

# Commission

**Final Minutes of the 313<sup>th</sup> meeting held at 09:30 on Thursday 1 February 2018 at Cannon Bridge House, London, EC4.**

**Commissioners present:** Sir Laurie Magnus, Chairman  
Paul Baker  
Alex Balfour  
Nicholas Boys Smith  
Professor Martin Daunton  
Sandra Dinneen  
Professor Mike Fulford  
Victoria Harley  
Rosemarie MacQueen  
Neil Mendoza  
Michael Morrison  
Patrick Newberry  
Charles O'Brien  
Richard Upton

**Staff present:** Duncan Wilson, Chief Executive  
Gill Grayson, Head of Listing Information Services  
Meryl Hayward, Director of Finance, HR and IMT  
Deborah Lamb, Deputy Chief Executive  
Debbie Mays, Head of Listing Advice  
Ian Morrison, Director of Planning  
Siobhan O'Donoghue, Head of Governance  
Carol Pyrah, Assistant Director of Planning  
Celia Richardson, Director of Communications  
Rosie Smith, Executive Assistant to the Chairman & Chief Exec.  
Steve Trow, Director of Research

**Others present:** Sir Tim Laurence, English Heritage Trust Chairman  
Anna Humphrey, Board Intelligence (for part)  
Aftab Rahman, Commission Observer (for part)  
Dineshi Ramesh, Board Intelligence (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 Sandra Dinneen and Patrick Newberry, two of the five new Commissioners who had been appointed from 1 January 2018.

- 1.2 Apologies for absence had been received from Commissioners Sally Balcombe, Paul Farmer and Susie Thornberry.

#### *Announcements*

- 1.3 On behalf of Commissioners and staff the Chairman paid tribute to Steve Trow, who was attending his last Commission meeting before his retirement as Director of Research on 31 March 2018. Commissioners conveyed their warmest wishes to Steve for the future.
- 1.4 Commissioners joined the Chairman in congratulating Deputy Chief Executive, Deborah Lamb, on her OBE for services to heritage, awarded in the 2018 New Year's Honours list.

#### *Declarations of Interest*

- 1.5 There were no declarations of interest.

## **2 Minutes of 12 December 2017 Commission Strategy session and meeting and matters arising**

- 2.1 The minutes of the 312<sup>th</sup> Commission Strategy session and meeting held on 12 December 2017 were approved as a correct record. There were no matters arising.

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| 2.2 <b>Commission approved the minutes of the 312<sup>th</sup> meeting held on 12 December 2017.</b> |
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## **3 Discussion: the Role of History**

- 3.1 Commissioner Professor Martin Daunton introduced the topic of 'the Role of History' with a short illustrated presentation. Commissioners and staff then discussed the issues raised in the presentation, including what aspects of our heritage were commemorated, how we recorded and portrayed our history, and how we might seek to give voices to alternative stories.
- 3.2 Regarding contested heritage, Historic England had an important role in encouraging and facilitating debate; and encouraging sensitive and innovative approaches to re-interpretation and re-presentation, for example using digital technology. Given that many other institutions and organisations, such as research bodies, universities and museums, were grappling with similar issues; joint working and collaborative approaches might also be explored. In relation to Historic England's own work, *Enriching the List* and the forthcoming *Immortalised* campaign were two opportunities where these issues could be explored and addressed further.

3.3 Commissioners thanked Professor Daunton for his stimulating and thought-provoking presentation.

**3.4 Commission discussed the presentation on the topic of the Role of History.**

**4 Change Programme update**

4.1 The Chief Executive and Deputy Chief Executive provided an update on Historic England's Change Programme. The aim of the programme was to ensure the organisation was more effective, adaptable and financially secure, and that resources could be directed to where there would be greatest public value. These improvements would help ensure that Historic England was fit for purpose in future and better prepared for the forthcoming Tailored Review.

4.2 As part of the Organisational Structure workstream, a rationalised top-level Group Structure had been developed. Current functions would sit under one of four Groups (Policy and Evidence, Operations, Engagement and Corporate Services); and a new Business Improvement team would also be established to support business improvement across the whole organisation, lead on corporate performance monitoring and reporting, and provide project management expertise. It was also proposed that two of the current nine office locations (Northampton and Guildford) be closed, and that the regions be reduced from nine to six, with boundaries re-drawn accordingly. The proposed regional restructure would result in the loss of some administrative posts, but no reduction to frontline staff headcount.

4.3 The organisational redesign was needed in order to deliver the aims of the Change Programme. It would also help to address issues such as duplication of work across Groups, inconsistent and inflexible approaches across the organisation, and to move away from the current silo-working culture – all issues that had been identified in the recent staff survey.

4.4 Subject to Commission's endorsement, it was anticipated that the new top-level structure would be announced to staff as soon as possible, in order to provide an element of certainty and a framework for future changes. Recruitment of Group Directors would follow shortly, with the formulation and testing of underlying team structures taking place thereafter. The phased implementation of staff recruitment and transfers was not expected until early autumn 2018, although there would be clarity in some areas, such as Corporate Services, at an earlier stage. Completion of the Group restructure was anticipated within the 2018/19 financial year.

4.5 Commission discussed the proposed top-level structure and the changes to regions. On balance, Commissioners supported the aim of minimising the period of uncertainty for as many staff as possible. It was also important that staff felt part of the process, had the opportunity to shape their future, and had confidence in their roles and responsibilities. It was acknowledged, however, that some staff would feel unsettled by the lack of detail. It was important to reiterate that the

organisational restructure was one of many elements of the Change Programme; processes and culture change were also important. Leadership and clear communication – at all levels – would also be vital for success.

**4.6 Commission noted the Change Programme update and endorsed the proposed Executive Team structure set out in the report.**

**5 Draft 2018/19 Budget and Corporate Plan update**

- 5.1 The Chief Executive presented the draft 2018/19 budget and an early draft of the 2018-21 Corporate Plan, which had been developed in light of Commission's December 2017 strategy session.
- 5.2 A balanced draft budget had been prepared for 2018/19 and 2019/20 based on best assessments of income and expenditure, including: Grant in Aid assumptions based on SR15 (a real term cut of 10 per cent over the period); reduced Shared Service income; pay inflation; and investment in IMT and other priority areas linked to the Change Programme including digital, public engagement and place-making. A finalised budget would be presented for approval at the April 2018 meeting following consideration by the Business and Finance Committee.
- 5.3 Work on the Corporate Plan continued in advance of publication April 2018. As with the budget, the draft Plan reflected the main strategic challenges and priority work areas for the coming period. It was suggested that areas such as the impact of Brexit, Heritage Action Zones, industrial heritage and Historic England's 'last resort' acquisition role should be emphasised, particularly given the forthcoming Tailored Review. The Public Value Framework was also a key area of work that should be highlighted.

