

# Commission

**FINAL Minutes of the 307<sup>th</sup> meeting held at 09:30 on Thursday 26 January 2017 at 1 Waterhouse Square, London, EC1.**

**Commissioners present:** Sir Laurie Magnus, Chairman  
Mr Paul Baker  
Mrs Sally Balcombe  
Mr Nicholas Boys Smith  
Professor Martin Daunton  
Professor Mike Fulford  
Mrs Victoria Harley  
Ms Rosemarie MacQueen MBE  
Mr Neil Mendoza  
Mr Martin Moore  
Mr Michael Morrison  
Mr Charles O'Brien  
Baroness Young of Hornsey OBE

**Others present:** Mr Aftab Rahman, Commission Observer  
Sir Tim Laurence, Chairman, English Heritage Trust

**Staff present:** Mr Roger Bowdler, Director of Listing  
Mr Mike Harlow, Corporate Secretary  
Ms Meryl Hayward, Director of Finance, HR and IMT  
Mr Duncan McCallum, Director of Policy  
Ms Siobhan O'Donoghue, Head of Governance (minutes)  
Ms Celia Richardson, Director of Communications  
Mr Chris Smith OBE, Director of Planning  
Mr Steve Trow, Director of Research  
Ms Julia Ward, Senior Executive Assistant to the Chairman and Chief Executive  
Mr Duncan Wilson, Chief Executive

## **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 Commissioner Alex Balfour and the Deputy Chief Executive, Deborah Lamb, who was representing Historic England at a DCMS Chairs and Chief Executives meeting.
- 1.3 Commission welcomed the news that DCMS supported the recommendation that Commissioners Alex Balfour and Victoria Harley be reappointed for a second term.

*[Secretary's note: the Minister for Sport, Tourism and Heritage wrote formally to Alex Balfour and Victoria Haley on 30 January 2017 to confirm the reappointments, both for a term of four years.]*

## **2 Minutes of 7 December 2016 Commission meeting and matters arising**

2.1 The minutes of the 306<sup>th</sup> Commission meeting held on 7 December 2016 were approved as a correct record. The updates on actions were noted. There were no matters arising.

2.2 **Commission approved the minutes of the 306<sup>th</sup> meeting held on 7 December 2016.**

## **3 Heritage Schools Presentation**

3.1 The Director of Policy was welcomed to the meeting to give an overview of Heritage Schools, a programme aimed at helping school children and teachers develop an understanding of the heritage of their local areas.

3.2 Since its launch in September 2012, the programme had engaged with more than 200 schools, 120,000 children and more than 3,500 teachers. As well as increasing awareness and understanding of local heritage, wider benefits of the programme had included an increase in pupils' pride in their local area; building relationships with members of the local community; and the development of other practical skills in areas such as research and presentation. The programme had recently received a European Union Europa Nostra award for cultural heritage in December 2016, in recognition of its achievements.

3.3 Although the Department for Education had agreed to fund Heritage Schools for a further year, securing longer-term funding was essential in planning for the programme's longer term expansion and growth, and was a focus for the Heritage Schools team. In addition to Heritage Schools initiative, HE was also working with sector colleagues to develop a submission to the Heritage Lottery Fund's youth engagement funding programme, 'Kick the Dust', based around heritage crime prevention. The creation of a Youth Board or Youth Commission was being considered as part of this work.

3.4 Commission thanked the Director of Policy for the overview of the programme and commended the Heritage Schools team and the inspiring initiative. The programme's wider benefits around increasing civic pride and encouraging participation across socio-economic groups and generations were particularly impressive.

3.5 Whilst mindful of the team's limited resources, Commissioners made a range of suggestions around raising awareness of the programme; working with other bodies, including local archives and local authorities, to help develop and deliver materials; and around scaling-up and expanding the programme, which might also open up alternative sources of funding. Commissioners also suggested that it would be useful to explore how HE could work with existing groups for young people, including the

UK Youth Parliament. In terms of measuring longer-term impact and benefits of Heritage Schools, it was suggested that it could be of interest to follow-up with some of the pupils that had participated in the programme.

