.2 Performance Dashboard: Information on HE's social media following showed positive year-on-year progress in terms of views, followers and subscribers.
- 4.3 Cultural Heritage Capital Measurement: DCMS had convened a meeting of representatives from across the cultural and heritage sectors to discuss establishing a methodology for collecting and measuring cultural heritage capital, and had submitted a £300k funding bid as part of the Spending Review. Commissioners discussed potential partners and contacts to help take forward this work. It was suggested that the Natural Capital Committee might be a successful model to follow.
- 4.4 Change Programme: The new organisational structure had gone live on 21 January 2019. Further senior appointments had been made, including six Regional Directors, and the new Corporate Leadership Team had held its first meeting. Next steps would be focused on new ways of working and culture change, including HE's Diversity Strategy; the roll-out of new organisational behaviours; a Learning Strategy; and the Specialist Career Pathway, currently being trialled with Principals in the Regions Group. Commission thanked the Executive Team for its work on the Change Programme.
- 4.5 Shrewsbury Flaxmill Maltings: Commission welcomed the news that the land transfer had been agreed by Homes England on 20 December 2018.
- 4.6 Other updates covered in the Chief Executive's Report included the National Lottery Heritage Fund Strategy launch; the timetable for the Tailored Review; progress with the Highways England A303 tunnel proposals; and the Planning Inspector's decision on the development applications at Bramshill House and Park.

### *Corporate Services Group*

- 4.7 IMT issues: Activity within the Corporate Services Group included the ongoing move of services from EU data centres to ones within the UK. Commission noted that the Chief Executive had written to his counterpart at Littlefish, the supplier of Helpdesk and End User services, and weekly meetings were being held to help bring service performance back to acceptable levels.

### *Policy and Evidence Group*

- 4.8 Casework Reform: Following Commission's discussion of the Casework Reform project recommendations at its December 2018 meeting, staff had worked on revisions to the proposals. Alternative ways of achieving the 20% saving in resources spent on casework without regulatory change had been identified, and DCMS and MHCLG officials had been informed that Historic England would be taking this approach. **A report on the revised proposals would be brought to the Commission meeting in April 2019.**
- 4.9 Historic High Streets Heritage Action Zone (HAZ): The DCMS Finance and Investment Committee had considered the draft Outline Business Case for the HAZ High Streets Programme on 13 February 2019 and had requested the Full Business Case be brought back in March, not September as originally planned. Historic England had also been asked to administer the full £55million (of the overall £675million Future High Streets Fund) allocated for the regeneration of heritage high streets, rather than the £40m announced in October 2018. This would therefore include the £15m allocated to the Architectural Heritage fund. There was a great deal of work to be done in advance of submission, particularly on the economic case, but the revised timetable would enable the Full Business Case to be signed-off before the launch of the programme in April 2019. Success evaluation criteria, as well as an early 'demonstrator' project to incentivise others and inform future projects, were being developed as part of the work. **Commission would receive an update on the Historic High Streets HAZ programme at the next Commission meeting.**
- 4.10 Historic England had contributed to a number of UNESCO State of Conservation reports for consideration by the World Heritage Committee in July 2019, including on the Liverpool Maritime Mercantile City World Heritage Site (WHS), which remained on the List of WHSs in Danger. Commission noted that a number of development proposals for Liverpool Docks were reported elsewhere in the Casework Report.

### *Public Engagement Group*

- 4.11 In advance of the Spending Review, the Chief Executive had written to DCMS requesting that funding for Heritage Schools be included in Historic England's baseline, in order to help secure the programme's future beyond March 2020.

### *Regions Group*

- 4.12 John Neale (the former Planning Director for the East of England region) had been appointed to a new role – Head of Development Advice – created to help ensure effective oversight of the management of contentious or major casework, and to improve the consistency of development advice. The Head of Development Advice would also support the Historic England Advisory Committee (HEAC) and London Advisory Committee (LAC).

#### 4.13 Commission noted the Chief Executive's Report.

### 5 English Heritage Trust update

- 5.1 The Chairman presented the regular report on the EH Trust's performance, up to December 2018. Commission noted the overall position, including the favourable variance in Private Philanthropy income as a result of a donation from the Rausing family. The full year trading margin forecast was slightly below budget and measures were being considered to improve the position, although other areas (including the membership direct debit provision, as reported at the December 2018 meeting) were likely to have a further negative impact on overall financial results for 2018/19. **Commission suggested that it would be helpful to receive a balance sheet including liquid assets as part of the EHT financial performance information.**
- 5.2 Regarding the conservation and stewardship of the National Collection, Commission noted that the Historic Estate Conservation Committee (HECC) continued to monitor the Trust's performance in this area, and that HECC was due to consider the Sustainable Conservation Strategy and Asset Management Plan at its next meeting in March 2019.
- 5.3 The Chairman reminded Commission that, as the sole member of the charity, Historic England's duty was to hold the Trust to account for the management of the estate. Commissioners and EH Trustees were due to meet later that day at the annual get-together and the Chairman reiterated that it was important that the two organisations had such opportunities to discuss mutual matters, and should seek to be aligned as far as possible – for example around the continued provision of shared services – in order to ensure the success of the New Model. This was particularly important in light of the Tailored Review.

#### 5.4 Commission noted the update on the English Heritage Trust's 2018/19 performance to date.

### 6 Financial update

- 6.1 Commission noted the financial results to the end of December 2018. The forecast remained a balanced position at year end after taking £3.9m into reserves, partly ring-fenced for Wentworth Woodhouse and the Taylor Review places of worship pilot.
- 6.2 Overall year to date income and expenditure was also a balanced position, with income above budget (partly as a result of additional earned income) offset by additional expenditure. Fundraising was forecast to finish the year c.£100k above budget. Grants and Enabling Programmes were expected to be below budget by

year end, as was Payroll. Non-pay costs were expected to be above budget, mainly due to additional expenditure on the Shrewsbury Flaxmill Maltings project, funded by additional income.

#### *Financial Risks and Issues for 2018/19*

- 6.3 The Director of Corporate Services reported that the impact of changes to the employer pension contribution was now expected to be c.£1.7million per annum. Discussions were taking place with DCMS about the level of HM Treasury funding for 2019/20, but it was possible that HE would need to bid on a recurring basis for future years.

<b>6.4 Commission noted the financial position up to December 2018.</b>
---

## **7 Historic England's Developing Industrial Heritage Strategy**

- 7.1 Shane Gould, Head of Industrial Heritage Strategy, presented an update on Historic England's developing Industrial Heritage Strategy. The presentation explored the background to the Strategy, including the findings of the 2011 Industrial Heritage at Risk survey, and more recent developments, including recommendations from the All Party Parliamentary Group's 2018 report, *Challenges Facing the Industrial Heritage Sector*, and proposals for an Industrial Heritage Summit in late Spring 2019. The Strategy sought to address nine issues (including protection, conservation, re-use and public engagement) and four themes (including extractive industries and transport); and aimed to identify activities and projects that might be taken forward by Historic England alone, or in partnership with other organisations.
- 7.2 Commission welcomed the update and went on to discuss a number of the themes, issues, challenges and opportunities highlighted in the presentation:
- a The Strategy encouraged a wide range of options and solutions to be explored, although it was acknowledged that success might be restricted by location (for example in areas of low property values), and that the scale of the conservation deficit at some sites was also prohibitive in terms of what might be achievable.
  - b Collaboration with other bodies within the heritage and cultural sector and beyond - as well as with local and central government - were underpinning elements of the Strategy.
  - c There was a need to work with developers and the property industry to encourage them to see beyond the challenges and consider the wide-ranging benefits of re-use, including those associated with a minimal intervention approach.
  - d Local authorities were also important partners, as demonstrated by successful examples at Derby and Elsecar. Inspirational case studies and guidance were important.

- e The Strategy linked to wider government priorities including High Street regeneration, housing provision and sustaining communities and the regional economy in the post-Brexit environment. There were also potential international opportunities to explore, such as lectures and training.
- f There were tie-ins with Historic England's own work such as the Places Strategy and Public Engagement Strategy, with opportunities for cross-Group working, community engagement and public-facing outputs.
- g There was often a good deal of interest in, and affection for, industrial buildings among local communities, particularly where there was a social history or human story element.
- h As well as individual buildings, areas of domestic-scale artisanal industry could also be considered as industrial heritage.
- i Shrewsbury Flaxmill Maltings would continue to be used as a showcase site in terms of tackling industrial heritage at risk, as well as highlighting the associated skills programme and outreach activities.

7.3 On behalf of Commissioners, the Chairman thanked the Head of Industrial Strategy for the presentation. **It was agreed that Commission should receive a further update on the Strategy in six months' time.** Commissioners with an interest in the Strategy were encouraged to contact the Head of Industrial Strategy outside of the meeting.

**7.4 Commission noted the update on the developing Industrial Heritage Strategy.**

## **8 Casework Report and Planning Bulletin**

8.1 Commission received its regular update on Historic England's business critical casework and recent and forthcoming planning developments. Specific matters discussed included the local authority's handling of the development application for Unity Square, Nottingham.

**8.2 Commission noted the Casework Report and Planning Bulletin.**

## **9 Historic England Committee minutes**

9.1 Commission noted the minutes and updates from recent sub-committee meetings.

**9.2 Commission noted the minutes of:**

- a **the 1 November 2018 Business and Finance Committee meeting;**
- b **the 29 November 2018 London Advisory Committee meeting;**

- |   |
|---|
| <ul style="list-style-type: none"><li>c the 12 December 2018 Shrewsbury Flaxmill Maltings Programme Board meeting; and</li><li>d the 16 January 2019 Places of Worship Forum meeting.</li></ul> |
|---|

## **10 Any Other Business**

10.1 There were no further items of business.

## **11 Closed Session**

11.1 Commission held a closed session with the Chief Executive.

**Siobhan O'Donoghue**  
**February 2019**





# Commission

**Final Minutes of the 320<sup>th</sup> meeting held at 09:30 on 11 April 2019 at Cannon Bridge House, London, EC4.**

**Commissioners present:** Sir Laurie Magnus, Chairman  
Alex Balfour  
Nicholas Boys Smith  
Paul Farmer  
Professor Mike Fulford  
Victoria Harley  
Rosemarie MacQueen  
Neil Mendoza  
Michael Morrison  
Patrick Newberry  
Charles O'Brien (for part)  
Susie Thornberry

**Staff present:** Duncan Wilson, Chief Executive  
Michael Bishop, Business Improvement Director  
Roberta Calcatelli, EA to the Chairman & Chief Executive  
Meryl Hayward, Director of Corporate Services  
Ian Morrison, Director of Policy & Evidence  
John Neale, Head of Development Advice  
Siobhan O'Donoghue, Head of Governance  
Kate Winsall, Content and Marketing Director  
Andrew Wiseman, Corporate Secretary & General Counsel

**Others present:** Sir Tim Laurence, Chairman, English Heritage Trust (for part)  
Rob Woodside, Estates Director, English Heritage Trust (for part)

## **1 Apologies, announcements and Declarations of Interest**

- 1.1 The Chairman welcomed attendees to the meeting. In particular, a warm welcome was extended to Sir Tim Laurence, Chairman of the English Heritage Trust; Michael Bishop, Business Improvement Director, and Roberta Calcatelli, Executive Assistant to the Chairman & Chief Executive, who was observing the meeting as part of her induction programme.
- 1.2 Apologies for absence had been received from Commissioners Sandra Dinneen, Martin Daunton and Richard Upton, Claudia Kenyatta, Director of Regions and

Sarah Ryle, Director of Communications and Public Engagement. John Neale, Head of Development Advice, and Kate Winsall, Content and Marketing Director, were attending to represent the Regions and Communications and Public Engagement Groups respectively, and were also welcomed to the meeting.

### *Announcements*

- 1.3 Commission welcomed the news that Michael Morrison had been re-appointed as a Commissioner for a second term of three years, commencing from 1 June 2019.
- 1.4 On behalf of Commissioners and staff, the Chairman paid tribute to Professor Mike Fulford, who was attending his last meeting as Commissioner before his term ended on 31 May 2019. The Chairman expressed his thanks to Mike for his contribution to Commission over the last five years, including his involvement with the establishment of the New Model and the appointment of Duncan Wilson as Chief Executive. Mike was also thanked for his role on the Historic England Advisory Committee (HEAC), which he had chaired since 2014. Mike would continue to serve on both HEAC and the Designation Review Committee as an independent member for a further three-year term. Commissioner Martin Daunton would take over as Chair of HEAC from 1 June 2019.
- 1.5 The recruitment campaign for three new Commissioners (with expertise in tourism, archaeology and architecture) had now launched and would run until 15 May 2019. Recruitment campaigns for new members of the Historic Estate Conservation Committee and the Historic Places Panel were also live, and Commissioners were encouraged to share the roles with their contacts and networks.

### *Declarations of Interest*

- 1.6 Item 3, Chief Executive's Report (Rhodes plaque, Oxford): Commissioner Neil Mendoza declared an interest as Provost of Oriel College.

1.7 **Commission noted the declaration of interest and agreed that Neil Mendoza would leave the room for the duration of any discussion about the matter (Rhodes plaque).**

## **2 Minutes of 14 February 2019 Commission meeting and matters arising**

- 2.1 The minutes of the 319<sup>th</sup> Commission meeting held on 14 February 2019 were approved as a correct record. The updates on actions were noted.

2.2 **Commission approved the minutes of the 319<sup>th</sup> Commission meeting held on 14 February 2019.**

## **3 Chairman's Report**

- 3.1 The Chairman presented his regular report on activities since the last meeting and on forthcoming events. Engagements since February included a meeting with

Fields Wicker-Miurin, Chair of the Tailored Review Challenge Panel, and an event with Sir Stuart Lipton and other developers, who fed in their comments to the Tailored Review. The current expectation was that the Review, which had been launched on 28 March 2019, would not conclude formally until after summer.