**5.4 Commission approved the draft 2018/19 budget and refreshed Corporate Plan, subject to final confirmation of the 2017/18 out-turn at the April 2018 Commission meeting.**

**6 Financial Update**

- 6.1 The Director of Finance, HR, and IMT introduced the financial results to the end of December 2017. The overall forecast was a balanced position on revenue and capital, once £800k had been taken to reserves. Income (including earned income, fundraising, and income from activities such as lectures, the Archive and estate sub-lets) would be above budget by year end. It was noted that income from Enhanced Advisory Services had doubled over the past two years, particularly as a result of Service Level Agreements for large projects. Expenditure (including grants and enabling programmes and payroll) was forecast to be below budget at year end, with the majority of payroll underspend in Planning and Finance, HR & IMT.

- 6.2 Regarding the Shrewsbury Flaxmill Maltings programme, project expenditure on the Main Mill and Kiln was running to schedule and the first HLF payment had been received. Running costs and further works were progressing to approved levels of spend.
- 6.3 Commission noted that a number of funding bids had been submitted to DCMS, including for a feasibility study for a place-marker scheme.

**6.4 Commission noted the year to date position and forecast to year end.**

## **7 Review of Shared Services**

- 7.1 The Director of Finance, HR and IMT updated Commission on the joint review with the English Heritage Trust of shared services arrangements, which was seeking to settle a revised shared service deal that would be operational from 1 April 2018.
- 7.2 Both parties had now agreed the future shape of services and the majority of the detailed service contracts. Good progress was being made against agreed timescales, with KPIs for the 'core' Finance, HR and IMT service expected to be confirmed shortly.
- 7.3 Financial risks would be managed internally in 2017/18 through the TUPE transfer of 12 staff and redundancies, with the Trust responsible for 50 per cent of costs. As a consequence of the proposed reductions to services, the overall impact for Historic England was expected to be approximately £980k in 2018/19, which had been factored into budget-setting.
- 7.4 Both the Chairman and the English Heritage Trust Chairman expressed their appreciation to the Director of Finance, HR and IMT and her team for their hard work and the constructive approach to the review.

**7.5 Commission noted the update and confirmed it was content with the approach to shared services.**

## **8 English Heritage Trust (EHT) Update**

- 8.1 The English Heritage Trust Chairman presented the regular overview of the Trust's performance, highlighting in particular the strong trading performance for the year to date and the improving visitor numbers. Fundraising figures were also ahead of budget, as at December 2017. Following a staff consultation period, the organisation re-design process continued and was expected to conclude by the end of February 2018. Challenges and priorities for the coming months included the continuing work around the sustainable conservation of the estate, and preparation for the forthcoming Tailored Review. English Heritage and Historic England were working together at all levels to ensure a coordinated and aligned approach.

## 8.2 Commission noted the performance update on the English Heritage Trust

## 9 Chairman's Report

9.1 The Chairman reported on his activities since the last meeting and on forthcoming events. The Chairman and Chief Executive had met with the new Heritage Minister, Michael Ellis, and an introductory meeting had been arranged with the new Secretary of State, Matt Hancock. Commission also noted that the Taylor Review on the sustainability of English churches and cathedrals had been published on 20 December 2017.

## 9.2 Commission noted the Chairman's Report.

## 10 Chief Executive's Report

10.1 The Chief Executive introduced the report summarising recent activities and took questions from Commission. Issues discussed included the Palace of Westminster restoration and renewal, following the MPs' vote on 31 January 2018.

10.2 HEAC site visit to Stonehenge WHS: In addition to the items covered in the written report, the Chief Executive and the Chair of the Historic England Advisory Committee reported on the recent site visit to the Stonehenge World Heritage Site, where members had considered aspects of the detailed A303 'preferred route' scheme in advance of the public consultation, due to open on 8 February 2018. Historic England, the English Heritage Trust and the National Trust were working together on a joint public statement in response to the forthcoming consultation.

10.3 Cabinet Office RepTrack results: Commission welcomed the findings of the latest independent RepTrack results of public sector bodies, which ranked Historic England seventh out of 64 organisations. Historic England's overall score had also risen from 74.5 to 77.3 between the first and last quarters of 2017 (the UK average for a public service body being 65.7).

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

## 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 HE Committee minutes**

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

12.2 **Commission noted the minutes of the 23 November 2017 London Advisory Committee.**

## **13 Board Intelligence: feedback and recommendations**

13.1 Dineshi Ramesh and Anna Humphreys from Board Intelligence were welcomed to the meeting to present their observations and recommendations following the review of Commission materials. Practical recommendations included a revised report template with a clearer executive summary; and the use of an online board portal to improve the security and efficiency of meeting paper circulation. More strategic improvement suggestions included that Commission develop of a set of 'Board priorities', aligned with the organisation's strategic objectives, to focus on throughout the year; and the inclusion of a dashboard report at each meeting to give Commission an overview of the organisation across strategy, performance and governance.

13.2 The Chairman proposed to discuss Board Intelligence's recommendations with Commissioners individually at their forthcoming one-to-one appraisal meetings, to help inform next steps.

13.3 **Commission noted the findings and recommendations of Board Intelligence's review of Commission materials.**

## **14 Commission Observer scheme: feedback**

14.1 Aftab Rahman was welcomed to the meeting to share feedback on his experiences as a Commission Observer during 2017. He had found the scheme to be a useful and insightful opportunity and he complimented Historic England staff and the work they did.

14.2 Mr Rahman encouraged the organisation to build on the positive steps taken to date – such as the graduate training placement scheme – to improve workforce diversity and attract people from a range of backgrounds to Historic England; but also to look at processes and opportunities at all levels, including Commission, its committees and senior management, as well as across heritage and corporate roles. Regarding the Commission Observer role specifically, Mr Rahman suggested that both the observer and the organisation might benefit more fully from the relationship, if it was part of a longer-term developmental role.

- 14.3 Commission considered broader issues around diversity, including challenges and barriers in the heritage sector and more widely across government bodies. Commissioners discussed how pathways might be created, possibly in partnership with other organisations, and the importance of role models at senior management, non-executive, and sector level. Targeted recruitment might also be considered.
- 14.4 On behalf of Commissioners, the Chairman thanked Mr Rahman for both his participation in the scheme and contribution to Commission; and also for his candour and constructive suggestions.

## **15 Any Other Business**

- 15.1 Commissioners were reminded of the joint annual meeting with English Heritage Trustees taking place at 6pm on Tuesday 20 February 2018 at Cannon Bridge House.
- 15.2 There were no further items of business.

## **16 Closed Session**

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

**Siobhan O'Donoghue**  
**February 2017**





# Commission

Final Minutes of the 314<sup>th</sup> meeting held at 09:30 on Thursday 26 April 2018 at Cannon Bridge House, London, EC4.

**Commissioners present:** Sir Laurie Magnus, Chairman  
Paul Baker  
Alex Balfour  
Nicholas Boys Smith  
Professor Martin Daunton  
Sandra Dinneen  
Paul Farmer  
Professor Mike Fulford  
Rosemarie MacQueen  
Neil Mendoza  
Michael Morrison  
Charles O'Brien  
Susie Thornberry

**Staff present:** Duncan Wilson, Chief Executive  
Clive Fletcher, Principal Historic Places Adviser  
Emily Gee, Regional Planning Director (for part)  
Gill Grayson, Interim Director of Listing  
Meryl Hayward, Director of Finance, HR and IMT  
Deborah Lamb, Deputy Chief Executive  
Debbie Mays, Head of Listing Advice  
Ian Morrison, Director of Planning  
Siobhan O'Donoghue, Head of Governance  
Mayowa Olatoye, Change Programme Manager  
Carol Pyrah, Assistant Director of Planning  
Celia Richardson, Director of Communications  
Barney Sloane, Interim Director of Research  
Rosie Smith, Exec. Assistant to the Chairman & Chief Exec.  
Julia Ward, Senior Exec. Assistant to the Chairman & Chief Exec.