**3.6 Commission noted the presentation on Heritage Schools.**

**4 Corporate Plan 2017-2020, incorporating follow-up to December 2016 Commission Strategy session**

- 4.1 The Chief Executive provided an update on the Corporate Plan refresh.
- 4.2 Following Commission's discussion of organisational strategic priorities at its December 2016 Strategy session, the proposed approach was to establish a comprehensive list of outwardly-focused objectives, against which resources would be prioritised and organised by Group. The current draft list of organisational objectives had been circulated with Commission papers, along with an example Group Plan. Objectives were aligned with the 'aims' of the existing Corporate Plan, although the wording had been tightened and re-focused around *why* these things were done, rather than simply a list of *what* they were.
- 4.3 Commission was broadly supportive of the direction of travel. More specifically, Commissioners encouraged the presentation of objectives in such a way that they had measurable outcomes, and suggested that the corporate-level objectives should link directly to Group-level plans. As not all organisational objectives would be of equal weighting, it would be helpful for the organisational priorities to be stated at the front of the document. The Corporate Plan was also an ideal opportunity to say something explicit about what HE was doing to encourage and promote diversity and equality; although this should also be threaded throughout the document as an underpinning objective.
- 4.4 Commissioners were invited to submit any further detailed comments or suggestions to the Chief Executive directly. A final draft of the Corporate Plan would be presented to Commission at its March 2017 meeting.

*ACTION: Duncan Wilson*

**4.5 Commission endorsed the proposed approach to refreshing the Historic England Corporate Plan.**

**5 Shrewsbury Flaxmill Maltings**

- 5.1 The Director of Planning provided an update on Shrewsbury Flaxmill Maltings. The Heritage Lottery Fund (HLF) Chair, Chief Executive and members of the HLF regional team had visited the site on 28 November 2016 and Trustees had

considered the bid for additional funding at its meeting on 17 January 2017. A formal announcement of the outcome of the bid was expected shortly.

*[Secretary's note: Historic England received written confirmation on 27 February 2017 that the project had received an additional £7.9m funding from the Heritage Lottery Fund.]*

## **5.2 Commission noted the update on Shrewsbury Flaxmill Maltings**

### **6 English Heritage Trust update**

- 6.1 The Chair of the English Heritage Trust provided an update on the Trust's activities.
- 6.2 In terms of operational performance against key indicators, visitor numbers and the use of conservation programme grant were on track and expected to be close to budget by year-end. Overall capital investment was down on budget, some of which related to the delayed Clifford's Tower visitor centre project. School visits were also down.
- 6.3 It was noted that the Highways England public consultation on the A303 upgrade had opened on 12 January 2017, and Commission discussed the range of views that had been expressed publicly so far regarding the potential impact on the Stonehenge World Heritage site.
- 6.4 Trustees and members of the Senior Management Team were due to visit Lancashire in February 2017 and would consider proposals for two mills as part of the visit.
- 6.5 The annual joint meeting of Trustees and Commissioners would take place on 8 February 2017.

## **6.6 Commission noted the update on the English Heritage Trust.**

### **7 Re-appointment of EHT Trustees**

- 7.1 Commission considered proposals for the re-appointment of three English Heritage Trustees, whose first terms were due to expire on 31 March 2017. The Trust's Remuneration and Appointments Committee recommended that all three Trustees be reappointed. The HE Chairman and the HE Remuneration and Appointments Committee had also been consulted and were supportive of the proposal.

**7.2 Commission approved:**

- a **the re-appointment of James Twining and Kate James-Weed to the English Heritage Trust Board for a term of four years; and**
- b **the re-appointment of Alex Balfour to the English Heritage Trust Board, to be coterminous with his appointment as a Commissioner.**

**8 Financial Overview**

8.1 The Director of Finance, HR and IMT presented the regular update on financial performance, reflecting financial results to the end of December 2016. At this stage of the financial year, the overall forecast was for a balanced position with no significant changes anticipated for January 2017. Although capital spend had been limited to date, significant costs relating to accommodation and IT were expected to be incurred before year end.

8.2 The budget setting process for 2017/18 had begun, including the finalisation of savings targets and identification of new initiatives and cost pressures. The Business and Finance Committee had discussed these matters in some detail at its meeting on 10 January 2017.

8.3 The Director of Finance provided an oral report on Future Sourcing, the IMT transfer programme, including an update on the two 'red-rated' programme risks and forthcoming activity, which included switch-overs at a number of HE offices and EHT sites.

8.4 Commission noted that the Phase 1 roll-out of shared services to DCMS had gone smoothly, with positive feedback received so far.

**8.5 Commission noted the year to date financial position.**

**9 Chairman's Report**

9.1 The Chairman reported on his activities since the last Commission meeting and forthcoming appointments, including a meeting with the DCMS Secretary of State on 31 January 2017. Commissioners were reminded of two forthcoming events: the second Expert Advisory Group annual meeting on 10 March 2017; and the all-staff conference in York on 18 and 19 July 2017, both of which they were encouraged to attend.