- 3.2 Commission noted that a series of interviews to appoint new Trustees to the Historic England Foundation were taking place. The Chairman reported that the calibre of applicants had been impressive.

### 3.3 Commission noted the Chairman's Report.

## 4 Chief Executive's Report

- 4.1 The Chief Executive presented his paper summarising recent activities. The report also included the regular performance dashboard and summaries of significant developments from each Group since the last meeting.

### *Chief Executive's Report*

- 4.2 Commissioner Neil Mendoza had declared an interest as Provost of Oriel College and left the room for the duration of the discussion on the following item.
- 4.3 Rhodes Plaque: Commission noted that the Information Commissioner had upheld an appeal against Historic England's decision to withhold the advice provided to DCMS regarding the designation of the Rhodes plaque, pending the Minister's decision, which was still awaited. The Commissioner's ruling had been on the grounds of public interest.
- 4.4 Commissioner Neil Mendoza re-joined the meeting.
- 4.5 Spending Review: A Spending Review submission to DCMS was being prepared on a precautionary basis, including modelling of 2% and 8% funding cuts. In light of positive feedback on the approach used for the Historic High Streets HAZ funding application, business cases were being developed for three Spending Review bids on: Historic Mills and the Northern Powerhouse; Shrewsbury Flaxmill Maltings Dye House; and Heritage Schools after-school history clubs.
- 4.6 Shared Services: Conversations were taking place with colleagues at the English Heritage Trust around a more strategic and longer-term approach to shared services.
- 4.7 Draft Environment (Principles and Governance) Bill: It was noted that the historic environment was not referenced in the majority of the provisions within the draft Bill. Staff were working with Government officials to try to rectify the exclusion of heritage issues.
- 4.8 UK Research and Innovation (UKRI) Strategic Priorities Fund: Confirmation had been received that a bid to the Fund by the Independent Research Organisation Consortium had been successful, which would provide funding for nine collaborative PhD students, who would be co-supervised by Historic England staff.

4.9 High Profile Casework: Commission noted the updates on a number of high profile planning cases being dealt with across the Regions, including the Anglia Square redevelopment proposals in Norwich, which had been called in by the Secretary of State; the timetable for the Stonehenge A303 Development Consent Order hearing; and advice to Westminster City Council on the Holocaust Memorial and Learning Centre proposals.

#### *Corporate Services Group*

4.10 Gender Pay Gap: Historic England's 2018 Gender Pay Gap report had been published, showing a 1.3% decrease from the 2017 pay gap to 12.1%. Although this was slightly above the public sector average, an action plan had been developed and it was noted that there had been significant improvements to the gender balance in senior roles over recent years.

4.11 Change Programme: As part of the 'People, Skills and Culture' workstream, three projects would be rolled-out shortly: a Career Framework (including the specialist career pathway); a revised Performance and Development Review process; and a new set of organisational behaviours, which had been developed with input from the union Prospect and staff diversity networks.

#### *Policy and Evidence Group*

4.12 The full Business Case for the Historic High Streets HAZ programme would be considered by the DCMS Finance Committee on 18 April 2019. On behalf of Commission, the Chairman expressed his thanks to the Director of Policy & Evidence and the team involved in developing the business case.

*[Secretary's note: the Business Case was subsequently passed and commended by DCMS.]*

4.13 Commission was pleased to note that Barney Sloane, National Specialist Services Director, had been appointed President of the European Archaeological Council in February 2019. The Director of Policy & Evidence also reported on a number of important staff secondments to organisations including the National Lottery Heritage Fund, DCMS and the Greater London Authority.

#### *Public Engagement Group*

4.14 Recent media campaigns, including 'Love Letters to Buildings' to mark St Valentine's Day, and the news story on acoustic mirrors on 1 April 2019, had been particularly well received. Followers of Historic England's Instagram account had increased by 250% since March 2018

#### *Regions Group*

4.15 A recent highlight had been the Commission regional visit on 20 and 21 March 2019, hosted by the London and South East regional team. Commissioners agreed that the site visits and events across London with key stakeholders had been very productive.

## *Shrewsbury Flaxmill Maltings*

4.16 The Shrewsbury Flaxmill Maltings Strategic Programme Board had held its March 2019 meeting on site and had noted the impressive progress. Commissioners were welcome – and encouraged – to visit the Flaxmill to see the developments first hand.

**4.17 Commission noted the Chief Executive’s Report.**

## **5 English Heritage Trust update**

5.1 The English Heritage Trust Chairman presented the regular report on the Trust’s performance, up to February 2019. Commission noted the positive movement around visitor numbers, admissions and retail income, which had made good ground over autumn following the slow start to the year. Fundraising, volunteer numbers and educational visits were also performing well. Conservation and maintenance spend was on track.

5.2 Property highlights included the opening of new facilities and exhibitions at Whitby Abbey, and the positive feedback received on the improvements at Walmer Castle. The Tintagel bridge project was back on track to be completed in June, for opening in July 2019.

5.3 Commission welcomed the update and the positive movement in performance. **It was agreed that, as part of the regular update item, it would be beneficial to have additional reporting on the conservation and maintenance of the Collection.**

### ***ACTION: EH Trust***

5.4 Re-appointment of an English Heritage Trustee: In line with the EH Trust Articles of Association, Commission was asked to approve the extension of EH Trustee Sarah Staniforth’s current appointment term by nine months to 31 March 2023, thereby making her eligible to apply for a two-year appointment as Deputy Chairman when the position next became vacant on 1 April 2021.

### **5.5 Commission:**

- a **noted the update on the English Heritage Trust’s 2018/19 performance to date; and**
- b **approved the extension of Sarah Staniforth’s second term of appointment to the EH Trust Board by nine months to 31 March 2023.**

## **6 EH Trust: Sustainable Conservation Strategy and Asset Management Plan 2019-2023**

- 6.1 Rob Woodside, Estates Director at the English Heritage Trust, was welcomed to the meeting to present the Sustainable Conservation Strategy and Asset Management Plan 2019-23 (SCAMP), which set out the Trust's revised approach to prioritising, planning and delivering conservation and maintenance across the historic estate. The SCAMP had been considered in detail at draft stage by the Historic Estate Conservation Committee (HECC), and had recently been endorsed by the Committee and the EH Trust Board.
- 6.2 As background, it was explained that £52m (of the £80m New Model Capital Grant from Government) had been allocated to addressing the highest priority conservation repairs, and that this formed the basis of the current Asset Management Plan. However, an extensive programme of surveys and research had found that, whilst 60 per cent of the estate was in an acceptable condition, an additional £30m of priority defects had been identified. The aim of the SCAMP was to have a more evidence-based and proportionate approach (based on significance, vulnerability and condition) to prioritising properties and maintaining the estate in a sustainable state. It would not be possible to address all problems at all properties, and the SCAMP approach allowed for better targeted approaches to be considered. Additional benefits of the SCAMP included a reduced environmental impact, and opportunities for capacity and capability building through partnerships and learning and training opportunities.
- 6.3 Commission congratulated the Estates Director and his team on the development of the SCAMP. It was an innovative model, which had the potential to be deployed successfully in other areas, such as places of worship or museums. The conservation deficit and the SCAMP should be highlighted in Tailored Review discussions, and it was important that both the Trust and Historic England had a clear and shared understanding of the longer-term approach set out in the SCAMP and the rationale behind it. It was suggested that a more user-friendly document would be helpful in explaining the approach to conservation and maintenance to a more generalist audience.
- 6.4 It was noted that conservation advice was a significant shared service between Historic England and the Trust, and that the Trust also worked alongside Historic England inspectors regarding the properties. It was important that both parties continued to work together on a longer-term and strategic approach to ensure that future arrangements were mutually beneficial.

<p><b>6.5 Commission endorsed the EH Trust Sustainable Conservation Strategy and Asset Management Plan.</b></p>
---

## 7 Casework Reform Project: update

- 7.1 At its December 2018 meeting, Commission had considered proposals around redeploying some resources currently allocated to planning casework in a more strategic and effective way, in order to support other priority workstreams and invest in staff development and training. Commissioners had expressed some concerns, particularly around narrowing the categories of casework that Historic England engaged with under its statutory remit, and also around the risks of reducing support to local planning authorities at a time when they themselves were facing increasing pressures. Following the meeting, the project team had reviewed the proposals, taking into account Commissioners' views, and had developed new recommendations that were now presented for consideration.
- 7.2 In summary, the revised proposals were to:
- a Withdraw from the majority of cases relating to Grade II buildings (short of demolition), subject to regional leadership discretion on engaging with particularly difficult cases (for example, those which involved high levels of harm, or required particular expertise), or priority areas (such as in a Heritage Action Zone).
  - b Raise the threshold for engagement across casework with the aim of reducing the rate of substantive responses to around 30% (currently 40-45%). The flexible threshold would allow changes to be implemented gradually and adjusted as the reallocation of resources was developed.
- 7.3 These were considered to be the proposals that would release Development Advice staff's time most effectively, and which could also be measured. Resources would be redeployed in engaging more effectively with other casework and in developing and enhancing expertise that supported capacity within local authorities.
- 7.4 The effect of the changes was expected to be a reduction in the overall level of substantive casework responses from around 6,000 to 4,500 annually. Based on an evaluation of 2016/17 casework, it was considered that the changes posed only a modest level of risk to the significance of the affected heritage assets.
- 7.5 Concerns around the lack of reliable information about the impact of casework advice were acknowledged; but it was noted that work was underway to establish a proportionate and effective method of evaluation as a means to assess the impact of the proposed changes. There was informal evidence at a local level, but it was also likely that other organisations could inform this work and staff were in discussion with other institutions to explore this further. It was also noted that there were potential reputational risks, which would be recorded and managed carefully.
- 7.6 Commission thanked the project team for its work and, taking into account the assurances provided, endorsed the proposals. **The implementation and impact of the proposals would be monitored and an update report would be brought back to Commission after a year of operating the new system.**

***ACTION: Casework Reform project team / Director of Policy & Evidence***

- 7.7 In advance of that update, Commission requested further detail on proposals around how resources might be redeployed more strategically and effectively, and it was agreed that **staff would bring a report to the July 2019 Commission meeting.**

***ACTION: Director of Policy & Evidence***

- 7.8 **Commission endorsed the proposals, as set out in the report, to reduce the Regions Group Development Advice teams' engagement in planning casework, to enable the reinvestment of resources elsewhere.**

## **8 Draft 2019/20 Budget and 2018/19 Financial Overview**

### *2019/20 Budget*

- 8.1 The Director of Corporate Services presented the 2019/20 revenue and capital budgets for approval, having been considered in detail and endorsed by the Business and Finance Committee at its meeting on 28 March 2019.
- 8.2 The final revenue budget for 2019/20 was a balanced position with a planned use of £3.8m of reserves carried forward from 2018/19. As 2019/20 was the final year of SR15, assumptions had been made about 2020/21 and 2021/22.
- 8.3 One-off funding (such as War Memorials, the Taylor Review pilot scheme and Wentworth Woodhouse) had been reported separately to aid presentation and understanding. High Street HAZ funding had not been included at this stage, given it was still subject to DCMS sign-off, but future financial performance reports would include this.
- 8.4 The Capital Budget for 2019/20 was also a forecast balanced position. At £1million, this was a relatively small budget allocation, with the majority of funds allocated to accommodation costs (including the Bristol office move) and the IMT Application Development Programme.
- 8.5 Commission noted the importance of the Financial Freedoms afforded to Historic England, which enabled it to make use of reserves to manage its budget effectively.

### *2018/19 Financial Overview*

- 8.6 Commission noted the financial results to the end of February 2019. At this late stage of the financial year, the forecast remained a balanced position at year end, after taking £4.5m back into reserves, including £2.6m to offset spend on Wentworth Woodhouse in 2019/20. It was noted that the final year-end position was subject to NAO audit, and that the financial statements would be presented to Commission for sign-off at its June 2019 meeting.



## *Financial Risks and Issues for 2019/20*

- 8.7 Risks for the forthcoming financial year included Historic England's contribution to the employer pension contribution. DCMS had agreed to fund 4.4% for 2019/20 (leaving Historic England to fund 2.5%, equivalent of c.£700,000) but there had been no confirmation of funding for future years. Some vacant posts in the new organisational structure had been reduced as a result.
- 8.8 Full detail of the Spending Review was awaited, but DCMS had requested modelling including 8% year on year cuts for three years. As large proportion of Historic England's cost base was for pay, and managing this down might involve redundancy payments, the initial impact might have to fall on non-pay budgets (ie, grants).

### **8.9 Commission:**

- a **approved the draft revenue and capital budgets for 2019/20, noting the risks for the financial year; and**
- b **noted the forecast outturn for 2018/19.**

## **9 Corporate Plan**

- 9.1 The Business Improvement Director presented a draft Corporate Plan, which would take effect from April 2019. The Plan was a key part of achieving the ambitions of the Change Programme and was a reflection of Historic England's new vision, purpose and objectives. Unlike previous Plans, which had been constructed primarily around the organisational groups, the new Plan was structured around cross-organisational corporate objectives and had a strong focus on impact and public value. The Purpose, Vision and Values at the front of the Plan had been subject to significant testing with audiences as achieving most resonance.
- 9.2 The Plan as presented was not intended as a public-facing document. It was top-level, but was underpinned by significant additional detail. The broad budget allocations allowed for flexibility and high-level judgements as to where resources should be directed. Next steps included further development of the logic model and organisational performance indicators (KPIs).
- 9.3 Commission welcomed the Corporate Plan and complimented the new approach and design. A number of drafting suggestions were made, and it was suggested that including some examples of what objectives and activities might mean in practice would be helpful. It was noted that the development of the KPIs and how they were expressed would help to provide a clearer sense of expectations around public reach and impact.
- 9.4 The intention was to publish the Corporate Pan internally around mid-May as part of a package of material, which would also include a new Performance and Development Review process, the Career Framework and a new suite of organisational Behaviours.