## 1 Apologies, announcements and Declarations of Interest

- 1.1 The Chairman welcomed attendees to the meeting. In particular, a warm welcome was extended to Commissioners Paul Farmer and Susie Thornberry who were attending their first Commission meeting since being appointed on 1 January 2018.

- 1.2 Apologies for absence had been received from Commissioners Sally Balcombe, Victoria Harley, Patrick Newberry and Richard Upton. Apologies had also been received from Sir Tim Laurence, Chairman of the English Heritage Trust.
- 1.3 Andrew Wiseman, General Counsel and Corporate Secretary, was welcomed to the meeting. Clive Fletcher, Historic Places Principal Advisor and Mayowa Olatoye, Change Programme Manager, who were attending as observers, were also welcomed to the meeting.
- 1.4 Commission welcomed the news of the following senior management appointments: Gill Grayson as interim Director of Listing; Barney Sloane as interim Director of Research; Meryl Hayward as Director of Corporate Resources; Ian Morrison as Director of Regional Delivery; and Celia Richardson as Director of Public Engagement. Commission noted with regret that Deborah Lamb, Deputy Chief Executive, had announced her intention to retire in 2019.

#### *Declarations of Interest*

- 1.5 Commissioner Neil Mendoza declared a general interest following his appointment as Provost of Oriel College, Oxford, which would commence from September 2018.
- 1.6 Item 10, Casework Report: Commissioner Nicholas Boys Smith declared an interest regarding his involvement with Merton Hall, Wimbledon, which was a case covered in the Casework Report.

**1.7 Commission noted the declarations of interest.**

## **2 Minutes of 1 February 2018 Commission meeting and matters arising**

- 2.1 The minutes of the 313<sup>th</sup> Commission meeting held on 1 February 2018 were approved as a correct record. There were no matters arising.

**2.2 Commission approved the minutes of the 313<sup>th</sup> Commission meeting held on 1 February 2018**

## **3 Chairman's Report**

- 3.1 The Chairman reported on his activities since the last meeting and on forthcoming events. The Chairman had visited three regional offices for Q&A sessions with staff following the all-staff communication about the Change Programme on 1 March 2018. The general feedback from staff was encouraging.

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

## 4 Commission Dashboard and Chief Executive's Report

### *Dashboard*

- 4.1 The Chief Executive presented a Commission dashboard report, which had been developed in response to the Board Intelligence review recommendations. The dashboard, which was still a work in progress, provided a status summary and commentary on key business streams and risks, financial and non-financial performance, and organisational data. Commission welcomed the inclusion of the dashboard in the meeting papers. Commissioners were invited to submit comments and suggestions for future content to the Chief Executive outside of the meeting.

### *Chief Executive's Report*

- 4.2 The Chief Executive introduced his report summarising recent activities and took questions from Commission. Issues discussed included preparation for the next Spending Review, progress with the Shrewsbury Flaxmill Maltings programme and the news that the Department for Education had confirmed funding for the Heritage Schools programme for a further two years. Updates on both Shrewsbury Flaxmill Maltings and Heritage Schools would be added to the Commission agenda planner.
- 4.3 Contested Heritage: Commission discussed the recent negative coverage, both of Historic England's work to improve diversity in the heritage sector and, in particular, a GIF used to promote the forthcoming Intelligence Squared debate on contested heritage, which Historic England was supporting.
- 4.4 The use of the GIF, its interpretation and the subsequent response from some elements of the media and members of the public had been unfortunate. Nevertheless, Commission felt that this should not detract from the importance of contested heritage being discussed openly and that there were no grounds for cancelling the debate. It was right for Historic England to promote public understanding of historic places and monuments and encourage and facilitate discussion about how they were interpreted.
- 4.5 In advance of the debate, Historic England would publish its position statement on contested heritage and guidance note for local authorities. Commissioners were invited to share comments on the drafts by email.

- 4.6 **Commission noted the Commission dashboard and the Chief Executive's update.**

## 5 Change Programme update

- 5.1 Commission noted the progress report on Historic England's Change Programme. Developments since the last update included the appointments to the top-level Group structure, and confirmation of the proposed regional reconfiguration and closure of two regional offices. The Executive Team had also considered options for the

distribution of existing teams under the new Groups and a preferred organogram had been developed, although firm decisions had not been taken on a small number of teams (for example Digital). The new Group Directors were now working on the structure of their teams, which would bring more clarity. This would be done, as far as possible, in collaboration with staff.

- 5.2 Main themes in the feedback from staff on the Change Programme so far included support for the breaking down of silos; a positive response to the idea of a technical career path; and an emphasis on the importance of establishing and maintaining strong relationships between national and regional staff. Concerns around the regionalisation of some teams and the impact that might have had also been raised. There was a desire from some staff for more detail and certainty, whilst others felt that the approach to date allowed more flexibility and a greater opportunity to influence outcomes.
- 5.3 Commission noted the update, welcoming in particular the organogram setting out the proposed allocation of teams, and the intention to model and test structures. It would be important for there to be an emphasis on cultural change alongside the organisational restructure, in order to guard against the creation of new silos. The Regional Director appointments would play a critical part in this, although there was clearly a desire from staff generally to work more flexibly and collaboratively with colleagues. As always, effective communication and leadership would be vital.

**5.4 Commission noted progress and commented on the Change Programme.**

## **6 Place-making Strategy**

- 6.1 Clive Fletcher, Historic Places Principal Advisor, presented a working draft of Historic England's strategy on place-making. The Strategy was being prepared for internal use to help guide the narrative and decisions around resource allocation in the context of the Change Programme. It also addressed recommendations in the 2016 Culture White Paper and HM Treasury's 2017 *Delivering Better Outcomes for Citizens* report; and the increasing interest and emphasis on place-based approaches, effective collaboration between public sector bodies, and measurable outcomes. The Strategy built on Historic England's strong foundation in place-making, including the work of the Urban Panel, and also linked to other areas of work such as industrial heritage and the Heritage Action Zones programme. It reflected the importance of heritage and culture in the regeneration and economic sustainability of places, as well as on health and wellbeing.
- 6.2 Commissioners welcomed the Place-making Strategy and Historic England's potential role in this area. Whilst noting the document was still a working draft, general observations on the Strategy included the following:
- a The importance of examples and case studies, both good and bad, and the need to show these as well as talk about them.