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

## 10 Chief Executive's Report

- 10.1 The Chief Executive introduced the report summarising activities that had taken place since the last Commission meeting, and took questions from Commissioners.
- 10.2 Brand Refresh: Commission noted the update on steps to refresh the Historic England brand identity, including a draft statement of purpose. The refresh was focused in particular on HE's public engagement and its role in promoting the public's enjoyment of the historic environment. Commission would receive a presentation of final proposals at its March 2017 meeting.

*ACTION: Celia Richardson*

- 10.3 Commission also noted the update on future campaigns, including the outline proposals for those around public commemoration and heritage destruction.

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:**

- a **the draft minutes of the 22 November 2016 Business and Finance Committee;**
- b **the draft minutes of the 24 November 2016 London Advisory Committee;**
- c **the draft minutes of the 24 November 2016 Historic England Advisory Committee; and**
- d **the update from the 10 January 2017 Business and Finance Committee.**

**13 Any Other Business**

13.1 There were no further items of business.

**14 Closed Session with the Chief Executive**

14.1 Commission held a closed session with the Chief Executive only.

**Siobhan O'Donoghue  
February 2017**



# Commission

**Final Minutes of the 308<sup>th</sup> meeting held at 09:30 on Thursday 16 March 2017 at 1 Waterhouse Square, London, EC1.**

**Commissioners present:** Sir Laurie Magnus, Chairman  
 Mr Alex Balfour  
 Mr Paul Baker  
 Mrs Sally Balcombe  
 Mr Nicholas Boys Smith  
 Professor Martin Daunton  
 Professor Mike Fulford  
 Mrs Victoria Harley  
 Ms Rosemarie MacQueen MBE  
 Mr Neil Mendoza  
 Mr Michael Morrison  
 Mr Charles O'Brien  
 Baroness Young of Hornsey OBE

**Others present:** Mr Aftab Rahman, Commission Observer  
 Sir Tim Laurence, Chairman, English Heritage Trust

**Staff present:** Dr Roger Bowdler, Director of Listing  
 Mr Mike Harlow, Corporate Secretary  
 Ms Meryl Hayward, Director of Finance, HR and IMT  
 Ms Siobhan O'Donoghue, Head of Governance (minutes)  
 Ms Carol Pyrah, Assistant Director of Planning  
 Ms Celia Richardson, Director of Communications  
 Mr Steve Trow, Director of Research  
 Ms Julia Ward, Senior Executive Assistant to the Chairman and Chief Executive  
 Mr Duncan Wilson, Chief Executive

## **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 Commissioner Martin Moore, and Chris Smith, Director of Planning. Carol Pyrah, the Assistant Director of Planning, was attending to represent the Planning Group.

- 1.3 The death of Professor Geoff Wainwright MBE, the former English Heritage Chief Archaeologist, was noted with sadness. Commissioners joined the Chairman and staff in saluting the memory of Professor Wainwright and his significant contribution to the work of English Heritage and the field of archaeology. The Chairman would write to Professor Wainwright's widow to express condolences on behalf of Historic England.

## **2 Minutes of 307<sup>th</sup> Commission meeting and matters arising**

- 2.1 The minutes of the 307<sup>th</sup> Commission meeting were approved as a correct record and updates on actions were noted.

### *Matters Arising*

- 2.2 The Director of Finance, HR and IMT reported that Historic England and the English Heritage Trust had agreed a proposed re-phasing of the Revenue Deficit funding, as allowed for under the terms of the Funding Agreement (section 5.3). The re-phasing would result in an increase of £500k to the EH Trust in 2016/17 and an equal decrease in 2019/20.

**2.3 Commission approved:**

- a **the minutes of the 307<sup>th</sup> meeting held on 26 January 2017; and**
- b **the re-phrasing of the Revenue Deficit funding to the English Heritage Trust, resulting in an increase in 2016/17 of £500k and an equal decrease in 2019/20.**

## **3 Corporate Plan Refresh 2017**

- 3.1 The Chief Executive presented a first draft of the refreshed Corporate Plan, which reflected comments received at the January 2017 Commission meeting on the proposed approach, structure and draft corporate aims. The mission, purpose and values set out in the Plan were unchanged from the previous iteration, but the refreshed document had a more defined split: Part 1 setting out Historic England's strategic objectives, aims, resources and measures of success; and Part 2 containing the detailed work plans for each Group. Outputs had been re-articulated to explain more clearly what Historic England did, and also to provide a more transparent basis for how the organisation planned and budgeted internally. Figures would be updated when the relevant information became available at year-end.
- 3.2 Commissioners provided a range of comments on the draft. In particular, suggestions were made around clarifying and re-expressing some data, for example in graph or chart format; providing more contextual information, such as sector benchmark data; and also around articulating the added value of HE's work. An indication of which of the aims and outputs were corporate priorities would also be

beneficial. More emphasis on diversity – both in terms of the steps being taken to broaden engagement with external audiences, but also around improving the diversity of the organisation’s workforce – should be reflected throughout the document.