**9.5 Commission approved the draft Corporate Plan and its publication internally.**

## **10 Historic England Committee minutes**

10.1 Commission noted the minutes and updates from recent sub-committee meetings.

**10.2 Commission noted the minutes of:**

- a the 21 February 2019 London Advisory Committee meeting;**
- b the 21 February 2019 Historic England Advisory Committee meeting;**
- c the 25 February 2019 Historic Places Panel meeting;**
- d the 15 March 2019 Shrewsbury Flaxmill Maltings Programme Board meeting; and**
- e the oral updates on other recent sub-committee meetings.**

## **11 Casework Report and Planning Bulletin**

11.1 Commission received its regular update on Historic England's business critical casework and recent and forthcoming planning developments.

**11.2 Commission noted the Casework Report and Planning Bulletin.**

## **12 Any Other Business**

12.1 In response to a Commissioner's question about the future of Publishing, it was reported that, following a successful tender exercise, a publishing partner would be announced at the conclusion of the current standstill period. An update would be provided to the next Business and Finance Committee meeting.

## **13 Closed Session**

13.1 Commission held a closed session with the Chief Executive.

**Siobhan O'Donoghue**  
**April 2019**

# Commission

Final Minutes of the 321<sup>st</sup> meeting held at 14:00 on 20 June 2019 at Cannon Bridge House, London, EC4.

**Commissioners present:** Sir Laurie Magnus, Chairman  
Alex Balfour  
Nicholas Boys Smith  
Sandra Dinneen  
Victoria Harley  
Neil Mendoza  
Michael Morrison  
Patrick Newberry  
Charles O'Brien  
Richard Upton

**Staff present:** Duncan Wilson, Chief Executive  
Michael Bishop, Business Improvement Director  
Meryl Hayward, Director of Corporate Services  
Claudia Kenyatta, Director of Regions  
Ian Morrison, Director of Policy & Evidence  
Siobhan O'Donoghue, Head of Governance  
Sarah Ryle, Director of Communications & Public Engagement  
Julia Ward, Head of the Chairman & Chief Executive's Office  
Andrew Wiseman, Corporate Secretary & General Counsel

## 1 Apologies, announcements and Declarations of Interest

- 1.1 The Chairman welcomed attendees to the meeting.
- 1.2 Apologies for absence had been received from Commissioners Professor Martin Daunton, Paul Farmer, Rosemarie MacQueen and Susie Thornberry.

### *Announcements*

- 1.3 Commission congratulated Commissioner Sandra Dinneen on her OBE, announced in the Queen's Birthday Honours list.
- 1.4 The Chairman reported that the advert for three new Commissioners (with expertise in archaeology, modern architecture and heritage-based tourism) had now closed. Eleven candidates had been short-listed and recommended for interview to the Minister. Interviews were due to take place over three dates in July 2019. Commission also welcomed the news that, following a recruitment campaign, six new members had been appointed to the Historic Places Panel, and four new members had been appointed to

the Historic Estate Conservation Committee. The EH Trust had also nominated a second Observer to the Committee.

#### *Declarations of Interest*

- 1.5 Item 6, Appointment of HE Foundation Trustees: Commissioner Nicholas Boys Smith declared an interest as one of the proposed Trustees was known personally to him.

**1.6 Commission noted the declaration of interest.**

## **2 Minutes of 11 April 2019 Commission meeting and matters arising**

- 2.1 The minutes of the 320<sup>th</sup> Commission meeting held on 11 April 2019 were approved as a correct record.

#### *Matters Arising*

- 2.2 Draft Environment (Principles and Governance) Bill: In response to a Commissioner's query, the Chief Executive reported that dialogue continued with Defra around the current exclusion of the historic environment in the majority of the provisions within the draft Bill. A further update would be provided at the July 2019 Commission meeting.

**2.3 Commission approved the minutes of the 320<sup>th</sup> Commission meeting held on 11 April 2019.**

## **3 2018/19 Corporate Performance Summary and Corporate Risk Register**

#### *Year-end Performance summary*

- 3.1 The Chief Executive provided an overview of year-end performance, referring to reports elsewhere on the agenda (including the Annual Report and Accounts), the summary of progress against the organisation performance indicators included in the report, and the latest iteration of the dashboard, which summarised key financial and non-financial performance data.
- 3.2 It was noted that the Business Improvement Group was developing new Indicators (following the finalisation of the Corporate Plan) to be reported on in 2019/20. Until the new suite of indicators was finalised, the current KPIs would continue to be monitored.

#### *Corporate Risk Register*

- 3.3 Commission also received the current Corporate Risk Register. The format of the register had been revised in collaboration with the Audit and Risk Assurance Committee and now included more detail about controls and mitigation, which enabled those responsible for risk to focus on the residual risk and identify and monitor trends. Risk Registers at Group level also followed the same format. The Register was reviewed

quarterly by the Executive Team and twice a year by the Audit and Risk Assurance Committee, including at its meeting earlier that day.

- 3.4 Recent revisions to the Register included: the downgrading of the risk associated with the Change Programme; the increase in the post-mitigation score for the risk around IT infrastructure (due to recent issues with the HE website); and the addition of a new risk around the delivery of the Historic High Street Heritage Action Zones programme. Commission noted that there were no post-mitigation 'red-rated' risks.

**3.5 Commission noted the year-end 2018/19 Performance Report and the Corporate Risk Register.**

**4 2018/19 Audit and Risk Assurance Committee's Annual Report to Commission**

- 4.1 The Chair of the Audit and Risk Assurance Committee presented the Committee's annual report, which summarised the work undertaken during the year and the Committee's conclusions in respect of risk, control, and assurance activity during the year. The report also set out the internal audit work completed during 2018/19 and the Head of Internal Audit's overall 'moderate' assurance opinion for the year (equivalent to the previous 'adequate' assurance category). The report, which included the Committee's recommendation to Commission to approve the 2018/19 Annual Report and Accounts, had been endorsed by the Committee at its meeting earlier that day. A small number of audit matters remained outstanding, but these would not prevent the Comptroller and Auditor General from certifying the 2018/19 financial statements with an unqualified audit opinion.
- 4.2 Commission noted the various processes and activities that the Committee had considered during the year, and that priority work areas for 2019/20 included a series of 'deep dive' reviews of key business and risk areas, including around Shrewsbury Flaxmill Maltings and HE's monitoring of the EH Trust. The Committee would also undergo an independent effectiveness review during 2019/20.
- 4.3 The Chair of the Audit and Risk Assurance Committee reported that the change of the NAO's audit team during the year had been a particular challenge. Largely as a result of the change of personnel, year-end audit work had fallen behind schedule and had resulted in the late issuing of certain reports. The need to ensure continuity and avoid similar problems in future years had been raised with the NAO.
- 4.4 Commission noted that Internal Audit staff had transferred to the Government Internal Audit Agency (GIIA) under TUPE arrangements during the year. The Chair of the Committee reported that, overall, the transfer had gone smoothly and that the Committee was experiencing the benefits of the added resilience and access to specialist expertise.
- 4.5 On behalf of Commission, the Chairman expressed thanks to the Internal Audit team for their professionalism and diligence; and also thanked the Chair and the Committee for its work and scrutiny during the year, in particular relating to the year-end process.

**4.6 Commission noted the Audit and Risk Assurance Committee's Annual Report to the Accounting Officer and Commission for 2018/19.**

**5 2018/19 Annual Report and Accounts**

- 5.1 The Director of Corporate Services presented the draft Annual Report and Accounts for 2018/19. The Report and Accounts had been considered in detail by the Audit and Risk Assurance Committee earlier that day along with the NAO's Audit Completion Report, which recommended that the Comptroller and Auditor General (C&AG) certify the 2018/19 financial statements with an unqualified audit opinion.
- 5.2 As reported to Commission at its April 2019 meeting, the overall year end position (after audit adjustments) was a net surplus of £4.5million. For capital, the original forecast had been a deficit of £12,000, which remained unchanged post-audit.
- 5.3 Commission noted that the accounts for the English Heritage Trust, EH Trading Limited and - for the first time - the Historic England Foundation, were consolidated into the Historic England Group financial statements for 2018/19. The Foundation had received a grant from Historic England of £25,000 for unrestricted purposes, and various personal donations and gift aid, in addition to a number of major restricted grants. The Foundation's year-end restricted fund balance was £386,000.
- 5.4 Commission also noted the EH Trust's positive performance during 2018/19. It was noted that the NAO had not yet certified the Trust's accounts and the Audit and Risk Assurance Committee had recorded its dissatisfaction with this at its earlier meeting. However, the Director of Corporate Services reported that staff had worked well with the NAO audit team, colleagues at the Trust and with DCMS officials.
- 5.5 On behalf of Commission, the Chairman thanked the Director of Corporate Services and staff in the Finance and Governance Teams for their work in preparing and finalising the Report and Accounts.

**5.6 Having noted the recommendation of the Audit and Risk Assurance Committee, following its review of the 2018/19 Annual Report and Accounts and the NAO's Audit Completion Report, Commission:**

- a **approved the Annual Report and Accounts for the year ended 31 March 2019; and**
- b **authorised the Chairman and the Chief Executive to sign the Annual Accounts for the year ended 31 March 2019 on behalf of the Commission.**

**6 Appointment of Historic England Foundation Trustees**

- 6.1 The Chairman presented the report, recommending the appointment of four new Trustees to join Historic England's charity, the Historic England Foundation. If approved,

the appointments would bring the total number of Trustees to seven. The Chairman, who had chaired the interview Panel, reported that the calibre of applicants had been very high. It was hoped that a number of the Trustees would be able to join Commissioners on the next regional visit, as well as at other events including cultivation dinners for the Shrewsbury Flaxmill Maltings.

- 6.2 Commission discussed the scope of the Foundation and the nature of the projects it might seek to fund and support. Although there was no specific fundraising target overall, there were a number of potential projects where restricted funds would be helpful, for example heritage apprenticeships and supplementary educational programmes. On a related point, the Chief Executive reported that the organisation was seeking to provide more certainty about the longer-term funding of the Heritage Schools programme by budgeting for it from the GIA baseline allocation.

**6.3 Commission approved the invitation of Jay Barrymore, Matt O’Connell and Peter Beckett to join the board of the Historic England Foundation as Trustees for a term of two years; and Fabian Richter for a term of four years.**

## **7 Any Other Business**

- 7.1 There were no further items of business.

## **8 Closed Session**

- 8.1 Commission held a closed session with the Chief Executive.

**Siobhan O’Donoghue**  
**June 2019**

# Commission

**Final Minutes of the 322<sup>nd</sup> meeting held at 09:30 on 18 July 2019 at Cannon Bridge House, London, EC4.**

**Commissioners present:** Sir Laurie Magnus, Chairman  
Alex Balfour  
Professor Martin Daunton  
Sandra Dinneen  
Victoria Harley  
Rosemarie MacQueen  
Neil Mendoza  
Michael Morrison  
Patrick Newberry  
Susie Thornberry  
Richard Upton

**Staff present:** Duncan Wilson, Chief Executive  
Michael Bishop, Business Improvement Director  
Meryl Hayward, Director of Corporate Services  
Claudia Kenyatta, Director of Regions  
Duncan McCallum, Strategy & Listing Director (for part)  
Ian Morrison, Director of Policy & Evidence  
Siobhan O'Donoghue, Head of Governance  
Guy Robinson, Policy Adviser (for part)  
Julia Ward, Head of the Chairman & Chief Executive's Office  
Andrew Wiseman, Corporate Secretary & General Counsel

**Others present:** Kate Mavor, Chief Executive, English Heritage Trust  
Emma Squire, Director, Arts, Heritage & Tourism, DCMS  
Mark Stuart-Smith, Chief Financial Officer, English Heritage Trust (for part)

## **1 Apologies, announcements and Declarations of Interest**

- 1.1 The Chairman welcomed attendees to the meeting. A warm welcome was extended to Emma Squire, Director, Arts, Heritage & Tourism at DCMS, and to Kate Mavor, Chief Executive of the English Heritage Trust.
- 1.2 Apologies for absence had been received from Commissioners Nicholas Boys Smith, Paul Farmer and Charles O'Brien, and from the Director of Communications & Public Engagement, Sarah Ryle.



## *Announcements*

- 1.3 The Chairman congratulated Commissioner Neil Mendoza, Chair of Trustees of the Illuminated River Foundation, on the successful opening of the *Illuminated River* public art commission earlier that week.

## *Declarations of Interest*

- 1.4 There were no declarations of interest.

## **2 Minutes of 20 June 2019 Commission meeting and matters arising**

- 2.1 The minutes of the 321<sup>st</sup> Commission meeting held on 20 June 2019 were approved as a correct record. There were no matters arising.

<ol style="list-style-type: none"><li>2.2 <b>Commission approved the minutes of the 321<sup>st</sup> Commission meeting held on 20 June 2019.</b></li></ol>
---

## **3 Chairman's Report**

- 3.1 The Chairman presented his regular report on activities since the last meeting and forthcoming events. Recent activities included a visit to the Swindon office and various roundtable events and meetings, including a meeting with political representatives from Germany for a discussion about approaches to heritage protection.
- 3.2 The Chairman had also sat on the Interview Panel for the vacant Commissioner roles. It was hoped that the Secretary of State would endorse the Panel's recommendations and that the new appointments would commence from September 2019.
- 3.3 Commissioners were encouraged to visit the *What Remains* exhibition, which had opened on 4 July 2019 at the Imperial War Museum London, and ran to 5 January 2020.