- b The need for a standard and transparent methodology for determining priority areas, taking into account all Historic England's functions.
- c An acknowledgement that not all places were urban in setting.
- d The possibility of new partnerships and potential sources of funding related to health and wellbeing.
- e The potential need to develop professional tools, underpinning digital platforms and cross-discipline teams, which would require a cultural shift and different skill-sets, as well as resources.
- f An interest in understanding more about role, remit and visibility of the Urban Panel and its relationship to other committees and Commission.

6.3 Commission noted that, as the internal Strategy developed over the coming weeks, there would also be an exploration of potential external audiences and effective ways of engaging with them. Commission would be kept updated on the development of the Place-making Strategy.

**6.4 Commission endorsed the general direction of travel and noted the draft Place-making Strategy.**

## **7 Draft 2018/19 Budget and 2017/18 Financial Overview**

- 7.1 The Director of Finance, HR and IMT presented the 2018/19 revenue and capital budgets for approval, having been considered in detail and endorsed by the Business and Finance Committee at its meeting on 12 April 2018. Budget pressures resulting from SR15 continued in 2018/19 and Commission noted that the baseline Grant in Aid reduction reflected a real-term cut of 10% from 2016/17 until 2019/20. The 2018/19 budget was a balanced position with no in-year contingency, although underspends would be taken into the corporate budget and re-allocated to address any in-year risks. The nominal value of Heritage at Risk grants would be maintained.
- 7.2 Revenue budgets had been adjusted to take into account a number of factors, such as: income targets agreed with the Business and Finance Committee; an estimated 2% increase in employer pension contribution; reduced Shared Service income; and pay inflation. Funding for a small number of essential additional posts would be offset by some reductions in long-term vacancies. The capital budget was also a balanced position with accommodation projects, the IMT Application and Development Programme, and equipment replacement planned for 2018/19.
- 7.3 Commission was pleased to note that the 2017/18 forecast outturn position was a small underspend: audited figures would be known in June. This was a significant achievement against the backdrop of ongoing real-term Grant in Aid reduction and other pressures, including pensions and the apprenticeships levy.

#### **7.4 Commission:**

- a **approved the draft revenue and capital budgets for 2018/19, noting the risks for the financial year; and**
- b **noted the forecast out-turn for 2017/18.**

### **8 English Heritage Trust update**

- 8.1 The Chairman presented the regular update on the Trust's performance and Commission noted the positive overall position. Current priorities for the Trust included preparation for the forthcoming Tailored Review of the New Model, including approaches to the long-term funding of the conservation programme and sustainability beyond the licence period.
- 8.2 Commission also considered the recommendations of the EH Trust's Remuneration and Appointments Committee, regarding the re-appointment of four Trustees for second four-year terms.

#### **8.3 Commission:**

- a **noted the update on the English Heritage Trust;**
- b **approved the re-appointment of Sir Tim Laurence, Victoria Barnsley, Ian McCaig and Sarah Staniforth to the English Heritage Trust Board for a further term of four years at the conclusion of their first terms; and**
- c **noted that the Trustees had agreed that they wished Sir Tim Laurence to continue as Chairman of the English Heritage Trust for a further four years.**

### **9 Review of 21 and 22 March 2018 Commission Regional visit**

- 9.1 Commissioners shared observations on the recent regional Commission visit to Cornwall including the two-day format, the opportunities for meeting informally with stakeholders, and the locations and themes that were covered. The next regional visit to the North East in September would be informed by Commissioner feedback.

#### **9.2 Commission discussed the 21/22 March 2018 Commission Regional visit.**

### **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. Commission noted the publication of an assessment of Wellbeing and the Historic Environment, which

would be circulated to Commissioners by email. It was also noted that the Designation Review Committee would convene on 3 May 2018 to review a Battlefields Registration.

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

**11 Historic England Committee minutes**

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

**11.2 Commission noted the minutes of:**

- a **the 15 February 2018 London Advisory Committee meeting;**
- b **the 15 February 2018 Historic England Advisory Committee meeting;**
- c **the 20 February 2018 Remuneration and Appointments Committee meeting; and**
- d **the 29 March 2018 Historic Estates Conservation Committee meeting.**

**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**  
**April 2018**



# Commission

**Final Minutes of the 315<sup>th</sup> meeting held at 09:30 on Thursday 21 June 2018  
at Cannon Bridge House, London, EC4.**

**Commissioners present:** Sir Laurie Magnus, Chairman  
Paul Baker  
Alex Balfour  
Nicholas Boys Smith  
Rosemarie MacQueen  
Michael Morrison  
Patrick Newberry  
Charles O'Brien  
Richard Upton

**Staff present:** Duncan Wilson, Chief Executive  
Gill Grayson, Interim Director of Listing  
Meryl Hayward, Director of Finance, HR and IMT  
Ian Morrison, Director of Planning  
Siobhan O'Donoghue, Head of Governance  
Carol Pyrah, Assistant Director of Planning  
Celia Richardson, Director of Communications  
Barney Sloane, Interim Director of Research  
Rosie Smith, Exec. Assistant to the Chairman & Chief Exec.

## **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, Sandra Dinneen, Paul Farmer, Professor Mike Fulford, Victoria Harley, Neil Mendoza and Susie Thornberry; and Deputy Chief Executive, Deborah Lamb.

### *Announcements*

- 1.3 Commission was pleased to note that the Secretary of State had confirmed the re-appointment of Commissioner Martin Daunton for a second four-year term until 31 May 2022. Commission also welcomed the appointment of Carol Pyrah as Shadow Director of Regional Delivery.

### *Declarations of Interest*

- 1.4 There were no declarations of interest.



## **2 Minutes of 26 April 2018 Commission meeting and matters arising**

2.1 The minutes of the 314<sup>th</sup> Commission meeting held on 26 April 2018 were approved as a correct record; subject to amending the wording at paragraph 2.1 to reflect that Ian Morrison had been appointed Director of Policy and Evidence (not Director of Regional Delivery as stated). There were no matters arising.

**2.2 Commission approved the minutes of the 314<sup>th</sup> Commission meeting held on 26 April 2018.**

## **3 2017/18 Corporate Performance Report and Risk Register**

3.1 The Chief Executive presented a comprehensive year-end report of the organisation's performance against the published 2017/18 Corporate Plan. Commission noted in particular those areas of work with an amber or red 'RAG' progress rating and the year-end 'measure of success' figures; and the Executive Team responded to a range of questions and comments on individual performance indicators and measures.

3.2 The Chief Executive explained that, for 2018/19, performance would be reported against the revised aims and measures set out in the refreshed Corporate Plan, published in May 2018; but that work was currently underway on the development of new outcome-led performance measures as part of the Public Value Framework (PVF) programme. The aim of the new measures was to better demonstrate the public benefits and social impact Historic England's work. Commission would receive a presentation on the PVF at its next meeting in July 2018.

3.3 Commission also received the year-end Corporate Risk Register, noting that the two red-rated risks remained 'the reduction in protection of the historic environment through changes to the planning system, government policy or regulation'; and 'the reduction in local authority resources deployed in protecting heritage, leading to a loss of heritage protection'. Commission noted that the Executive Team and the Audit and Risk Assurance Committee had considered and agreed revisions to the Corporate Risk Register for 2018/19.