- 3.3 Commissioners were invited to send additional comments to the Corporate Secretary in advance of final drafting and publication.

**3.4 Commission noted the draft Corporate Plan and endorsed the strategic direction set out in it.**

#### **4 Brand Refresh**

4.1 The Director of Communications gave a short presentation, outlining brand refresh proposals. Building on the positive progress to date in establishing Historic England’s identity and reputation, the refresh would focus on the public’s perception and understanding of Historic England, and the positive impact and public benefit that Historic England – and heritage more generally – could have on society. The refresh would consider areas including HE’s language, organising thoughts, strapline and values, and how these resonated with the public. An external agency would be appointed shortly to carry out the work over the coming months.

4.2 Commission welcomed the proposals. In particular, it was suggested that the refresh could be a useful opportunity to consider the potential of imagery, illustration and audio-visual tools in helping to reach wider audiences; and to build on the successes of recent public engagement campaigns, such as *I Am London*, which had a strong focus on human interest and people’s connection to place. Commissioners suggested that the value of HE’s extensive expertise and the unique statutory role it performed should also be considered as part of the review.

**4.3 Commission noted the brand refresh proposals.**

#### **5 Financial Overview**

5.1 The Director of Finance, HR and IMT tabled a financial summary to February 2017, superseding the financial overview to January 2017 circulated with the agenda.

5.2 At this stage of the financial year, the overall forecast was for a slight underspend, following a revenue to capital transfer. The total year-end income forecast was above budget, but this would be offset in part by additional expenditure, resulting in a total expenditure forecast underspend.

- 5.3 Earned Income was lower than the year-to-date budget due to lower than anticipated income from Publishing and Enhanced Advisory Services. Fundraising had performed well and was forecast to end the year above budget.
- 5.4 It was explained that the payroll underspend was due to the time lag on voluntary exits and the management of vacancies. The underspend would be offset in part by increased spend on grants and other non-pay areas. There continued to be close management of the capital position around accommodation.

**5.5 Commission noted the year to date financial position.**

**6 Draft 2017/18 Budget**

- 6.1 The Director of Finance, HR and IMT presented draft 2017/18 revenue and capital budgets, alongside a financial summary for the remaining SR15 period and a detailed breakdown by Group, for completeness. In headline terms, the budget for 2017/18 was a balanced position with a small contingency.
- 6.2 The 2017/18 budgets reflected, amongst other factors: the grant to Wentworth Woodhouse; WW1 Memorials grant in aid; the initial draw-down of the HLF grant for Phase 1 of the Shrewsbury Flaxmill Maltings programme; payroll costs, including the £150k apprenticeship levy and apprentice salaries; and the anticipated increase in employee pension costs. The 2017/18 capital budget also reflected IMT and accommodation expenditure, including the London office relocation and costs associated with Swindon, Guilford, Birmingham and Bristol.
- 6.3 Commission noted that, as well as the accommodation strategy, key financial risks included Shared Services and the potential for further Efficiency Review cuts. A working group of HE and EHT representatives had been established to work through the next stage of Shared Services, looking at future requirements and service benchmarking. Any associated costs from changes agreed would impact from 2018/19. It was noted that HM Treasury had asked Departments to submit modelling of 3% and 6% savings. Should these be passed on to ALBs, potential costs would be c.£2m and c.£4m respectively. Implications for the subsidy to EHT would need to be stressed to DCMS, should these cuts materialise.

**6.4 Commission approved the draft revenue and capital budgets for 2017/18, noting the financial risks for the year.**

**7 English Heritage Trust Progress Report**

- 7.1 The Chair of the English Heritage Trust provided an update on the Trust's activities. In terms of operational performance, key indicators including visitor numbers, use of the conservation programme grant, and trading income were on track; although fundraising, school visits and member recruitment were behind budget. The overall

picture reflected steady performance over the first two years of operation, but with some effort still required to ensure longer-term financial sustainability. The EHT Chairman reported that, as well as a focus on member retention, other areas that were being considered included moderate retail, catering and entrance price increases.

- 7.2 Issues considered by Trustees recently included the ‘at risk’ mills in Lancashire and the associated wider issues of the preservation and management of industrial heritage; the possible timing of the DCMS review; and the Trust’s own relocation out of Waterhouse Square to new London accommodation.

**7.3 Commission noted the update on the English Heritage Trust.**

## **8 Chairman’s Report**

- 8.1 The Chairman reported on his activities since the last Commission meeting, including the positive meeting with the Secretary of State in January 2016.