## *Director, Arts Heritage and Tourism (DCMS)*

- 3.4 Emma Squire, Director, Arts, Heritage & Tourism at DCMS was invited to address Commission. She reported that, as part of the Historic High Streets Heritage Action Zones (HAZ) initiative, she had enjoyed an informative and productive visit to Stoke with Historic England staff, to see the potential role of heritage in contributing to economic and social regeneration. It was noted that over 200 Expressions of Interest had been received since the launch of the High Streets HAZ scheme in May 2019.
- 3.5 Ms Squire thanked Commission and the Executive Team for the opportunity to attend the meeting and, in turn, the Chairman thanked Ms Squire and her DCMS colleagues for their support of Historic England and its work.

### 3.6 Commission noted the Chairman's Report.

## 4 Chief Executive's Report

4.1 The Chief Executive presented his paper summarising recent activities. The report also included the regular performance dashboard and summaries of significant developments from each Group since the last meeting.

### *Chief Executive's Report*

4.2 Issues highlighted included updates on significant casework within World Heritage Sites (WHS), including the Stonehenge A303 road improvement proposals. Commission also discussed the World Heritage Committee's recent report, which expressed the Committee's concerns about the Bramley Moore dock development proposals within the Liverpool WHS.

4.3 Charging for Listed Building Consent: Commission noted that staff were re-visiting the issue of charging for listed building consent. Although the in-principle policy issue of charging had been considered previously, it was felt that there was now merit in revisiting the arguments, particularly given the changing financial context for local planning authorities and the wider emphasis on reform. A key issue would be the potential for Historic England to recover its costs in this area, given that any charges would likely be levied by the local authority in the same way as planning fees. Commission would be provided with updates as this work developed.

### ***ACTION: Commission to be kept informed of developments regarding charging for listed building consent (Director of Policy & Evidence)***

4.4 Spending Review: Staff continued to work with DCMS to progress the business case bids for additional funding (Historic Mills and the Northern Powerhouse, Shrewsbury Flaxmill Maltings Dye House, and Heritage Schools' after-school history clubs). Historic England was making the positive case for its activities across the place-making and place-shaping agenda, and emphasising the potential for heritage to drive economic growth and regeneration, and to help build communities.

4.5 As advised previously, Historic England had been asked to model 2% and 8% cuts. Given the real-term impact of the previous Spending Review on Historic England's workstreams, it was acknowledged that 8% cuts would likely mean whole areas of activity discontinuing, with redundancies and associated costs [*Secretary's note – the revenue settlement has since been announced and allows for existing business plus inflation*].

### *Corporate Services Group*

4.6 IMT: Work to migrate hosting capability out of EU data centres had been completed, as had the work on IT systems to support the Change Programme, including significant updates to the HR system. Nevertheless, recent IT issues (including problems that had affected the Historic England website) had highlighted the impact

of under-resourcing over recent years. This issue had also been picked-up by the Tailored Review team in its early draft recommendations.

#### *Policy and Evidence Group*

- 4.7 Staffing: Recent key appointments within the Group included a Head of Communities Development and a Senior Economist, who would be involved with the development work on a Cultural Heritage Capital model.
- 4.8 Heritage Apprenticeships: Over 300 applications had been received for the six Allchurches Trust grant-funded apprenticeship places. The successful applicants would be working at regional offices from September 2019, alongside six staff members on 'up-skilling' apprenticeships.

#### *Public Engagement Group*

- 4.9 Philanthropy: Fundraising work for Shrewsbury Flaxmill Maltings included a crowd-sourcing campaign to fund the restoration of the coronet, a forthcoming guest dinner hosted at the Flaxmill in September, and a Patrons Scheme. It was the consensus, however, that the return on significant direct fundraising efforts for the Flaxmill had peaked, and that the Philanthropy Team should now seek to focus its efforts elsewhere.
- 4.10 Public Relations and Programmes: As part of the *Loss and Destruction* season, an art installation entitled *Where Light Falls* would illuminate St. Paul's Cathedral (25-27 October 2019) and Coventry Cathedral (14-16 November 2019), to tell the story of the people who had risked their lives to preserve the country's heritage during the Second World War. Commission requested the inclusion of longer-term information and updates about Public Programming at future meetings.

***ACTION: Longer-term public programme information to be shared with Commission (Director of Communications & Public Engagement)***

#### *Regions Group*

- 4.11 Commission regional visit: The 18 & 19 September 2019 Commission visit would be jointly hosted by the North West and the North East & Yorkshire regional teams and be themed around the Northern Powerhouse. The main locations would be Wigan and Halifax, with a stakeholder event planned for the Grade I Piece Hall in Halifax on the evening of 18 September 2019.

#### *Shrewsbury Flaxmill Maltings*

- 4.12 Branding: Hemingway Design had been commissioned to develop the Shrewsbury Flaxmill Maltings brand. Concepts were now in development and due to be presented to the Strategic Programme Board and project stakeholders later in July 2019, prior to final sign-off.

**4.13 Commission noted the Chief Executive's Report.**

## 5 Tailored Review

- 5.1 The Chief Executive presented a summary of emerging messages from DCMS's Tailored Review, and an initial long-list of the Review team's recommendations. A detailed quantitative summary of the consultation feedback, prepared by the DCMS Analytical Team, was also included for information.
- 5.2 Findings were generally positive and, in headline terms, the majority of respondents to the Review consultation had agreed that all of Historic England's functions were required and should continue. It also appeared that the organisation's purpose was well understood and appreciated. In terms of consultation respondents, as the majority represented sectorial or specialist interest groups (including charity and voluntary groups) rather than the broader public, it was suggested that responses should be interpreted with that in mind. The long-list of recommendations was being worked through by the Review team and Executive Team members in order to refine and shorten the list, and to create a robust final set of recommendations.
- 5.3 The DCMS Lead Reviewer had provided assurances that there was close liaison with the Spending Review team to ensure that findings were aligned with the Spending Review process, although it was not expected that the Tailored Review report would include specific recommendations on resourcing.
- 5.4 The following were noted:
- a There were a number of comments about the relationship with the English Heritage Trust, including recommendations to formalise oversight and monitoring arrangements and improve transparency and accountability. These were generally accepted by both Historic England and the Trust. With the current licence period ending in 2023, there was a desire for early clarity about new arrangements.
  - b Historic England's vital role in providing advice for local authorities and developers was acknowledged. The pressures on local authority skills and resources – and Historic England's capacity building work in this area – had been acknowledged, although potential areas for improvement were also highlighted.
  - c Comments and recommendations around Historic England's effectiveness in relation to Grade II buildings (outside of London) and Conservation Areas were noted; but it was felt that this issue needed to be considered in light of local authority resourcing, as well as the legacy of the real-term cuts experienced by Historic England.
  - d There was support for Historic England taking more of a sector leadership role in encouraging a more diverse sector, and more diverse engagement in heritage. There was also a desire to articulate more clearly Historic England's role in the placemaking agenda.
- 5.5 On behalf of colleagues, the Chief Executive recorded his thanks to Rob Grant and the rest of the Tailored Review team, and also to Historic England colleagues for

their time and effort in informing and responding to the Review. Commission noted that the final report was expected to be issued in late September 2019.

**5.6 Commission noted the summary report on the DCMS Tailored Review.**

**6 English Heritage Trust update and Annual Review of the EH Trust, including HECC's annual report on the National Heritage Collection**

- 6.1 Commission received Historic England's review of the English Heritage Trust's performance in the management of the National Heritage Collection over the first four years of the operating licence. The report also included the 2018/19 annual report of the Historic Estates Conservation Committee, which had oversight of the qualitative aspects of the Trust's conservation work. The Chairman reminded Commission of its vital role in holding the Trust to account for the performance of the Collection and the conservation of the properties, and for the Trust's plans for achieving financial sustainability.
- 6.2 The Trust's Chief Executive shared her perspective on performance during 2018/19. It had been a positive trading year, with improvements in membership income and admissions compared to the previous year, sustaining a longer-term trend. Fundraising had performed well (although targets had perhaps been over-ambitious), and educational visits and volunteer numbers were also strong. Overall, income growth over the first four years of operation was ahead of expenditure, and the overall financial position for 2018/19 was above the Business Case forecasts. More than £40m had been spent on conservation and maintenance of the National Heritage Collection, which had in turn contributed to improved income generation, and there had been positive performance in terms of retail, catering, hospitality and other trading income. Regarding longer-term financial sustainability, the Trust intended to use current reserve balances to help to fund an intensive capital investment programme to help drive longer-term revenue growth.
- 6.3 Commission discussed the following points:
- a The finalisation of the Sustainable Conservation Strategy and Asset Management Plan (SCAMP 2019-23), as a more pragmatic approach to maintaining the National Collection in the future, had been a significant achievement in 2018/19.
  - b The Trust had set a new target of 75% of the estate being in a sustainable condition by 2023. Although the estimate of backlog repairs was being re-measured in accordance with the SCAMP, it was important that numbers could be applied to these measures, and the trend tracked. Progress against the existing Asset Management Plan (AMP) would also need to continue.
  - c Of the £80million capital grant from Government, the Trust had now spent 54% of the £52million allocated to conservation repairs and 79% of the £28million allocated to improved visitor facilities, with four years of the licence remaining.

- d Central administrative costs (including Finance, HR and IMT) had increased, although the Trust's Shared Service costs had reduced. The Trust's Chief Financial Officer reported that, to an extent, this reflected the way that central costs were accounted for, and that the Trust was confident it was not overhead-heavy. It was suggested that inclusion of staff costs and administrative overheads, as part of the Trust's routine performance reporting to Historic England, would help to clarify this.

***ACTION: EH Trust performance information for Commission to include central and administration costs (EH Trust Chief Financial Officer)***

- e In terms of opportunities, for example around joint branding and partnerships, the Trust felt that there were challenges, particularly at sites; although it was suggested that there were still opportunities (for example digital and communications) where there might be scope for effective collaboration with heritage and cultural sector partners.
- f There had been no major asset sales in 2018/19 and no significant properties were being actively marketed. In response to Commissioners' questions about the strategy for generating capital from the estate, it was explained that several business cases had been developed and considered, but had not been taken forward. However, there was a list of potential ancillary building sales that was being actively considered.

*Conservation and maintenance of the National Collection*

- 6.4 The Chair of the Historic Estates Conservation Committee (HECC) reported that the Committee was supportive of the SCAMP as a realistic way of maintaining the estate in the future, and Commission noted that this had been a main focus for the Committee during 2018/19. Sites visited included Silchester, Camber Castle and Lincoln Medieval Bishops' Palace. The Committee had concluded that there were no fundamental disagreements over the planning of the conservation and maintenance works or its execution, nor did it feel there were any causes for concern over the general quality of the repair and conservation work. The Committee's focus for 2019/20 would be around the implications of the SCAMP at some of the sites with the most significant problems, and sites where no significant works were planned. On behalf of Commission, the Chairman expressed his thanks to the HECC Chair and its members for their work on the Committee and for the annual report.

*Key Performance Indicators (KPIs)*

- 6.5 New KPIs to assist Historic England's monitoring of the Trust's performance had been developed and were presented for Commission's consideration. The indicators, which covered financial sustainability, the maintenance of the National Heritage Collection, as well as general performance measures, had also been reviewed by the Audit and Risk Assurance Committee. Although the KPIs remained quite focused on outputs and income, rather than outcomes and impact, the anticipation was that they would be developed and refined over the coming year. It

was noted that the performance of the Trust would be the Audit and Risk Assurance Committee's first 'deep dive' review, to be considered at its November 2019 meeting.

**6.6 Commission:**

- a **noted the Annual Report of the Trust's Performance; and**
- b **agreed, subject to further comments, the list of draft KPIs for Historic England's monitoring of the EH Trust.**

**7 Technical Conservation Team**

7.1 The Director of Policy & Evidence presented an overview of the work of the Technical Conservation Team, which was part of the National Specialist Services Department within the Policy & Evidence Group. The Team developed and promoted evidence-based best practice on technical conservation matters, and provided specialist advice to colleagues within Historic England, the Trust (via a Shared Service agreement), and the wider sector. It also carried out applied building and landscape research and developed technical guidance.

7.2 The work of the team was highly respected and regarded by stakeholders, but awareness, both internally and externally, was not as great as it could be. There were also other challenges around recruitment and retention of specialist expertise and succession planning; improving reach and impact through closer links with other organisations; and the need for practical expertise and continuing professional development (CPD). Challenges were being actively addressed through exploratory conversations with the Trust around improvements to the Shared Service Agreement; by working with partners to seek third-party funding and income generation opportunities; and by developing new ways of promoting and disseminating the work of the Team, including increased use of video, web content and social media. Examples of the latter included the production of a Technical Conservation Guidance Brochure, and a short film promoting Historic England's salvage and disaster recovery course, which was shown to Commission.

7.3 Commission noted that the training course in question was routinely over-subscribed. In discussion about taking a more strategic commercial approach, it was felt that opportunities needed to be balanced against challenges and risk. There needed to be thorough consideration of the potential business case, including market research and scenario testing. It was suggested that this conversation could be picked up for future discussion by the Business and Finance Committee.