**3.4 Commission noted the year-end 2017/18 Performance Report and the Corporate Risk Register.**

## **4 2017/18 Annual Report and Accounts and 2017/18 Audit and Risk Assurance Committee's Annual Report to Commission**

### *2017/18 Draft Annual Report and Accounts*

- 4.1 The Director of Finance, HR and IMT presented the draft Annual Report and Accounts for 2017/18. 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 2017/18 financial statements with an unqualified audit opinion. As reported to Commission at its April 2018 meeting, the overall year end position (after audit adjustments) was a net surplus of £32k.
- 4.2 Issues highlighted in the NAO's Completion Report included recommendations for strengthening processes and controls around VAT calculations and reconciliations; the intention to vacate the Guildford office by 31 March 2019 and to then sub-let the space; and the £1.9m accrual in relation to the outstanding rent review for Waterhouse Square.
- 4.3 The Chief Executive notified Commission that a potential fraud had been identified at the English Heritage Trust. The matter was still under investigation, although at this point in time there was no evidence to suggest that the Trust had suffered any material loss. The Audit and Risk Assurance Committee had considered the matter in detail and an update had been provided by the Trust's Resources Director at the committee's meeting earlier in the day. A further update would be provided to the NAO in advance of the expected certification date, and the matter would be referenced in the Chief Executive and Accounting Officer's Letter of Representation. Commission noted that both the English Heritage Trust and Historic England were reviewing their internal controls and reporting mechanisms, with a view to clarifying and improving any response to potential irregularities in future.

### *2017/18 Audit and Risk Assurance Committee Annual Report*

- 4.4 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 internal audit work completed during 2017/18 and the Head of Internal Audit's overall 'adequate assurance' opinion. The report, which included the committee's recommendation to Commission to approve the 2017/18 Annual Report and Accounts, had been endorsed by the committee at its meeting earlier that day.
- 4.5 Commission noted the various processes and activities that the committee had considered during the year, and that 2018/19 priorities had been identified as risks associated with the delivery of the Shrewsbury Flaxmill Maltings programme; the Change Programme; the reassessment of the EHT conservation backlog and Historic England's risk management framework.

- 4.6 Commission noted that Internal Audit staff would be transferring to the Government Internal Audit Agency (GIIA) under TUPE arrangements, and that Historic England would buy-in internal audit services from the GIIA in future. This approach would maintain continuity of service and flexibility, but also had the benefit of additional resilience and access to specialist expertise.
- 4.7 On behalf of Commission, the Chairman expressed thanks to the Internal Audit team for their professionalism and diligence; and also thanked the ARAC Chair and the committee for its work and scrutiny during the year, in particular relating to the year-end process.

**4.8 Having noted the recommendation of the Audit and Risk Assurance Committee, following its review of the 2017/18 Report and Accounts and the NAO's Audit Completion Report, Commission:**

- a **approved the Annual Report and Accounts for the year ended 31 March 2018; and**
- b **authorised the Chairman and the Chief Executive to sign the Annual Accounts for the year ended 31 March 2018 on behalf of the Commission.**

**5 Any Other Business**

- 5.1 The Chief Executive provided a brief update on the latest position regarding the A303 Stonehenge World Heritage Site road improvement proposals. A copy of the recent Historic England Advisory Committee report, which provided further detail, would be shared with Commission as background information.
- 5.2 There were no further items of business.

**6 Closed Session**

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

**Siobhan O'Donoghue**  
**June 2018**



# Commission

**FINAL Minutes of the 316<sup>th</sup> meeting held at 09:30 on 19 July date 2018 at Cannon Bridge House, London, EC4.**

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

**Staff present:** Duncan Wilson, Chief Executive  
Andy Brown, Regional Director (for part)  
Gill Grayson, Interim Director of Listing  
Meryl Hayward, Director of Finance, HR and IMT  
Deborah Lamb, Deputy Chief Executive  
Debbie Mays, Head of Listing Advice  
Ian Morrison, Director of Planning  
Siobhan O'Donoghue, Head of Governance  
Carol Pyrah, Assistant Director of Planning  
Celia Richardson, Director of Communications  
Barney Sloane, Interim Director of Research  
Rosie Smith, Exec. Assistant to the Chairman & Chief Exec.

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

- 1.2 Apologies for absence had been received from Commissioners Mike Fulford and Richard Upton. Charles O'Brien would join the meeting late.

### *Declarations of Interest*

- 1.3 Item 6 – Chief Executive's Report (Cecil Rhodes plaque, Oxford): Commissioner Neil Mendoza declared an interest in his capacity as Provost of Oriel College, University of Oxford (commencing from September 2018). Neil would leave the room for the duration of the discussion.

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

## **2 Minutes of 21 June 2018 Commission meeting and matters arising**

- 2.1 The minutes of the 315<sup>th</sup> Commission meeting held on 21 June 2018 were approved as a correct record. There were no matters arising.

**2.2 Commission approved the minutes of the 315<sup>th</sup> Commission meeting held on 21 June 2018.**

## **3 Chairman's Report**

- 3.1 The Chairman reported on his activities since the last meeting and on forthcoming engagements. Recent events included the successful dinner at Shrewsbury Flaxmill Maltings, which had been attended by a number of Commissioners. Commission noted that the Chairman, Chief Executive and the English Heritage Trust Chief Executive had met with the DCMS Heritage Minister on 12 July 2018 for the annual review meeting, which had been positive.

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

## **4 Annual Review of English Heritage Trust's Performance including the National Heritage Collection**

- 4.1 Commission received Historic England's review of the English Heritage Trust's performance in the management of the National Heritage Collection over the first three years of the operating licence. The report also included the 2017/18 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.

4.2 The Trust's Chief Executive shared her perspective on performance during 2017/18. It had been a positive trading year, with record visitor numbers and excellent feedback on experience. Strong performance in admissions and membership figures also indicated longer-term commitment. The positive position had been achieved against a backdrop of an organisational restructure, and also despite a slow start due to poor weather at the beginning of the year. Conservation and stewardship highlights included the start of the restoration project of the Iron Bridge in Shropshire and other substantial projects including Osborne House and Hurst Castle. Ongoing and future challenges included building capacity and exploring opportunities around fundraising to help to fund future capital spend.

#### *Conservation of the National Collection*

4.3 The Chair of the Historic Estates Conservation Committee reported that the committee had no concerns with the Trust's management of the conservation work or the standards being achieved; and that the main focus for the Committee during 2017/18 had been around the implementation and results of the Trust's revised approach to the conservation deficit, which sought to identify more cost effective means of planning and delivering priority conservation work. It was noted that, following the latest condition survey data, additional priority defects had been identified (as a result of improved accuracy and a greater deterioration than thought originally at some sites), and both Historic England and the Trust had discussed possible approaches to the longer-term planning and delivery of conservation works. Options would be kept under review as the Trust continued to work toward financial self-sufficiency.

#### *Shared Services Review*

4.4 The Director of HR, Finance and IMT provided a brief update on Shared Services. Commission noted that the net impact of the recent review and renew of shared service agreements had been a £1.0m reduction in income and redundancy costs, which had been shared with the Trust. 2018/19 was the first year of new three year agreements, and regular meetings and communications between service leads and recipients were in place to help manage and monitor the arrangements.