**8.2 Commission noted the Chairman’s Report.**

## **9 Chief Executive’s Report**

- 9.1 The Chief Executive introduced the report summarising activities that had taken place since the last Commission meeting, and took questions from Commissioners.
- 9.2 Commissioners who had attended the recent Expert Advisory Group annual meeting on 10 March 2017 reflected on the event, agreeing that it had built on the experiences of the inaugural 2016 gathering and had been an overall success. Commissioner Martin Daunton’s address, *Whose History; What Buildings?* had been particularly well received and had stimulated a number of interesting discussions around contested and difficult heritage. Commissioners supported the view that the membership of the External Advisory Group and the annual meeting were both opportunities to improve diversity and increase engagement with those outside of the sector.
- 9.3 Commission also discussed the updates on the Housing White Paper, World Heritage Sites, and the A303 improvement scheme, included in the Chief Executive’s report.

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

**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 HE Committee minutes**

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

11.2 **Commission noted:**

- a **the draft minutes of the 10 January 2017 Business and Finance Committee;**
- b **the draft minutes of the 1 February 2017 Remuneration and Appointments Committee;**
- c **the draft minutes of the 2 February 2017 London Advisory Committee;**
- d **the draft minutes of the 2 February 2017 Historic England Advisory Committee; and**
- e **the draft minutes of the 9 February 2017 Historic Estates Conservation Committee.**

**12 Any Other Business**

12.1 There were no further items of business.

*Closed Session*

12.2 Commissioners and the Chief Executive held a closed session.

**Siobhan O'Donoghue  
March 2017**

# Commission

**Final Minutes of the 309<sup>th</sup> meeting held at 13:30 on Thursday 21 June 2017 at 1 Waterhouse Square, London, EC1.**

**Commissioners present:** Sir Laurie Magnus, Chairman  
Mr Alex Balfour  
Mr Nicholas Boys Smith  
Professor Martin Daunton  
Professor Mike Fulford  
Mrs Victoria Harley  
Ms Rosemarie MacQueen MBE  
Mr Neil Mendoza  
Mr Charles O'Brien  
Baroness Young of Hornsey OBE

**Others present:** Mr Aftab Rahman, Commission Observer

**Staff present:** Dr Roger Bowdler, Director of Listing  
Mr Mike Harlow, Corporate Secretary  
Ms Meryl Hayward, Director of Finance, HR and IMT  
Ms Siobhan O'Donoghue, Head of Governance  
Ms Carol Pyrah, Assistant Director of Planning  
Ms Celia Richardson, Director of Communications  
Mr David Sykes, Governance Officer (minutes)  
Mr Steve Trow, Director of Research  
Ms Julia Ward, Senior Executive Assistant to the Chairman and Chief Executive  
Mr Duncan Wilson, Chief Executive

## **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 Paul Baker, Sally Balcombe, and Michael Morrison; and Deputy Chief Executive, Deborah Lamb,
- 1.3 Martin Moore: It was noted that this was Martin Moore's last Commission meeting. On behalf of Commission the Chairman thanked Martin for his valuable contribution to the work of Commission and Historic England.
- 1.4 20 July 2017 Commission meeting: This would be held in York and would give Commissioners the opportunity to meet staff from the Yorkshire and Humber regional office, following on from the staff conference taking place in York on 18/19 July.
- 1.5 There were no declarations of interest.

## **2 Minutes of 16 March 2017 Commission meeting and matters arising**

2.1 The minutes of the 308<sup>th</sup> Commission meeting held on 16 March 2017 were approved as a correct record.

### **2.2 Commission approved the minutes of the 308<sup>th</sup> meeting held on 16 March 2017.**

2.3 The updates on actions were noted. Future Commission agenda papers would include a schedule of actions and detail their progression and status.

## **3 2016/17 Corporate Performance Report**

3.1 Commission considered HE's Corporate Performance Report for 2016/17, which comprised a report against the published Corporate Plan 2016/19 and the Corporate Risk Register. The report provided oversight of the delivery of the Corporate Plan during 2016/17 and the delivery of HE's objectives.

3.2 In reviewing the key performance indicators which provided measures of success against HE's objectives, it was noted that:

- the RepTrak survey score placed Historic England eighth in the list of public sector bodies
- the percentage of pre-application proposals advised on had dropped since 2015/16 - although the reasons for this fall were not immediately apparent
- views of the public pages of National Heritage List for England were up to 6.8m representing an increase of 35% on 2015/16
- Heritage Schools training participants were up 18% on 2015/16, with over 100,00 pupils reached - although there was no regional breakdown of this total
- workforce diversity had largely increased since 2015/16.