***ACTION: Business and Finance Committee to consider business opportunities around the Technical Conservation Team.***

**7.4 Commission noted the direction of travel of the Technical Conservation Team and the challenges highlighted in the report.**

## 8 Towards a Strategic Framework for Local Authorities

- 8.1 Following Commission's 'in principle' endorsement of the Casework Review recommendations (around the threshold for engagement with local authority casework) at its April 2019 meeting, it now received proposals for the development of a strategic framework, to set out Historic England's offer to local authorities in a strategic context, with a clear vision and practical objectives. The framework would also help Historic England prioritise its limited resources more effectively (including the provision of training and guidance) to help local authorities build capacity and deliver heritage protection on the front line.
- 8.2 The paper summarised how the framework would be developed. This included a review of evidence to identify successful approaches, and the exploration of a number of defined themes, including how to better engage with local authorities; how to clarify and promote engagement activity; how to promote access to, and use of, heritage data; and how to deliver training and guidance more effectively. Development work and outputs would acknowledge two primary audiences – internal (more detailed) and external (principally targeting local planning authorities).
- 8.3 Commission supported the proposals to develop the strategic framework, acknowledging that there were currently inconsistencies in the level and type of engagement with local authorities. Given the large number of planning authorities, there was support for consulting via the Local Government Association. There was also support for the proposal to review and refresh the Heritage Champion programme and what might be offered in terms of training; and for reviewing how other groups and cultural bodies worked, in order to identify opportunities and share best practice. There was strong encouragement for ensuring that local authorities would be adequately trained and supported in the absence of Historic England's substantive involvement with cases relating to Grade II buildings short of demolition.

**8.4 Commission agreed the need a strategic framework for local authority engagement and that the proposals and direction of travel, as set out in the report, provided a reasonable starting point for defining the scope of an evidence-based, priority-setting framework.**

## 9 Financial Overview

- 9.1 The Director of Corporate Services presented a summary of financial performance for the first quarter of FY 2019/20. Figures for the High Street HAZ programme had not been reflected pending confirmation of budgets, but future reports to Commission would track and present this information separately.
- 9.2 The overall year-end forecast position was to be on budget after releasing £4m from reserves (Wentworth Woodhouse - £2.4m; Swindon roof project - £0.5m; and general release - £1.1m). Year to date income was above budget and income for the year was also forecast to be above budget, with the majority of this to be offset by project expenditure. Capital spend was low at this early stage in the year, with the majority



of spend allocated to office accommodation moves and projects, and IMT. Overall capital was expected to spend to budget.

9.3 Commission welcomed the inclusion of graphical representations of major budget headings with associated RAG-rated risk assessments and summary commentaries.

**9.4 Commission noted the financial position to the end of June 2019.**

## **10 Historic England Committee minutes**

10.1 Commission noted the minutes and updates from recent sub-committee meetings.

**10.2 Commission noted the minutes of:**

- a **the 2 May 2019 London Advisory Committee meeting;**
- b **the 2 May 2019 Historic England Advisory Committee meeting;**
- c **the 16 May 2019 Remuneration and Appointments Committee meeting;**
- d **the 23 May and 20 June 2019 Audit and Risk Assurance Committee meeting; and**
- e **the 20 June 2019 Business and Finance Committee meeting.**

## **11 Casework Report and Planning Bulletin**

11.1 Commission received its regular update on Historic England's business critical casework and recent and forthcoming planning developments. Commission noted that the Director of Regions was considering more effective ways of sharing key casework updates with Commission outside of meetings.

**11.2 Commission noted the Casework Report and Planning Bulletin.**

## **12 Any Other Business**

12.1 There were no further items of business.

## **13 Closed Session**

13.1 Commission held a closed session with the Chief Executive.

**Siobhan O'Donoghue**  
**July 2019**

# Commission

Final Minutes of the 323<sup>rd</sup> meeting held at 09:30 on 9 October 2019 at Cannon Bridge House, London, EC4.

**Commissioners present:** Sir Laurie Magnus, Chairman  
Alex Balfour  
Nicholas Boys Smith  
Professor Martin Daunton  
Ben Derbyshire  
Sandra Dinneen  
Professor Helena Hamerow  
Victoria Harley  
Rosemarie MacQueen  
Michael Morrison  
Patrick Newberry  
Charles O'Brien  
Susie Thornberry  
Richard Upton  
Sue Wilkinson

**Staff present:** Duncan Wilson, Chief Executive  
Michael Bishop, Business Improvement Director  
Meryl Hayward, Director of Corporate Services  
Claudia Kenyatta, Director of Regions  
Ian Morrison, Director of Policy & Evidence  
Amy Pitts, Public Relations & Programmes Director  
Siobhan O'Donoghue, Head of Governance  
Julia Ward, Head of the Chairman & Chief Executive's Office  
Kate Winsall, Content & Marketing Director  
Andrew Wiseman, Corporate Secretary & General Counsel

**Others present:** Kate Mavor, Chief Executive, English Heritage Trust

## 1 Apologies, announcements and Declarations of Interest

- 1.1 The Chairman welcomed attendees to the meeting. A warm welcome was extended to new Commissioners Ben Derbyshire, Professor Helena Hamerow and Sue Wilkinson, attending their first meeting following appointment from 1 September 2019.
- 1.2 Amy Pitts, Public Relations & Programmes Director and Kate Winsall, Content & Marketing Director, attending to represent the Communications & Public Engagement Group, were also welcomed to the meeting.
- 1.3 Apologies for absence had been received from Commissioners Paul Farmer and Neil Mendoza, and the English Heritage Trust (EHT) Chairman, Sir Tim Laurence. Kate Mavor, EHT Chief Executive would be joining the meeting a little later.

### *Declarations of Interest*

1.4 There were no declarations of interest.

## **2 Minutes of 18 July 2019 Commission meeting and matters arising**

2.1 The minutes of the 322<sup>nd</sup> Commission meeting held on 18 July 2019 were approved as a correct record. The following points were raised under Matters Arising:

- a Item 4, Chief Executive's Report (Cultural Heritage Capital): **Commission to be kept informed of Cultural Heritage Capital work.**

### ***ACTION: Director of Policy & Evidence / Governance Team to schedule***

- b Item 4 Chief Executive's Report (Charging for Listed Building Consent): Discussions continued with MHCLG. The Director of Policy & Evidence was attending a meeting on 10 October 2019 where the issue would be one of the topics for discussion.
- c Item 6, EH Trust: The Audit and Risk Assurance Committee was due to carry out a 'deep dive' review discussion of the EH Trust's performance at its November 2019 meeting.
- d Item 8, Strategic Framework for Local Authorities: An update had been scheduled for the 13 February 2020 Commission meeting.

**2.2 Commission approved the minutes of the 322<sup>nd</sup> Commission meeting held on 18 July 2019.**

## **3 Chairman's Report**

- 3.1 The Chairman presented his regular report on activities since the last meeting and forthcoming events. Recent events included Commission's regional visit to Wigan and Halifax on 18 and 19 September, which had been a great success. The Staff Conference in Oxford (24 and 25 September) had also been a very useful and stimulating event and the Chairman thanked those Commissioners who had been able to attend. On behalf of staff and Commission, the Chairman congratulated and thanked Michael Bishop, Uta Langley and the Organisation Development team for their work.
- 3.2 The Chairman and Chief Executive were due to have their introductory meeting with the Rt Hon, Nicky Morgan MP, Secretary of State, later that afternoon.

**3.3 Commission noted the Chairman's Report.**

## **4 Chief Executive's Report**

- 4.1 The Chief Executive presented his paper on current issues and activities. The report also included the regular performance dashboard and summaries of significant developments from each Group since the last meeting.

4.10 Commissioners agreed that staff communication was a key area and that it would be helpful to map this, once the Internal Communications Strategy, which was currently being developed, had been implemented. Internal communications, and other tools such as Performance and Development Review (PDR) meetings, were also important in underpinning cultural change, particularly at an organisation with flexible working models, including home working. It was suggested that future surveys could seek to evaluate culture and behavioural issues, as well as more functional ones. **Further information on staff behaviours and culture change would be shared with interested Commissioners outside the meeting.**

***ACTION: Business Improvement Director / Director of Corporate Services***

4.11 In terms of future Staff Conferences, it was suggested that Commissioners could have a more prominent part to help raise visibility and understanding of Commission's role.

*Performance Dashboard*

4.12 Commission noted the latest iteration of the Performance Dashboard. Regarding the spike in the number of stress-related sickness absences over the past 12-month period, this was consistent with feedback from the Staff Survey and anecdotal evidence on the ground. The Executive Team acknowledged that there was some nervousness amongst staff about capacity and resources for the High Streets programme, and that some other business activities would need to be paused or reduced in the interim.

*Corporate Services Group*

4.13 Accommodation Strategy: In response to a Commissioner's query, the Director of Corporate Services confirmed there was a longer-term Accommodation Strategy, which would see more staff moving to flexible, open-plan, workspaces (similar to Cannon Bridge House). Sharing accommodation with other heritage and culture sector bodies was also being explored.

4.14 DCMS Arm's Length Bodies ARAC Chairs' meeting: The Director of Corporate Services would bring a paper to the next Business and Finance Committee on opportunities around shared services, after the issue was raised at the recent DCMS ALB meeting for Audit Committee Chairs.

*Policy and Evidence Group*

4.15 Future of the National Heritage List for England (Saunders Report): Staff were working with the author to produce a more concise summary version, **which would be shared with Commissioners.**

***ACTION: Director of Policy & Evidence***

*Communications and Public Engagement Group*

4.16 Campaigns: Staff workshops were being held to inform the 2020 general campaign on identity in relation to the historic environment. The longer-term programme of Public Engagement and Campaigns was in development and Commission would be kept informed. The *Where Light Falls* art installation at St Paul's Cathedral was due to launch on 24 October 2019.

- 4.17 Review of the Historic England Archive: A strategic review of the Historic England Archive was underway. It was anticipated that findings would be reported to Commission in Spring 2020.
- 4.18 Inclusion and Diversity Strategy: An Inclusion and Diversity Strategy, looking at workforce diversity as well as the diversity of the people Historic England engaged with, was in development. Commission (and individual Commissioners) had an important role in championing the Strategy.

**4.19 Commission noted the Chief Executive's Report.**

## **5 Tailored Review**

- 5.1 The Chief Executive provided an oral update on progress with the DCMS Tailored Review. The Review Team had confirmed it had completed its drafting and the next step was to share the final draft with Historic England to check for factual accuracy. Interim drafts had been generally supportive of both Historic England's purpose and its operations, and the interim recommendations relating to the New Model were helping to focus discussions with the EH Trust around the licence renewal. The current timeline suggested that the final report might not be published until December 2019. *[Secretary's note: the final report was now due to be published in January 2020.]*

**5.2 Commission noted the update on the DCMS Tailored Review.**

## **6 English Heritage Trust update**

- 6.1 Kate Mavor, EH Trust Chief Executive was welcomed to the meeting to share her perspective on the Trust's 2019/20 performance to date. The year was progressing well: the summer season was largely over and forecasts indicated that income would be ahead of budget by year end. Delays at Tintagel had impacted on overall visitor budgets, but since its opening in August, the site had exceeded budget and was helping to close the overall gap. The current year-end forecast remained below budget for visitor numbers by approx. 2%, although marketing was having an impact in terms of online membership. Volunteer and Educational visits were slightly behind forecast, but there were individual success stories, such as the reconstruction of a Bronze Age roundhouse at Beeston Castle, Cheshire, which was booked-up for educational visits until Spring 2020.
- 6.2 Other project highlights included the sunken garden at Walmer Castle and the Tintagel bridge project. Work in progress included 'Belsay Awakes' at Belsay Hall, which was funded from a £1.88m grant from the National Heritage Lottery Fund, and the revised proposals for Clifford's Tower.
- 6.3 Commission noted that the Trust's Historic Properties Director, Tracey Reed, was leaving the Trust. The Chairman asked that Commission's thanks and best wishes for the future be conveyed to Tracey.

## Key Performance Indicators (KPIs)

- 6.4 As part of steps to improve formal reporting between the Trust and Historic England, an initial suite of KPIs had been developed and was presented for Commission's consideration. The KPIs covered: general indicators such as membership numbers and customer satisfaction scores; financial sustainability indicators, including trading and other income, running costs, admin overheads and staffing numbers; and measures relating to the upkeep of the National Collection, including maintenance and capital repair expenditure. The KPI report would build iteratively, and work was ongoing to find the most suitable way of quantifying and expressing some of the KPIs, such as the cost of the 'backlog' in terms of the original Asset Management Plan (AMP) and the new Sustainable Conservation Strategy and Asset Management Plan (SCAMP) approaches. Commissioners welcomed the development of the KPIs as a helpful addition to assist it in its monitoring of the Trust.
- 6.5 The Chair of the Historic Estate Conservation Committee (HECC) reiterated that the Committee was supportive of the SCAMP's evidence-based and proportionate approach to prioritising properties and maintaining the estate in a 'sustainable' state. The Committee was due to receive an update at its next meeting in November on the Trust's development of Sustainable Conservation Standards, which sought to define 'sustainable' condition in relation to the range of property types in the Collection. It would also receive an update on how the £20.5m (of the £80m capital payment) for planned, cyclical and reactive maintenance was being spent.

**6.6 Commission noted the update on the Trust's Performance and the trend data on the EH Trust KPIs to date.**

## 7 Financial Overview

- 7.1 The Director of Corporate Services presented a summary of financial performance for FY 2019/20 up to the end of August 2019:
- a The overall year-end forecast position was for a balanced position. This was after utilising £2.3m in reserves, which was less than planned for at the beginning of the financial year.
  - b Year to date earned income was above budget and was also forecast to be above budget at year end. This was in part due to extra income from selling publishing stock to Liverpool University Press. Fundraising was also performing well and was above year to date budget.
  - c Payroll was below year to date budget and was forecast to be underspent by year end. Non-Pay costs were above budget (due largely to timing differences at this point of the year) and were forecast to be above budget by year end. Costs included additional IMT expenditure relating to the transition between Azure and Daisy, and part of the initial cost of moving to Windows 10.
  - d In terms of Capital, there had been little spend to date but the majority of the Bristol office fit-out was expected to be incurred in-year, although the move itself

had slipped to April 2020. Delays to the Birmingham office move had resulted in the money being reallocated to cover IMT costs, as detailed above.