**4.5 Commission noted the overview of the English Heritage Trust's performance during 2017/18, including the National Heritage Collection.**

## **5 English Heritage Trust update**

5.1 The Chairman and EHT Chief Executive provided a brief update on the Trust's most recent performance. Commission noted the steady overall position at the early stage of the year, including that year to date visitor numbers were marginally ahead of forecast.

**5.2 Commission noted the update on the English Heritage Trust's performance during 2018/19.**

## 6 Commission Dashboard and Chief Executive's Report

### *Dashboard*

- 6.1 The Chief Executive presented the latest iteration of the Commission dashboard report, which provided a status summary and commentary on key business streams and risks, financial and non-financial performance, and organisational data.

### *Chief Executive's Report*

- 6.2 The Chief Executive introduced his report summarising recent activities.
- 6.3 Cecil Rhodes Plaque, Oxford: Commissioner Neil Mendoza had declared an interest in this item and left the room for the duration of the discussion. At its June 2018 meeting, the Historic England Advisory Committee (HEAC) had discussed a listing application for a bronze portrait plaque of Cecil Rhodes in line with the established designation criteria, precedent and practice. After full discussion, the Committee concluded in agreement with Listing staff advice that the plaque was not of high aesthetic and artistic merit and it therefore should not be recommended for listing.
- 6.4 Given the sensitivities around contested heritage, Commission was also being asked to consider the same report that was submitted to HEAC and the outcome of the Committee's discussion. Commission also noted the observations and conclusions of the local authority that, at the current time, it did not consider that the plaque met listing criteria. Commission endorsed the Committee's recommendation not to list.
- 6.5 Last Resort Acquisition: In advance of the Tailored Review, the Chief Executive had sought to articulate the potential role of Historic England (and the English Heritage Trust) in taking on 'last resort' properties, with a view to these being passed on to a third party or to the Trust to manage as part of the National Collection. Although the circumstances under which this might happen arose only very occasionally, it was important to have an established approach and criteria. Commission noted the draft policy and discussed the concept of 'last resort' acquisition and capacity for this role. It was felt that capability and capacity had to be vital considerations in determining whether or not a site could be taken on.
- 6.6 Other items discussed included Historic England's initial thoughts on the development of a cultural heritage accounting approach along the lines of the established methodology for natural capital. Commission was also pleased to note the positive outcomes from the recent World Heritage Committee session relating to Liverpool and Stonehenge.

### **6.7 Commission:**

- a **endorsed the Historic England Advisory Committee's (HEAC) recommendation not to list the Rhodes plaque;**
- b **agreed the last resort acquisitions policy; and**
- c **noted the dashboard and the Chief Executive's report.**

## **7 Change Programme update**

- 7.1 Commission noted the progress report on Historic England's Change Programme, in particular around the Organisational Structure workstream. Developments since the last update in April 2018 included clarification about the proposed allocation of teams to the new Groups, and further senior appointments including the Shadow Director of Regional Delivery and Head of Business Improvement. Recruitment for a permanent Director of Regional Delivery was underway.
- 7.2 The new Group Directors would continue to work on their structures throughout August and September. Activities to help inform this work included a series of workshops with staff to test the vision, purpose and activities for each Group. The emerging structures would be subject to testing, including their ongoing affordability, before the final proposed structure was shared as part of the formal consultation. The consultation was expected to launch toward the middle/end of September, although slippage was possible given the demanding timetable over summer and other pressures, particularly on corporate services.
- 7.3 Feedback from staff continued to be positive in general, particularly as information about the likely location of teams and the timeline was becoming clearer. The opportunity to contribute practically through the workshops was also appreciated. Regarding the proposals to reduce the number of regional offices, two projects had been established to provide information and support at an individual level to those staff affected. The English Heritage Trust was also being engaged, as Trust staff were based at the two office locations that would close.
- 7.4 Commission noted the update. The significant amount of work by the Executive Team and Change Programme project team in reaching this stage was acknowledged and appreciated, and Commission reiterated its support for the aims of the Change Programme. Commission encouraged a continued emphasis on cultural change, including values and behaviours, to complement the organisational restructure. It was noted that a number of separate projects, including the Public Value Framework and others relating to People, Skills and Culture, had been established to help deliver this.

**7.5 Commission noted the update on the Change Programme.**

## **8 Financial Overview**

- 8.1 The Director of Finance, HR, and IMT introduced the financial results to the end of June 2018. The overall forecast was for a balanced position after deferring £2.4m of Wentworth Woodhouse funding to 2019/20 to match the expenditure profile, as agreed with DCMS. Commission would continue to receive specific updates on the Wentworth Woodhouse grant as part of its regular financial reporting, given its significance.
- 8.2 The year to date (YTD) income and expenditure position was a net underspend with income above budget. Earned income was expected to be above budget by year



end due to Heathrow and HS2 work amongst other activities; fundraising was also performing well and was also expected to finish the year above budget. Expenditure was below budget, in part due to timing differences for Grants and Enabling spend. YTD Payroll was below budget with a forecast year end underspend, the majority as a result of unfilled vacancies in Planning and Research. At this stage in the financial year capital spend was low, with the Swindon office reconfiguration due later in the financial cycle.

- 8.3 Financial risk areas for 2018/19 remained the various office moves and reconfigurations as part of the Accommodation Strategy, and costs and efficiencies that could materialise as the Change Programme progressed. Commission also noted that HM Treasury was due to commission a Spending Review over the coming months, with returns likely to be submitted to DCMS in early autumn.

**8.4 Commission noted the year to date position and forecast to year end.**

## **9 Public Value Framework: initial briefing**

- 9.1 Andy Brown, Regional Planning Director, presented an overview of work to date on Historic England's Public Value Framework (PVF). The PVF was not a stand-alone piece of work, but underpinned and complemented the aims of the Change Programme in seeking to make the organisation more effective, address audiences in a more compelling way, and help prioritise Historic England's work and resources. It aimed to be a driver of cultural change, as well a tool to help test assumptions around Historic England's impact and value. The PVF would also help position Historic England in its reporting to DCMS in the forthcoming Tailored Review.
- 9.2 The presentation and subsequent discussion covered the fundamentals of the PVF, including the four pillars of the Public Value Assessment Framework, as set out in Sir Michael Barber's 2017 report, *Delivering Better Outcomes for Citizens*; as well as an exploration of how these might be applied practically to Historic England's work and embedded into the organisational culture. It was noted that a number of briefings and practical workshops with staff had been arranged for the coming months, with the aim of having a good understanding of the PVF across the organisation by the beginning of the next financial year. The PVF and logic model would be discussed further as part of Commission's Strategic Planning session in October, and the slidepack would be circulated to Commissioners by email in the meantime.