3.3 In response to a Commissioner's request, underlying data on the number of pupils reached through the Heritage Schools programme would be made available as would the supporting data on Workforce Diversity.

### ***ACTION: Governance Team***

3.4 In reviewing the Grants and Enabling Spend for 2016/17 it was noted that there was little spend within the North Eastern region – due in part in having little capacity to put projects together. Nevertheless, spend would increase in the region within the next year due to the establishment of the Sunderland Heritage Action Zone.

### **3.5 Commission noted the Corporate Performance Report for 2017/18 and the Corporate Risk Register.**

## **4 2016/17 Audit and Risk Assurance Committee – Annual Report to Commission**

4.1 Commission considered the Audit and Risk Assurance Committee (ARAC) Annual Report 2016/17. The report summarised the work of ARAC over the past year and provided the views and conclusions reached by the Committee concerning Historic England's risk, control and assurance activity.

- 4.2 The Chair of ARAC, Martin Moore, explained that throughout the preceding year he had held regular meetings with the Head of Internal Audit, and that representatives from the National Audit Office had attended all ARAC meetings. During the year the Committee had considered performance reports, briefings and assurances from the Executive regarding risk management, control and governance processes and had also considered the biannual reports on Corporate Performance and Risk. Other matters that the Committee had considered were specifically, the relationship with the English Heritage Trust, Future Sourcing, cyber security and the development of shared services provision to DCMS.
- 4.3 At its meeting held during the morning of 21 June 2017, the Committee had reviewed the 2016/17 financial statements, together with the content of the external auditor's Completion Report. The Committee had also reviewed the Performance and Accountability Reports. Having been satisfied that these reports collectively summarised the business strategy, performance and the principal risks facing Historic England, the Committee was content to endorse the reports and recommended that Commission approve the 2016/17 Annual Report and Accounts.
- 4.4 The ARAC Chair explained that the Committee had been greatly assisted throughout the year by Simon Judge, the independent ARAC member. The Chair also paid tribute to the work of his colleagues on the Committee.
- 4.5 The Chairman thanked Martin Moore for his report and for his Chairmanship of the Audit and Risk Assurance Committee for the past six years.

<p>4.6 <b>Commission noted the report, and approved the financial statements and narrative reports.</b></p>
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## **5 2016/17 Annual Report and Accounts**

- 5.1 Commission considered the Annual Report and Accounts for the year ended 31 March 2017. The Audit and Risk Assurance Committee had that morning already reviewed the Annual Accounts together with the National Audit Office Report and had endorsed the report and accounts and had recommended that Commission approve them.
- 5.2 In considering the account the following points were noted:
- for future reports, it would be beneficial for the Sustainability Report graph data to be re-ordered to show more clearly the positive trajectory.
  - the noticeable drop in expenditure within the Planning Group was attributable to the number of voluntary exits that had taken place during 2016/17 and the number of vacancies the Group carried
  - for future reports, a description as to what kind of financial entity Historic England was should be included within the overview of the Performance Report.
- 5.3 Commissioners were advised that the National Audit Office report was available for review.

#### 5.4 **Commission:**

- a **noted that the Audit and Risk Assurance Committee had considered the Annual Accounts (and the related National Audit Office report) when it met on the morning of 21 June. The Committee had recommended at that meeting that Commission approve the Annual Accounts; and**
- b **approved the Annual Report and Accounts for the year ended 31 March 2018 and authorised the Chairman and the Chief Executive to sign the Annual Accounts for the year ended 31 March 2017 on behalf of the Commission.**

### 6 **Chairman's Report**

- 6.1 The Chairman reported on his activities since the last Commission meeting and provided a progress report on the recruitment of four new Commissioners. It was noted that, following the General Election, DCMS had extended the deadline for applications to 29 June 2017. The Chairman advised that he would keep Commissioners fully informed of developments in respect of this recruitment campaign.
- 6.2 The Chairman had attended the English Heritage Trust Board meeting the previous week and reported that EHT's initial two months of the financial year had been very successful with considerable increases in attendance numbers at sites across England. Furthermore, EHT had recently received a donation pledge for the restoration of Iron Bridge, Ironbridge. Nevertheless, because VAT was charged on repairs some 20% of this sum would be spent on VAT.
- 6.3 The Chairman and the Chief Executive had met John Glen MP, the new Heritage Minister and a further meeting would be held ahead of the Parliamentary summer recess.