## 7.2 Commission noted the financial position to the end of August 2019.

### 8 Historic High Streets Heritage Action Zones (HAZ) update

- 8.1 The Business Improvement Director, Director of Policy & Evidence and Director of Regions presented an update on the Historic High Street HAZ programme, including: background to the programme; an overview of the assessment, moderation and selection process for the successful High Streets announced on 14 September 2019; the timetable for next steps; and the work underway to finalise the process for supporting the delivery of the programmes from Spring 2020.
- 8.2 As per the Business Plan, a £2m ‘demonstrator’ project – Coventry Burges – would be delivered in 2019/20 to provide assurances that the proposed management structures were appropriate. The Director of Policy & Evidence reported that the demonstrator was already delivering key learning in terms of the impact of our research activity.
- 8.3 The most significant programme risks were highlighted. These included the delivery of the new grants system; financial risks, including matching agreed spend profiles; and staff capacity. It was noted that, since drafting the report, DCMS had indicated that it did not require a re-submission of a full Business Case to take account of the additional £52m, which had been a potential risk. *[Secretary’s note: DCMS had confirmed subsequently that a revised Business Case was required. This had been approved by DCMS.]*
- 8.4 In terms of staff capacity, additional resources were being put in place. This included new posts as well as utilising vacancies held over from the Change Programme. Due to market conditions, it was possible that some Regions could struggle to recruit appropriate skills and consultants might be required. The High Streets programme was also about a change in staff culture: this was a different way of working, with the local authorities responsible for leadership and ensuring delivery. As reported elsewhere, resources would need to be diverted from other areas, even temporarily, to ensure effective delivery.
- 8.5 Alongside the capital projects, each High Street HAZ would have a cultural programme. Consortia, made up of local cultural organisations and community charities and groups, would be able to apply for grants for their own self-defined cultural programmes, which would sit alongside centrally-commissioned programmes encouraging public participation. The process of applying to the NLHF for the additional £3million pledged for the cultural programme had started, and a renewed programme design was being developed to reflect this additional funding.
- 8.6 Commissioners congratulated the staff involved for the considerable achievement in securing the funding, and for the significant work that had already gone in to developing the programme. Given its significance, it was suggested that **Commission should receive regular updates on the High Streets HAZ programme as part of the Chief Executive’s Report.**

***ACTION: Director of Regions / Business Improvement Director***

- 8.7 In commenting on the programme to date and next steps, the following points were raised:
- a A key mitigation of the delivery risks would be getting the right people (both internally and also local authorities and other partners), and leadership. The range in quality and maturity of the Expressions of Interest had indicated that some programmes would need more support than others. There were also some issues inherent to High Streets that were outside Historic England's traditional areas of expertise.
  - b It would be helpful to articulate what the programme expected to achieve. What was the ultimate aim? What would 'great look like? Commission had a role in keeping a check on this. In due course, a more media-friendly version of the information from the Business Case (including the potential quantum of outcomes and the aims of programme) would be helpful.
  - c It was acknowledged that there would be varying degrees of success. Some programmes would not be as effective as others in achieving desired outcomes; some might fail.
  - d The potential for (and practicality of) bringing representatives from all the High Street schemes together was discussed. Benefits would include raising the national profile of the programme, but also building relationships and sharing experiences and expertise. It was suggested that the Local Government Association could be a source of funding or support for a network. As a first step, there were certainly options around establishing regional or thematic hub networks, even digitally.
  - e Although there was a new sense of confidence and a renewed focus (linked partly to the implementation of the new Corporate Plan), it was noted that, given its significance, the programme had the potential to suck-in resources and it was important to monitor this.
- 8.8 Commission welcomed the update. It was noted that the Terms of Reference for the Strategic Programme Board would be amended to reflect that the group was accountable to Commission (as well as the relevant Government departments); and that additional Commissioners would be invited to join the membership. *[Secretary's note: Commissioner Ben Derbyshire and independent member Bernard Donoghue were subsequently appointed to the Strategic Programme Board.]*

**8.9 Commission noted the update on the Historic High Streets Heritage Action Zone (HAZ) programme.**

## **9 Historic England Committee minutes and updates**

- 9.1 Commission noted the minutes and updates from recent sub-committee meetings, including the Review Paper from the re-launched Historic Places Panel's visit to the Isle of Wight in July 2019. It was pleasing to note that two of the towns that the Panel had visited (Ryde and Newport) had been successful applicants to the High Street HAZ programme.



9.2 Regarding Historic Estate Conservation Committee (HECC) site visit reports, it was suggested that **weblinks to these reports could be embedded in the Committee's minutes.**

***ACTION: Governance Team***

9.3 **Commission noted the:**

- a **12/13 June 2019 Historic Places Panel Review Paper;**
- b **24 July 2019 HECC meeting minutes;**
- c **25 July 2019 LAC meeting minutes;**
- d **25 July 2019 LAC meeting minutes; and**
- e **25 July 2019 SFM Strategic Programme Board meeting minutes**

**10 Casework Report and Planning Bulletin**

10.1 Commission received its regular update on Historic England's business critical casework and recent and forthcoming planning developments.

10.2 **Commission noted the Casework Report and Planning Bulletin.**

**11 Any Other Business**

11.1 There were no further items of business.

**12 Closed Session**

12.1 Commission held a closed session with the Chief Executive.

**Siobhan O'Donoghue  
October 2019**

# Commission

Final Minutes of the 324<sup>th</sup> meeting held at 09:30 on 12 December 2019 at Cannon Bridge House, London, EC4.

**Commissioners present:** Sir Laurie Magnus, Chairman  
Alex Balfour  
Nicholas Boys Smith  
Professor Martin Daunton  
Ben Derbyshire  
Sandra Dinneen  
Paul Farmer  
Prof Helena Hamerow  
Victoria Harley  
Rosemarie MacQueen  
Neil Mendoza  
Michael Morrison  
Patrick Newberry  
Charles O'Brien  
Susie Thornberry  
Sue Wilkinson

**Staff present:** Duncan Wilson, Chief Executive  
Michael Bishop, Director of Business Improvement  
Meryl Hayward, Director of Corporate Services  
Claudia Kenyatta, Director of Regions  
Ian Morrison, Director of Policy & Evidence  
Amy Pitts, Public Relations & Programmes Director  
Siobhan O'Donoghue, Head of Governance  
Julia Ward, Head of the Chairman & Chief Executive's Office  
Kate Winsall, Content & Marketing Director  
Andrew Wiseman, General Counsel & Corporate Secretary

**Others present:** Sandie Dawe, Commissioner from 1 January 2020

## 1 Apologies, announcements and Declarations of Interest

- 1.1 The Chairman welcomed attendees to the meeting. In particular, a warm welcome was extended to Sandie Dawe, who had been appointed as a Commissioner from 1 January 2020, and was attending as an observer.
- 1.2 Apologies for absence had been received from Commissioner Richard Upton and the English Heritage Trust (EHT) Chairman, Sir Tim Laurence.

- 1.3 It was noted with regret that this was Neil Mendoza's last meeting as a Commissioner, as his term ended on 31 December 2019. There would be a presentation and an opportunity for Commissioners to wish farewell to Neil over lunch.

#### *Declarations of Interest*

- 1.4 There were no declarations of interest.

## **2 Minutes of 9 October 2019 Commission meeting and matters arising**

- 2.1 The minutes of the 323<sup>rd</sup> Commission meeting held on 9 October 2019 were approved as a correct record. The following points were raised under Matters Arising:

- a World Heritage Sites (WHS): The Historic England Advisory Committee (HEAC) had considered Historic England's strategic approach to World Heritage Sites at its meeting in November 2019. **An update would be provided to Commission at its February 2020 meeting.**
- b Heritage Action Zones: **An update on the Heritage Action Zone (HAZ) programme would be considered by Commission at its February 2020 meeting.**

- |   |
|---|
| 2.2 <b>Commission approved the minutes of the 323<sup>rd</sup> Commission meeting held on 9 October 2019.</b> |
|---|

## **3 Chairman's Report**

- 3.1 Commission noted the Chairman's regular report detailing activities since the last meeting and forthcoming events. The Chairman had attended the Historic Estate Conservation Committee (HECC) meeting and site visit to Avebury in November 2019.

- |  |
|--|
| 3.2 <b>Commission noted the Chairman's Report.</b> |
|--|

## **4 National Heritage Collection: property matters**

- 4.1 The General Counsel & Corporate Secretary introduced three National Heritage Collection property matters, which were reserved to Commission for decision under Historic England's Scheme of Delegations.

#### *Acquisition of Carrawburgh Fort (Hadrian's Wall)*

- 4.2 Commission had considered and approved previously the acquisition of the property as a bequest from the current owner, to come into effect upon their death. The owner had subsequently offered to bring forward the donation of the property, and Commission was asked to approve the transfer under the new timescale.

#### 4.3 **Commission:**

- a **approved the proposed transfer of the property and its subsequent acceptance by Historic England (HE) as part of the National Collection for the English Heritage Trust (EHT) to manage; and**
- b **agreed that a memorandum be added to the Property Licence and Operating Agreement between HE and EHT recording this arrangement.**

#### *Disposal of 84 Ravensdowne, Berwick upon Tweed*

- 4.4 Commission considered the recommended disposal of the residential dwelling, which formed part of the freehold of Berwick Ramparts and the Barracks Parade, Berwick upon Tweed. The property was not listed and was not an integral part of the other holdings on the site. Commission noted the key issues that had been considered as part of the disposal process, including the valuation, agreed sale price and the restrictions and conditions attached to the disposal.
- 4.5 It was agreed that future reports concerning National Heritage Collection disposals would include a summary of all relevant information, including potential rental market value, in order for Commission to demonstrate that it had carried out its due diligence thoroughly and transparently.

#### 4.6 **Commission:**

- a **approved the proposed freehold sale of the house, garden and garage for a figure of £270,000, with restrictions stating that the property be maintained as a single dwelling house and that no alterations may be carried out without Historic England's consent and any necessary planning consents; and**
- b **instructed the English Heritage Trust that a condition of the approval was that the net sale proceeds be used for the direct benefit of Berwick Barracks.**

#### *Lease Renewal for Alma Block, Carlisle Castle*

- 4.7 Commission considered the recommended renewal of a long lease (30 years) to the Border Regiment Museum, which had occupied the building since the 1950s. The main terms of the lease were set out in the report.

**4.8 Commission approved the lease renewal on the terms set out in the report.**

## 5 **Chief Executive's Report**

- 5.1 The Chief Executive presented his paper on current issues and activities, which included the regular performance dashboard and summaries of significant developments from each Group since the last meeting.

## Chief Executive's Report

- 5.2 Strategy for the Future of the National Heritage List for England (the Saunders Report): A summary of the Saunders Report, including the review's key recommendations, was included in the Commission papers, as well as Historic England's initial draft response. The Historic England Advisory Committee (HEAC) had discussed the Saunders Report in detail at its September 2019 meeting and had been positive about its findings.
- 5.3 Commission noted that the Secretary of State for Housing, Communities and Local Government had expressed interest in the NHLE, and had made a number of references to protecting heritage and listing, including a recent commitment of £700,000 to fund local listing. Commission encouraged staff to pursue DCMS and MHCLG support, including funding, in order to address the recommendations in the Saunders Report. **Commission would welcome the opportunity to consider the Saunders Report in more detail at its February 2020 meeting.**
- 5.4 Tailored Review: The timetable had been delayed as a result of the pre-election period, but publication of the final draft was now expected in late January or early February 2020.
- 5.5 High profile casework: Commission noted the updates on high-profile casework, including the Palace of Westminster Restoration and Renewal programme, the A303 (Stonehenge) Development Consent Order examination, and the Secretary of State's call-in of the Holocaust Memorial (Westminster) proposals. Regarding the latter, Historic England would not be a Rule 6 party, but would prepare a full proof of evidence and attend the enquiry.
- 5.6 Commission also noted the updates on the DCMS Arm's Length Bodies initiative around the Towns Fund, the Cultural Investment Fund, the Museums Repairs Fund and the DCMS-led work on Cultural Heritage Capital.

## Dashboard

- 5.7 New dashboard data included month-on-month website traffic trend information. It was noted that a new Digital Communities team was looking at user journeys and website data to help inform priorities for development.

## Corporate Services

- 5.8 IMT continued to be a focus, in particular the Application Development Programme (ADP) and the upgrade to Microsoft Windows 10 and Office 365. The Executive Team had discussed and agreed the need for a comprehensive IMT Strategy and, given the significance of IMT as a shared service to the EH Trust, it had been agreed that the Strategy should be informed by an independent external view, to help ensure that it addressed the needs of both organisations. Noting the potential financial impact of a reduction or cessation in the IMT shared service, and that the Trust was also reviewing its IMT requirements as part of its own *Fit for Growth* strategy, Commission was supportive of this approach.

## Policy & Evidence

- 5.9 Sector Training: The autumn HELM (Historic Environment Local Management) training programme had started with new courses including: 'Making a Future for Industrial Heritage,' 'Finding New Uses for former Military Land' and 'Statements of Heritage Significance'. **Training course dates would be shared with Commissioners.**

## Public Engagement

- 5.10 Campaigns: The *Where Light Falls* art installations at St Paul's and Coventry cathedrals - part of the *Loss and Destruction* season - had been very well received with an estimated 24,000 people attending the installations and excellent online engagement. The *What Remains* exhibition at the Imperial War Museum ran until 5 January 2020 and was on track to receive over 70,000 visitors.
- 5.11 The 2020 campaign around *Identity* was progressing well with internal workshops, and **more detail about the campaign would be shared with Commission in due course.** The public programming forward plan was also in development (delayed to an extent whilst recruitment for a new Director of Communications & Public Engagement was underway), and **more detail would be shared with Commission in due course.**

## Regions

- 5.12 Casework: In light of media and public interest in the redevelopment proposals for the Whitechapel Bell Foundry (London Borough of Tower Hamlets), a statement had been published on the Historic England website confirming that, in its role as statutory adviser on the historic environment, Historic England had provided advice on the plans submitted, and that the case had also been referred to the London Advisory Committee (LAC).
- 5.13 Heritage at Risk: Commission noted the details of Historic England's match-funding for significant fabric repairs at two sites in London. It was clarified that grants were allocated at regional level, but that a national committee considered grants for more significant projects, in line with the Public Value Framework.