**9.3 Commission noted the presentation on Historic England's Public Value Framework.**

## **10 Historic England Places Strategy**

- 10.1 The Director of Planning presented an updated version of Historic England's Places Strategy, which reflected comments received at Commission's April meeting and a number of other refinements, including: the inclusion of case studies; reference to

rural places; consideration of the potential of digital technology to enhance the place-making work; and additional recommendations and actions around partnership working with cultural and health organisations, as well as more traditional partners. A summary document had also been shared with Commission.

10.2 It was reiterated that the Places Strategy had been developed, primarily for internal use, to help inform Historic England's narrative and decision-making around more holistic place-based approaches to casework, increased collaborative working with other bodies, and a focus on measurable outcomes. This approach, already being trialled through the programme of Heritage Action Zones (HAZ), was also intrinsic to the aims of the Change Programme and the Public Value Framework.

10.3 Commission noted the revised Strategy and made a number of further comments and suggestions. The inclusion of case studies was particularly welcomed, as well as plans to use illustrations and other media, including film, as the Strategy was implemented. It was important that the Places Strategy was not presented or interpreted as a stand-alone piece of work, but was understood as part of broader cultural changes that Historic England was making through the Change Programme; resourcing, training and the timetable for phased implementation were among the issues still being developed within this context. It was noted that there was a good deal of interest across the cultural sector in place-making and place-based approaches and Historic England's work in this area would likely be of interest to DCMS and other organisations.

**10.4 Commission noted and endorsed the direction of travel of the revised Places Strategy and the identified recommendations and actions.**

## **11 Historic England Advisory Committee annual report**

11.1 Commission noted the annual report of the Historic England Advisory Committee (HEAC), which summarised the work undertaken during the prior year and an assessment of the Committee's effectiveness, which had been informed in part by members' responses to a self-assessment questionnaire.

11.2 Findings were positive overall: members had a strong understanding of HEAC's role; the issues considered by the Committee were appropriate; and members felt well-informed and supported. In terms of areas for potential development, members had suggested it would be helpful to have greater clarity on the Committee's role in relation to other groups, including the Urban Panel; and that the opportunity to consider strategic and wider policy issues would be welcomed. Commission noted that a recruitment exercise was underway that would address current vacancies.

11.3 On behalf of colleagues, the Chairman expressed his thanks to Professor Mike Fulford other Commissioners on HEAC and the independent members for their time and important contribution to the Committee.

**11.4 Commission noted the Historic England Advisory Committee's annual report and assessment of effectiveness.**

## **12 Casework Report and Planning Bulletin**

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

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

## **13 Historic England Committee minutes**

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

**13.2 Commission noted the minutes of the:**

- a **12 April and 24 May 2018 Audit and Risk Assurance Committee;**
- b **12 April and 12 June 2018 Business and Finance Committee;**
- c **23 May 2018 Remuneration and Appointments Committee;**
- d **3 May and 28 June 2018 London Advisory Committee;**
- e **3 May, 13 June and 28 June 2018 Historic England Advisory Committee;**  
**and**
- f **14 May 2018 Historic Estate Conservation Committee.**

## **14 Any Other Business**

14.1 There were no further items of business.

## **15 Closed Session**

15.1 Commission held a closed session with the Chief Executive.

**Siobhan O'Donoghue**  
**July 2018**



## Commission

Final Minutes of the 317<sup>th</sup> meeting held at 09:30 on 11 October 2018 at Cannon Bridge House, London, EC4.

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

**Staff present:** Duncan Wilson, Chief Executive  
Michael Bishop, Head of Business Improvement (for part)  
Gill Grayson, Interim Director of Listing  
Ellen Harrison, Head of Campaigns (for part)  
Meryl Hayward, Director of Finance, HR and IMT  
Claudia Kenyatta, Director of Regional Delivery  
Deborah Lamb, Deputy Chief Executive  
Uta Langley, Head of Organisation Development (for part)  
Ian Morrison, Director of Planning  
Siobhan O'Donoghue, Head of Governance  
Barney Sloane, Interim Director of Research  
Sandra Stancliffe, Head of Education and Inclusion (for part)  
Victoria Thomson, Head of Planning Advice (for part)  
Julia Ward, Senior Exec. Assistant to the Chairman & Chief Exec.  
Alex Warr, Senior International Adviser (for part)  
Kate Winsall, Interim Director of Communications (for part)  
Andrew Wiseman, Corporate Secretary and General Counsel

**Others present:** Sir Tim Laurence, English Heritage Trust Chairman  
Mishma Abraham, Placement Student (for part)  
Luz Hernandez, Placement Student (for part)  
Sohini Nandi, Placement Student (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 Claudia Kenyatta, Director of Regional Delivery, who had taken up her post on 24 September 2018.
- 1.2 Apologies for absence had been received from Commissioners Sandra Dinneen and Richard Upton; Carol Pyrah, Assistant Director of Planning; and Celia Richardson, Director of Communications.
- 1.3 Three heritage placement students – Mishma Abraham, Luz Hernandez and Sohini Nandi (working with the Listing and London Planning Teams) – would be observing part of the Commission meeting and participating in the strategy breakout sessions.

### *Announcements*

- 1.4 Commission noted that Celia Richardson, Director of Communications would be leaving Historic England at the end of November to take up the post of Director of Communications and Audience Insight at the National Trust. There would be an opportunity to congratulate Celia on her new role and say farewell at the December Commission meeting.

### *Declarations of Interest*

- 1.5 There were no declarations of interest.

## **2 Commission Strategic Discussion and Corporate Planning Session**

- 2.1 The Chairman introduced the annual strategic discussion, reiterating Commission's role in regard to the organisation's strategy and the particular importance of this in light of the forthcoming Tailored Review, and against the backdrop of the Change Programme. The staff consultation on the proposed organisational structure had launched on 1 October 2018, and the Chairman paid tribute to the Executive Team and others for their extensive work in order to reach this point.
- 2.2 As context and background to the strategic breakout sessions, the Chief Executive and Deputy Chief Executive presented on the organisation's refreshed Purpose, Vision, Values and Objectives; as well as providing an outline of Historic England's logic model and a summary of the intended impacts of the Change Programme. Key metrics, priorities for investment, and the medium-term financial position were also summarised. The Group Directors then gave brief presentations on the purpose and aims of their new Groups, which had been developed with the input of staff who would work within those groups.
- 2.3 Commissioners then participated in a number of breakout discussions facilitated by staff, exploring the opportunities and challenges associated with seven strategic priorities identified by the Executive Team: Staff Development and Culture Change; Income Generation; Place; Grants; Public Engagement and becoming a Cultural

Organisation; Soft Power; and Engagement in the Planning System and the Casework Review.

2.4 At the conclusion of the discussions, the staff facilitators from each of the breakout groups reported back on the significant points identified during their session.

*[Secretary's note: a summary of the strategy breakout sessions can be found at Appendix 3 of the Chief Executive's Report (item 5), elsewhere on the December Commission agenda.]* Reflecting more generally on the session discussions, the aims of the Change Programme and Historic England's strategy, there was strong encouragement for Historic England to use the forthcoming DCMS Review to demonstrate its confidence and sector leadership, and also the resources this required.

2.5 The Chief Executive thanked Commissioners for their participation in the breakout sessions, which would feed into the development of the new Corporate Plan.