#### 6.4 **Commission noted the Chairman's Report**

### 7 **Chief Executive's Report**

- 7.1 The Chief Executive introduced his report summarising activities that had taken place since the March Commission meeting.
- 7.2 The Corporate Plan was now available on the HE website and Commissioners noted that next year's Corporate Plan would contain a more narrative structure.
- 7.3 Commissioner's viewed a newly released film commissioned by Historic England on Heritage Action Zones (HAZ), the release of which would precede the next round of HAZ applications.
- 7.4 The *100 Places* initiative had been launched and nominations from the public were sought. The campaign, which had been established in conjunction with Ecclesiastical Insurance, would engage new and existing audiences in identifying the top 10 places in England across 10 different categories including Science and Discovery, Faith and Belief, and Industry, Trade and Commerce.

- 7.5 Alistair Godfrey had been appointed as the Project Manager for Shrewsbury Flaxmill Maltings to oversee the Phase 1 restoration work following a further award from the Heritage Lottery Fund.
- 7.6 The Chief Executive had attended a Lancashire Mills meeting on 15 May alongside representatives from the Heritage Lottery Fund, Arts Council England, English Heritage Trust and The National Trust. The Chief Executive would notify Commissioners on developments in regard to the Lancashire Mills.
- 7.7 Given the likely impact of the proposals for Heathrow's north runway on the 15<sup>th</sup> Century Harmondsworth Barn, it was suggested that Commissioners may like to take the opportunity to view the site - possibly in the company of Historic England Advisory Committee (HEAC) members in order to fully appreciate the significance of the site and the full impact of the proposals.

***ACTION: Governance Team***

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

**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.
- 8.2 A thematic review and audit of the impact of tall buildings (across England) would be brought to a future HEAC meeting for its consideration.
- 8.3 The Director of Research thanked Commissioners for their attendance at the site visit to Fort Cumberland and Portsmouth dockyard in April. Commission was informed that the Portsmouth Historic Dockyard Trust had been leased the Grade I listed Block Mills within the Naval Dockyard following the visit.

8.4 **Commission noted the Casework and Planning Bulletin**

**9 Any Other Business**

- 9.1 In response to a question relating the storage and cataloguing of artefacts, the Chairman explained that work was on-going to ensure that there were opportunities to view these.
- 9.2 On behalf of Commission, the Chairman made presentations to Martin Moore and Baroness Young to thank them for their valuable and considerable contribution to the Commission and to Historic England's work. Baroness Young would be stepping down from Commission at the conclusion of the July 2017 meeting.

*Closed Session*

- 9.3 Commissioners, the Chairman and the Chief Executive then held a closed session.

**David Sykes**  
**June 2017**

# Commission

**Final Minutes of the 310<sup>th</sup> meeting held at 10:00 on Thursday 20 July 2017 at 36 Tanner, Row, York, YO1**

**Commissioners present:** Sir Laurie Magnus, Chairman  
Paul Baker  
Alex Balfour  
Nicholas Boys Smith  
Professor Martin Daunton  
Professor Mike Fulford  
Victoria Harley  
Rosemarie MacQueen MBE  
Michael Morrison  
Charles O'Brien

**Others present:** Kate Mavor, EH Trust Chief Executive (for part)  
Aftab Rahman, Commission Observer  
Mark Stuart Smith, EH Trust Resources Director (for part)

**Staff present:** Beatrice Bizigire, Governance Support Officer  
Dr Roger Bowdler, Director of Listing  
Catherine Brown, Head of Human Resources  
Mike Harlow, Corporate Secretary  
Meryl Hayward, Director of Finance, HR, and IMT  
Deborah Lamb, Director of Engagement  
Siobhan O'Donoghue, Head of Governance  
Carol Pyrah, Assistant Director of Planning  
Celia Richardson, Director of Communications  
Rosie Sherrington, Policy Adviser (for part)  
Barney Sloane, Head of Strategic Planning & Management (for part)  
Duncan McCallum, Policy Director (for part)  
Trevor Mitchell, Planning Director, Yorkshire Region (for part)  
Ian Morrison, Director of Planning  
Duncan Wilson, Chief Executive

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

- 1.1 Apologies for absence had been received from Commissioners Sally Balcombe, Neil Mendoza and Lola Young; and Director of Research, Steve Trow.
- 1.2 The Chairman welcomed the following to the meeting:
  - a. English Heritage Trust Chief Executive, Kate Mavor, and Resources Director, Mark Stuart Smith;

- b. Beatrice Bizigire, Governance Support Officer; Catherine Brown, Head of HR; Duncan McCallum, Policy Director; and Barney Sloane, Head of Strategic Planning and Management;
- c. Ian Morrison, the recently appointed Director of Planning, who was attending his first Commission meeting. On behalf of Commissioners and staff, the Chairman thanked Carol Pyrah for her work as interim Director of Planning.