5.14 **Commission noted the Chief Executive's Report.**

## 6 English Heritage Trust update

- 6.1 The Chairman presented the latest performance information for the English Heritage Trust, reminding Commission of its important role in holding the Trust to account for maintaining the National Heritage Collection and making it accessible, and for the Trust's plans to achieve financial sustainability.
- 6.2 In terms of headlines, it was noted that trading had been challenging due to poor weather. Visitor numbers had also been affected by the late opening of Tintagel Bridge, and the year-end forecast was to be slightly behind target, although still ahead of 2018/19. Income was expected to be ahead of target, in part due to generous legacies and other fundraising income.

- 6.3 Performance reporting arrangements were being reviewed in response to the draft findings of the Tailored Review, and Commission reiterated its desire to receive more comprehensive information and narrative about the conservation and maintenance of properties, and also about the Trust's strategic, longer-term, financial approach, including shared services.
- 6.4 It was noted that, at its November 2019 meeting, the Audit and Risk Assurance Committee had carried out a 'deep dive' review of the Trust's financial performance and had identified a number of areas for development, including the robustness of the Trust's financial modelling and sensitivity analysis, and longer-term projections. The Chair of the Audit and Risk Assurance Committee had spoken with the Trust's Chief Financial Officer subsequently.
- 6.5 It was suggested that members of the Executive Team could raise some of these issues with counterparts at the Trust in advance of the annual joint meeting of Commissioners and Trustees in April 2020.

**6.6 Commission noted the update on the English Heritage Trust's Performance.**

## **7 Financial Overview**

- 7.1 The Director of Corporate Services presented a summary of financial performance for 2019/20 up to the end of October 2019.
- 7.2 The overall forecast was a balanced position. Total forecast income was above budget at year-end, reflecting additional income from Publishing and above budget income from Fundraising. It also reflected recognition of £3.5m of income for Shrewsbury Flaxmill Maltings (SFM) in 2019/20, although this related to expenditure in future years.
- 7.3 Payroll continued to underspend, the majority due to unfilled vacancies, with a number in the Regions Group. It was noted that the Business and Finance Committee had discussed payroll in detail at its November 2019 meeting. Non-pay costs were above year-to-date budget, due largely to timing differences.
- 7.4 There had been limited capital spend to date, but overall capital spend was expected to be close to budget by year-end.

### *Spending Review SR19*

- 7.5 Commission noted that DCMS had confirmed 1.84% inflation for revenue funding for 2020/21, plus the continued funding for the pension increase for both Historic England and the English Heritage Trust. The Executive Team was developing a pipeline of potential bids for future spending rounds.

**7.6 Commission noted the financial position to the end of October 2019.**

## **8 Annual Report to Commission: Historic England Advisory Committee (HEAC)**

- 8.1 The Chair of the Historic England Advisory Committee (HEAC) presented a report summarising the work undertaken by the committee during the year and an assessment of its effectiveness. The report had been informed by a members' roundtable discussion at its November 2019 committee meeting and an online survey.
- 8.2 Areas for potential focus for the coming year included: continued engagement on strategic topics (in partnership with the London Advisory Committee, where appropriate), as well as casework; earlier involvement with some cases; and a more consistent approach to engaging HEAC from across the Regions. Members had also suggested areas of expertise that future recruitment should seek to address, and the development of an induction and training programme for new non-Commission members.
- 8.3 On behalf of Commission, the Chairman thanked the Chair of the committee and its members for sharing their expertise, and their important contribution to the work of the organisation.

**8.4 Commission noted HEAC's annual report and assessment of effectiveness.**

## **9 Annual Report to Commission: London Advisory Committee (LAC)**

- 9.1 The Chair of the London Advisory Committee (LAC) presented a report summarising work undertaken by the committee during the year and an assessment of its effectiveness. The report had been informed by an online survey, and also a members' roundtable discussion at the September 2019 committee meeting, which had also reviewed progress in addressing the development areas identified in the 2018 annual assessment. Members had concluded that, in the main, the committee had met the objectives it had set itself.
- 9.2 Areas of focus for the year ahead included a desire for Historic England and the committee to make the greatest possible use of new technology (such as the VuCity modelling software), more engagement with Local Planning Authorities, and earlier sight of potential cases that the committee might become involved with.
- 9.3 On behalf of Commission, the Chairman thanked the Chair of the committee and its members for sharing their expertise, and their important contribution to the work of the organisation.

**9.4 Commission noted the LAC's annual report and assessment of effectiveness.**

## **10 Historic England Committee minutes**

- 10.1 Commission noted the minutes and updates from recent sub-committee meetings. Regarding the Historic Estate Conservation Committee, its Chair reported that there



had been some delays in establishing the programme of site visits for 2019/20, although there had been an improvement more recently.

#### **10.2 Commission noted the:**

- a **Minutes of the 26 September 2019 London Advisory Committee meeting, and the oral update from the 21 November 2019 meeting;**
- b **Minutes of the 26 September 2019 Historic England Advisory Committee meeting, and the oral update from the 21 November 2019 meeting;**
- c **Minutes of the 8 October 2019 Shrewsbury Flaxmill Maltings Strategic Programme Board;**
- d **Minutes of the 22 October 2019 Remuneration & Appointments Committee;**
- e **Minutes of the 7 November 2019 Historic Estate Conservation Committee;**
- f **Oral update from the 14 November 2019 Audit & Risk Assurance Committee; and**
- g **Minutes of 14 November 2019 Business & Finance Committee**

### **11 Casework Report and Planning Bulletin**

11.1 Commission received its regular update on Historic England's business critical casework and recent and forthcoming planning developments.

#### **11.2 Commission noted the Casework Report and Planning Bulletin.**

### **12 Strategy Planning Session**

12.1 The Chief Executive introduced the annual strategy discussion. The Executive Team had identified four themes that informed the corporate plan, and which had been identified as cross-cutting Government priorities relating to the work of Historic England: diversity and inclusion; place; climate change; and youth engagement. Commissioners participated in breakout discussions facilitated by staff, exploring the opportunities and challenges associated with the four priority themes. At the conclusion of the discussions, staff facilitators reported back on the headlines from the breakout sessions. In terms of priorities for the coming year, the following were suggested:

12.2 Diversity and Inclusion: Setting out clearly the ambition and purpose of the new Diversity and Inclusion Strategy for both Historic England and the sector. Learning from other sectors and organisations leading on innovative and effective practice in this area. Signalling from the top of the organisation the commitment to change, including Historic England's governance and decision-making processes. Seeking to tie-in with other agendas, such as youth engagement, rather than trying to address Diversity and Inclusion in isolation.

12.3 Place: Determining and setting out Historic England's ambition in the place-shaping agenda. Using existing learning opportunities (for example, Conservation Areas) in terms of what makes for a successful place. Mindful of the extent of Historic England's own expertise and resources, using the significant opportunities of the High Street HAZs programme to work with other agencies to integrate culture, heritage and sport. Seeking to change perceptions around how high streets could be used for residential and community use, as well as retail.

12.4 Climate Change: Using Historic England's data and research in climate change mitigation, risk and adaptation to promote a 'learning from the past to prepare for the future' message. Changing the conversation, and 'myth busting' some of the misconceptions about the historic environment and climate change. Recognising and promoting the role that cultural heritage could play in the climate change conversation, both domestically and beyond. **A draft Climate Change Strategy would be brought to a Commission meeting in early 2020.**

12.5 Youth Engagement: Developing and articulating an approach for engaging with the youth agenda, and using digital tools to establish audience insight evidence. Working with other organisations, in particular the English Heritage Trust, to build on creative partnerships, and use current work programmes and opportunities, such as Heritage Schools. Seeking to tie-in with other agendas (such as climate change) and workstreams (for example the High Streets programme).

### **13 Any Other Business**

13.1 In closing the meeting, Commissioners joined the Chairman in thanking the Executive Team for its hard work during the past year and for the significant achievements, including the High Streets programme.

13.2 There were no further items of business.

### **14 Closed Session**

14.1 Commission held a closed session with the Chief Executive.

**Siobhan O'Donoghue**  
**December 2019**

# Commission

Final Minutes of the 325<sup>th</sup> meeting held at 09:30 on 13 February 2020 at Cannon Bridge House, London, EC4.

**Commissioners present:** Sir Laurie Magnus, Chairman  
Alex Balfour  
Nicholas Boys Smith  
Professor Martin Daunton  
Sandie Dawe  
Ben Derbyshire  
Sandra Dinneen  
Rosemarie MacQueen  
Michael Morrison  
Patrick Newberry  
Charles O'Brien  
Susie Thornberry  
Sue Wilkinson

**Staff present:** Duncan Wilson, Chief Executive  
Michael Bishop, Director of Business Improvement  
Andy Brown, Director of Analytics  
Meryl Hayward, Director of Corporate Services  
Claudia Kenyatta, Director of Regions  
Ian Morrison, Director of Policy & Evidence  
Amy Pitts, Interim Director, Communications & Public Engagement  
Siobhan O'Donoghue, Head of Governance  
Guy Robinson, Policy Adviser (for part)  
Julia Ward, Head of the Chairman & Chief Executive's Office  
Andrew Wiseman, General Counsel & Corporate Secretary

**Others present:** Sir Tim Laurence, Chairman, English Heritage Trust (for part)

## 1 Apologies, announcements and Declarations of Interest

1.1 The Chairman welcomed attendees to the meeting.

### *Apologies and attendance*

1.2 Apologies for absence had been received from Commissioners Paul Farmer, Professor Helena Hamerow, Victoria Harley and Richard Upton.

1.3 Sir Tim Laurence, Chair of the English Heritage Trust, and Andy Brown, Director of Analytics, who was attending as an observer, were welcomed to the meeting.

### *Announcements*

1.4 Commission welcomed the appointment of Amy Pitts as Interim Director, Communications & Public Engagement, with effect from 10 February 2020.

- 1.5 The Chairman congratulated Commissioner Nicholas Boys Smith on the publication of the Building Better, Building Beautiful Commission's report, *Living with Beauty*.

#### *Declarations of Interest*

- 1.6 There were no declarations of interest.

## **2 Minutes of 12 December 2019 Commission meeting and matters arising**

- 2.1 The minutes of the 324<sup>th</sup> Commission meeting held on 12 December 2019 were approved as a correct record. There were no matters arising.

**2.2 Commission approved the minutes of the 324<sup>th</sup> Commission meeting held on 12 December 2019.**

## **3 Chairman's Report**

- 3.1 Commission noted the Chairman's report, which summarised activities since the last meeting and forthcoming events. The Chairman highlighted the Heritage Chairmen's Dinner, which had discussed matters including partnership working and climate change; and the constructive meeting held with the DCMS Permanent Secretary, Sarah Healey, on 11 February 2020. The Permanent Secretary had also joined the Chief Executive on a site visit to the Walworth Heritage Action Zone on 16 January 2020.

#### *Historic England-appointed English Heritage Trustee*

- 3.2 Commissioner Alex Balfour would be stepping down from his role as an English Heritage Trustee, with effect from 31 March 2020. In line with the Trust's Appointment Policy, which allowed for two Historic England Commissioners on the Trust's Board, Commission endorsed the proposal that Commissioner Sue Wilkinson be appointed to replace Alex, with effect from 1 April 2020 (to 31 August 2023). Sue would attend the Trust's next Board meeting on 11 March 2020 as an observer.
- 3.3 The Chairman and the EH Trust Chairman thanked Alex for his hard work and contribution as a Trustee.

#### **3.4 Commission:**

- a **confirmed the appointment of Commissioner Sue Wilkinson as an English Heritage Trustee, with effect from 1 April 2020 until 31 August 2023; and**
- b **noted the other updates provided in the report.**

## **4 Chief Executive's Report**

- 4.1 The Chief Executive presented his regular report on current issues and activities, which included the dashboard summarising organisational performance and priorities, and reports from each Group Director on significant developments since the last meeting.

## *Chief Executive's Report*

- 4.2 Cultural Heritage Capital: Staff were supporting DCMS in its lead on a Culture and Heritage Capital research programme. However, the expectation was that it could be at least five years before ideas were fully formed and tested.
- 4.3 Climate Change Strategy: Work to develop a strategy for the heritage sector continued, as well as specific commitments and targets for Historic England. The Chief Executive had written to heritage sector organisations in order to help establish intent and a unified position on addressing climate change. It was suggested that a particular issue that sector partners might unite around was changes to the application of VAT for refurbishment and retrofitting of buildings. More detail on the developing strategy would be provided at the next Commission meeting.