**2.6 Commission noted the feedback from the discussions of strategic issues.**

### **3 Minutes of 19 July 2018 Commission meeting and matters arising**

3.1 The minutes of the 316<sup>th</sup> Commission meeting held on 19 July 2018 were approved as a correct record, subject to the addition of a sentence to record the Chairman's thanks to the Chair of the Historic England Advisory Committee and its other Commissioner members (Item 11, Historic England Advisory Committee annual report).

3.2 There were no matters arising.

**3.3 Commission approved the minutes of the 316<sup>th</sup> Commission meeting held on 19 July 2019.**

### **4 Chairman's Report**

4.1 The Chairman reported on forthcoming and recent activities, including the well-attended Heritage Breakfast with the Heritage Minister held on 10 October 2018, where that had been useful discussions around the implications of Brexit, the forthcoming Spending Review, and cultural heritage capital. Commission encouraged Historic England to take a leading role in the development of this important area and seek to work with partners across the sector. Suggestions were made as to potential contacts and routes that might be explored further.

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

## 5 English Heritage Trust update

5.1 The EHT Chairman provided his regular update on the Trust's most recent performance. Year-end visitor numbers were likely to be down slightly against forecast, although it was pleasing to note that some sites had performed better than expected over summer, including attractions at Hadrian's Wall, where there had been capital investment programmes. 2018/19 Capital programmes included the Iron Bridge and the work at Tintagel, which would commence shortly. The EHT Chairman also reported on the Trust Board's recent Strategy Day discussion of the acquisitions policy, and how that might be developed at a future point.

5.2 **Commission noted the update on the English Heritage Trust's performance during 2018/19.**

## 6 Chief Executive's Report

### *Dashboard*

6.1 The Chief Executive presented the latest iteration of the Commission dashboard report, which provided a status summary and commentary on key business streams and risks, financial and non-financial performance, and organisational data. Commission noted the summary of IMT Performance and the remedial actions that were in place.

6.2 The format and content of the dashboard would continue to evolve in response to Commissioners' requests and feedback: it was suggested that future iterations might include casework trend data.

### *Chief Executive's Report*

6.3 The Chief Executive introduced the report summarising key activities and took questions from Commission.

6.4 Tailored Review: Commission noted progress regarding the DCMS Tailored Review of Historic England. An initial meeting had been held with DCMS on 24 September 2018 and discussions had taken place about potential terms of reference, which would need to be cleared with HM Treasury and the Cabinet Office. A lead reviewer had not yet been appointed and it was unlikely that the Review would commence until early 2019.

6.5 Other issues discussed included the revised National Planning Policy Framework (NPPF) that had been published in July, and the Agriculture Bill, which had been put before Parliament in September. Regarding the NPPF, Historic England's focus would now be on supporting the best possible implementation through briefing, training and updating our advice and guidance.

- 6.6 In light of other issues covered in the Chief Executive's Report, Commission requested it receive more detailed updates at future meetings on the Industrial Heritage Strategy and the Heritage Action Zone programme.

**6.7 Commission noted the dashboard and the Chief Executive's Report.**

## **7 Financial Overview**

- 7.1 Commission noted the financial results to the end of August 2018 and the overall forecast for a balanced position at year end, which took into account the deferral of £2.4m of Wentworth Woodhouse funding to 2019/20 to match the expenditure profile.
- 7.2 The year to date income and expenditure position was a net underspend, with income above budget (mainly as a result of Fundraising) and expenditure below budget (mainly due to grant spend timing differences and payroll underspend). Capital spend for the year was low at this stage, but would be managed to budget during the year by the Executive Team.
- 7.3 Financial risk areas for 2018/19 remained office moves and reconfigurations as part of the Accommodation Strategy, and costs and efficiencies that could materialise as a result of the Change Programme.

**7.4 Commission noted the year to date position and forecast to year end.**

## **8 Heritage Schools**

- 8.1 Sandra Stancliffe, Head of Education and Inclusion, was welcomed to the meeting to present an overview of the Heritage Schools programme. Commission had experienced the programme first-hand in September at Hudson Road Primary School, which had received a Heritage Schools Award for its work as part of the Sunderland Heritage Action Zone.
- 8.2 Since its launch in 2012, the programme had engaged with over 650 schools, nearly 10,500 teachers and educators, and an estimated 695,000 pupils. The evaluation data (from surveyed teachers and heritage and cultural partner organisations) and the secondary benefits of the programme were also impressive. As well as increasing awareness and understanding of local heritage, wider benefits included an increase in pupils' pride in their local area, and building relationships within local communities. Heritage Schools was one of Historic England's most significant programmes in terms of diversity and inclusion, and it also linked closely with other Historic England initiatives including Heritage Action Zones, the national programme of War Memorial listing and Enriching the List.
- 8.3 The main challenge for the programme was that the current source of funding from the Department for Education (DfE) was short-term. Securing longer-term funding was essential in order to plan more strategically for the programme's expansion and growth. If alternative funding for core costs (c.£550,000 for core staff) could be



found, it was felt that fundraising for programmes and projects would be relatively straightforward. However, funding sources for core costs from outside government were limited.

- 8.4 Mindful of the current limitations to the programme as a result of the DfE funding, Commission felt that the Heritage Schools programme was an excellent model of engagement that could be rolled-out to other audiences such as community groups and older people, perhaps linking with wider benefits such as mental health.
- 8.5 Commission thanked the Head of Education and Inclusion for the overview of the programme, commending the inspiring initiative and those responsible for its delivery. Commission fully supported the scheme and agreed it was important to secure longer-term funding. The Executive was encouraged to pursue possible alternative funding arrangements with DCMS.

**8.6 Commission noted the update on the Heritage Schools programme.**

## **9 London Advisory Committee annual report**

- 9.1 The Chair of the London Advisory Committee presented a report summarising work undertaken by the committee during the year and an assessment of its effectiveness. The report had been informed by a members' roundtable discussion on 14 September, which had proved to be a useful format. The following headlines were noted:
- a Findings were positive overall. Members had a strong understanding of the committee's role, a sense that the business considered was appropriate, and that the committee was well-informed and supported.
  - b Potential development areas to explore included improvements to the structure of discussions with developers and consultants, and the possibility of coaching / training for members to improve their challenge and questioning. The committee would also welcome consultation on relevant policy development.
  - c In terms of the planning casework the committee considered, members had observed that, increasingly, heritage seemed a secondary consideration in proposals being put forward by developers.
- 9.2 On behalf of colleagues, the Chairman thanked the Chair of the London Advisory Committee and its other Commissioner members for their vital contributions to the work of the organisation.

**9.3 Commission noted the London Advisory Committee's annual report and assessment of effectiveness.**

## **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. Directors responded to individual queries.

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

## **11 Historic England Committee minutes**

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

**11.2 Commission noted the minutes of:**

- a the 21 June 2018 Audit and Risk Assurance Committee meeting;**
- b the 5 July 2018 Historic Estates Conservation Committee meeting; and**
- c the 25 July 2018 Shrewsbury Flaxmill Maltings Programme Board meeting.**

## **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**  
**October 2018**