### ***ACTION: Chief Executive / Director of Policy & Evidence***

- 4.4 Planning Reform and the Building Better, Building Beautiful Commission (BBBBC): Historic England had welcomed a number of the recommendations in the BBBBC's report. Staff had met with MHCLG officials to discuss those relating to the historic environment, as well as other matters including the Planning White Paper, planning reform and local listing.
- 4.5 Strategy for the Future of the National Heritage List for England (the Saunders Report): Discussions continued with DCMS in advance of the publication of the Saunders Review. Work had begun to implement some of the more pressing recommendations, including those relating to improvements to access and layout of the List. Historic England's response to the Review would seek to align with government priorities, such as the 'levelling-up' and digital agendas, where possible. Commissioners were encouraged to submit comments and suggestions on the Review report outside of the meeting.
- 4.6 Towns Fund: Historic England was leading on the development of a cross-DCMS ALB service, intended to support towns submitting bids to the Towns Fund and help ensure heritage, culture, sport and tourism were integrated effectively in regeneration plans. Funding confirmation (from MHCLG) had not been received.
- 4.7 Strategic Approach to World Heritage: Commission noted the summary of the Historic England Advisory Committee's (HEAC) discussion on the development of a more strategic approach to World Heritage. Proposed actions resulting from the Committee's discussion included engagement with other countries and interested parties about positive management of change (in relation to the more preservationist approach embedded in the World Heritage Convention); and reviewing how Historic England articulated its advice around harm in relation to World Heritage Sites. Discussions continued with DCMS and MHCLG officials. Regarding the potential threat to Liverpool's Maritime Mercantile City WHS status, Historic England would need to manage its public position carefully.
- 4.8 High profile casework: Commission noted the updates on high-profile casework, including the timetable for the Secretary of State's decision following the A303 (Stonehenge) Development Consent Order examination; an application to list Portcullis House; and the high number of Public Inquiries that staff were likely to be involved with over the coming months.

- 4.9 Public Programming and Campaigns: The feasibility phase for the Local Identity campaign was close to completion and the campaign was on track to launch later in Spring 2020. In terms of a forward programme of public programmes and exhibitions, Communications & Public Engagement teams were working toward finalising a five-year planning cycle by the middle of the year.

#### *Performance Dashboard*

- 4.10 The Chief Executive reported that future iterations of the dashboard would seek to include environmental indicators, such as staff travel, carbon emissions and energy consumption across the estate.

#### *Group Principal Developments*

- 4.11 IMT: IT continued to be a focus within the Corporate Services group, in particular the development of an IMT Strategy. The Strategy would be informed, in part, by an independent review of IT shared services.
- 4.12 Staff Networks: The Director of Corporate Services reported that the organisation's Diversity and Inclusion staff networks were being reviewed and refreshed, with a view to adding two further networks for social mobility and neuro-diversity.
- 4.13 High Streets HAZ public engagement and marketing: Initial discussions had taken place with media owners and advertising agencies about potential pro bono partnership working, linked to their corporate social responsibility and ethical policies.
- 4.14 Heritage Apprenticeship programme: Commission noted the update on Historic England's apprenticeship programme. More information about Apprenticeship Standards, and an evaluation and analysis of the programme, would be shared with Commission at a future meeting.

#### ***ACTION: Director of Policy & Evidence***

4.15 <b>Commission noted the Chief Executive's Report.</b>
--

## **5 English Heritage Trust update**

- 5.1 The English Heritage Trust Chairman presented the latest performance information for the Trust. As reported to Commission previously, trading had been challenging due to poor weather during the year, and visitor numbers had also been affected by the late opening of Tintagel in the summer. Nevertheless, it was noted that year-to-date performance was not far behind the targets that the Trust had set itself.
- 5.2 Highlights included the capital improvement projects at Tintagel, Marble Hill and Belsay Hall. Areas of focus included fundraising, IT and the potential impact of coronavirus on visitor numbers. It was also noted that the *Water and Play* project at Eltham Palace had been paused and could, potentially, be discontinued. In terms of opportunities, Commission queried whether there were upcoming projects that were aligned with government priorities, such as programmes at sites in the north of England that might link to the 'levelling-up' agenda. Industrial heritage sites could also be opportunities.

5.3 In terms of providing more detailed and meaningful performance information to Commission about the maintenance of the National Heritage Collection as a whole, this was the subject of ongoing discussions between the two organisations' Chief Executives and the Trust's Estates Director. The need for robust and transparent performance monitoring information had also been picked up by DCMS as part of the Tailored Review.

**5.4 Commission noted the update on the English Heritage Trust's Performance.**

## **6 Tailored Review**

6.1 Historic England had received the final draft of the Tailored Review on 22 January 2020, and formal publication was expected imminently. The full draft had been shared with Commission, and a summary of the Review's 31 recommendations, and Historic England's proposed response to each, was tabled.

6.2 The Director of Policy & Evidence gave a short presentation, summarising the key elements of the Tailored Review process. Commissioners and the EH Trust Chairman were then invited to comment on the Review findings and proposed actions:

- a Overall, stakeholder responses had been positive in their support of Historic England and its functions. The organisation was respected and the Review had concluded that Historic England operated well and that its statutory purposes and functions should be retained.
- b Two main areas identified for improvement related to Historic England's oversight of the Trust's performance and maintenance of the National Heritage Collection; and developing and strengthening Historic England's leadership role within the wider heritage sector. A series of more detailed recommendations aimed at improving the effectiveness and delivery of core functions had also been identified.
- c In the case of many of the recommendations, work was already in train to address the issues raised, and some responses were well advanced. Historic England had made clear to DCMS where recommendations and actions would require additional resources.
- d Senior management and EH Trust counterparts were working closely to review and address the findings relating to oversight of the Trust. In particular, a project plan and draft timeline to manage the expiry of the current Licence and the negotiations for its renewal had been prepared and discussed with DCMS. It was noted that a full business case would be required, and DCMS had requested that the plan for renewing the licence be agreed by April 2021.
- e Discussions also continued around the need for a more robust assessment of the Trust's financial forecasts, and the Trust's current approach and target level of free reserves, as it moved toward self-funded status. The Review had also recommended that Historic England adapt its financial modelling methodology to be better able to stress test key EHT assumptions, including fundraising income.
- f It was noted that Commission and the Audit and Risk Assurance Committee had discussed EHT performance indicators previously. There remained a need to be

able to measure the value of the conservation deficit in order to assess more effectively the condition of the estate, and whether it was in an improving or declining condition.

- g Regarding the recommendations relating to sector leadership (bringing the sector together, collaborative working, deploying the sector's resources more effectively and efficiently, etc.), an option being explored was the review and evaluation of *Power of Place* (2000), with a view to producing a new sector-wide strategy.
- h The narrative around Historic England as a sector leader needed to convey appropriate messages about intent: partnership working, brokering conversations, building trust and bringing others to the table around common themes and issues (such as climate change). Communications, public engagement and media coverage would be important tools in demonstrating and supporting this messaging.
- i Project-based collaboration provided good opportunities for constructive engagement with partner organisations. Commission could also have a role in building constructive relationships with sector partners.
- j Historic England was seeking further clarification from DCMS and the Tailored Review team around the recommendation for a public partnership agreement with the National Lottery Heritage Fund (NLHF). Discussions with NLHF counterparts at a senior level had also been arranged.
- k It was noted that Historic England was seeking to maximise the significant opportunity afforded by the recommendation to develop a robust business case for additional funding for IT infrastructure and digital capacity. The expectation was that a bid would be submitted as part of the 2020/21 Spending Review round.

6.3 In terms of next steps, Historic England's draft public response, which welcomed the findings and set out a commitment to develop an action plan in response, would be published alongside the final Tailored Review report. Commission would be kept updated on progress in implementing the action plan.

6.4 On behalf of Commission, the Chairman thanked and paid tribute to all those who had put in effort and time in contributing to the Review, in particular those from outside of the heritage sector.

**6.5 Commission noted the draft Tailored Review and commented on Historic England's proposed response and developing action plan.**

## **7 Local Authority Strategic Framework update**

7.1 Commission received an update on the Local Authority Strategic Framework, which was being developed as a response to the Casework Review project. The Framework's key objective was to set out Historic England's offer to local authorities in a strategic context, in order to help prioritise resources more effectively, and ultimately help authorities build capacity and deliver heritage protection.

7.2 Progress since the last update to Commission in July 2019 included: the establishment of a cross-organisational working group; engagement with sector support groups and



networks; the circulation and initial analysis of a sector survey; development of guidance notes and intranet pages to support Historic England staff; and preparation of the Local Authority Strategic Framework consultation document, which was presented in draft for Commission's comments. In line with the agreed Engagement Plan, the intention was to use the Local Government Association (LGA) conference on 2 and 3 March 2020 to promote the public consultation on the Framework.

### 7.3 Commissioners provided the following comments on the draft Framework documents:

- a A process analysis, providing more information about the Casework Reform project and changes to the ways that Historic England engaged with casework, would be helpful.
- b Outputs could include more concise, user-friendly, tools and documents to help local authorities access the information, advice and resources they required. Joint documents (for example with the LGA) might also be considered.
- c Resources promoted by the Framework, for example the online Heritage Workspace, would need to be accessible by external consultants, as well as local authorities.
- d The Framework should be used more effectively as an opportunity to show leadership in terms of diversity and inclusion.
- e It would be important to develop appropriate KPIs to evaluate the Framework's expected outcomes. Performance indicators (and owners) were being identified as part of the internal-facing work underway.
- f Regarding the sector survey, it was suggested that following up with those bodies or groups that had not completed the survey could add value.

### 7.4 Commission:

- a **commented on the draft Framework document, and;**
- b **subject to the comments provided, endorsed the proposed approach to the Local Authority Strategic Framework.**

## 8 Financial Overview

8.1 The Director of Corporate Services presented a summary of financial performance for 2019/20 up to the end of December 2019.

8.2 The overall forecast continued to be for a balanced position, reflecting the deferral of Wentworth Woodhouse expenditure to future years (as agreed with DCMS), and the recognition of income received for Shrewsbury Flaxmill Maltings in the 2019/20 financial year. The year-end forecast for total income was above budget, in part reflecting above budget income from Publishing and other earned income. Fundraising was also ahead of budget and expected to be above budget at year-end. Payroll was below budget and forecast to be underspent at year-end. Non-pay costs had been split out in the Commission report for greater clarity, with explanations of the most significant variances. Capital spend to date was limited at this stage, but was expected to be close to budget by year-end.

- 8.3 Financial performance information for Shrewsbury Flaxmill Maltings and the High Streets HAZ programme was reported separately. A Commissioner suggested that it would be helpful to have a similar presentation of financial information for Wentworth Woodhouse.

**ACTION: Director of Corporate Services**

*Financial Issues and Risks*

- 8.4 As part of preparations for the 20/21 Spending Review (SR20), SR19 bids were being revisited in anticipation of submitting bids to DCMS between April and June 2020. Bids would be grouped thematically to align with the DCMS mission and government priority outcomes (Levelling-Up, Digital Strategy and Young People). It was expected that more detail about likely SR20 bids would be available for the April 2020 Commission meeting.

<b>8.5 Commission noted the financial position to the end of December 2019.</b>
---

**9 Heritage Action Zones update**

- 9.1 The Director of Regions presented an update on the Heritage Action Zone (HAZ) programme, including mid-year monitoring and evaluation summaries for each of the three HAZ rounds, which comprised 20 schemes across the country. The update also included a summary of the findings of two recent reviews (of the Programme's monitoring, and of evaluation of benefits realisation) and management's integrated response to these. Commission was also invited to note the changes to the programme governance, and that learning from the evaluation and reviews had been fed into the High Streets HAZ programme design.
- 9.2 It was noted that most Round 1 and 2 HAZ schemes were making good progress in delivering capacity building, volunteering and heritage outputs, but that there was slower progress in terms of delivering economic outputs. Actions designed to improve delivery had been agreed, including more active monitoring of delivery and risks, the revision of some Delivery Plans, and a review of resource allocation and stakeholder management arrangements for some specific schemes. Flagship HAZ schemes, which were expected to deliver significant economic outputs in 2020/21, had also been identified in each Region, and these schemes would receive particular focus in terms of HE resourcing.
- 9.3 Commission welcomed the update. It was noted that, in many cases, it was too early to tell the extent to which the HAZ programme was delivering sustainable growth and economic benefits, and so the prioritisation of a smaller number of schemes with higher economic potential was welcomed. The High Streets HAZ programme would also have flagship schemes in each region. Commission also suggested the use of a broader set of KPIs to measure and evaluate success. It was noted that staff were giving some thought to close-down processes to ensure that monitoring, evaluation and learning continued beyond the duration of the HAZ scheme.
- 9.4 A further update report, incorporating 2019/20 year-end monitoring and evaluation information, would be brought back to an appropriate Commission meeting.

**ACTION: Director of Regions**

## **9.5 Commission:**

- a **noted the monitoring and progress update, and the actions taken in response;**
- b **noted the findings of two recent reviews of the HAZ programme and the actions being taken in response; and**
- c **noted the changes to HAZ governance.**

## **10 Historic England Committee minutes and updates**

10.1 Commission noted the minutes and updates from recent sub-committee meetings and visits, including the Historic Places Panel's Review Paper of its visit to Grimsby in October 2019. The Chief Executive, who had participated in the Panel's visit to the Isle of Wight, reported that, although the Panel operated in a different way to other sub-committees, it worked well and was effective in bringing about real changes in the places it visited.

### **10.2 Commission noted the:**

- a **Historic Places Panel Review Paper on Grimsby;**
- b **minutes of the 14 November 2019 Audit and Risk Assurance Committee meeting;**
- c **minutes of the 21 November 2019 London Advisory Committee meeting; and**
- d **minutes of the 21 November 2019 Historic England Advisory Committee meeting.**

## **11 Casework Report and Planning Bulletin**

11.1 Commission received its regular update on Historic England's business critical casework and recent and forthcoming planning developments. Commission welcomed the successful prosecution of three individuals for unauthorised works affecting a Scheduled Monument. All three had been convicted and ordered to pay fines and costs.

### **11.2 Commission noted the Casework Report and Planning Bulletin.**

## **12 Any Other Business**

12.1 There were no further items of business.

## **13 Closed Session**

13.1 Commission held a closed session with the Chief Executive.

**Siobhan O'Donoghue**  
**February 2020**