1.3 Staff Conference: Commissioners reflected on the all-staff conference that had taken place at the University of York on 18 and 19 July. Thanks were expressed to those staff who had organised and participated in the event, particularly the Head of Internal Engagement and her team for coordinating such a successful and stimulating conference. The Chairman also thanked those Commissioners who had attended.

#### *Declarations of Interest*

1.4 Item 8 – English Heritage Trust annual review: Chairman Sir Laurie Magnus and Commissioner Alex Balfour declared interests as English Heritage Trustees.

1.5 Item 13 – Re-appointment of English Heritage Trustees: Chairman Sir Laurie Magnus declared an interest as the EH Trustee whose re-appointment was proposed in the report. Sir Laurie would leave the room for this item.

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

## **2 Minutes of 21 June 2017 Commission meeting and matters arising**

2.1 The minutes of the 309<sup>th</sup> Commission meeting held on 21 June 2017 were approved as a correct record and the updates on actions were noted.

2.2 **Commission approved the minutes of the 309<sup>th</sup> meeting held on 21 June 2017.**

## **3 Financial Update**

3.1 The Director of Finance, HR, and IMT introduced the financial results to the end of June 2017.

3.2 The overall Q1 position was positive with a balanced position forecast for year end. Income was forecast to be slightly above budget by year end (mainly as a result of fundraising) which would off-set an over-budget expenditure forecast. The year-end forecast also reflected the staff pay increase, which would be funded largely by the payroll underspend arising from held vacancies. Capital expenditure was slow to date, with the London accommodation project accounting for the majority of spend. Other projects were now underway but no variations to the overall budget were forecast.

- 3.3 Contingency planning was in place to mitigate potential risks that could impact later in the year including IT, the accommodation strategy and shared service requirements. Cabinet Office guidance was also being sought on potential compensation costs relating to post-2016 redundancy payments that had been identified recently.

3.4 **Commission noted the year to date position.**

#### **4 Stakeholder Survey Feedback**

- 4.1 The Policy Director presented the findings of two surveys carried out between February and March 2017, which had targeted heritage sector stakeholders and developers. In headline terms, results were positive and an improvement on 2012 survey results.
- 4.2 HE was considered to be performing well against the organisational objectives of 'championing the historic environment' and 'identifying and protecting England's special historic buildings and places'. There was also strong agreement that HE was 'expert', with the necessary knowledge, experience and expertise to speak and act authoritatively; and that HE was constructive and moving forward in terms of focus, communication and engagement, and in demonstrating a more flexible approach.
- 4.3 HE was seen to be performing less well against the corporate aim of 'working effectively, efficiently and transparently', with responses suggesting that HE could still be less bureaucratic and work more collaboratively. Engaging with wider audiences was also an area where respondents felt there could be improvement. Commission noted that the current brand development work, which was focused on public audiences, was likely to help improve this area.
- 4.4 Commission welcomed the positive trend of the survey findings. It was suggested that any themes emerging from free text comments might be used to inform follow-up questions in future surveys, and that ways of improving the response rate should be explored.

4.5 **Commission noted the key findings from the Stakeholder Surveys.**

#### **5 Equalities Update**

- 5.1 The Policy Director and Social Inclusion and Diversity Policy Adviser presented the equalities update report. Diversity and equality was a key corporate priority and, although there was still work to be done in this area, a good deal of activity had been undertaken during the past year. The report set out key achievements and next steps.
- 5.2 In terms of headline workforce statistics, HE remained significantly unrepresentative in terms of BAME staff. Although women now represented at least 50% of the workforce at all-but-one level, the age profile had not changed significantly, and under-25s were particularly under-represented. Efforts were still needed to encourage better reporting from staff of disability and sexual orientation. It was suggested that early engagement, for example through the Heritage Schools initiative, could be a way of improving the

age profile in the longer term. More generally, the breakdown of workforce statistics included in the report could be expanded to present a more comprehensive picture.

- 5.3 Internally, there had been a range of action including a second round of work placements for undergraduates and recent graduates with BAME heritage. Mandatory, organisation-wide, diversity e-learning had also been rolled-out, and the Disability, Race and Gender staff networks had been re-launched (the LGBT network continued). A workforce diversity strategy, which set out HE's commitments to improving workforce diversity, had also been published online. Although the overall target of 5% BAME staff was felt to be low, this was a reflection of the organisation's low turnover rate and it was noted that the target for new recruits was more demanding. The development of more sophisticated targets would help to demonstrate HE's longer-term ambition.
- 5.4 Public-facing activity included the development of a corporate diversity strategy, expected to be published in autumn 2017; and work on the BAME heritage project, *Another England*, which aimed to map modern England from the perspective of black and Asian people and would focus on engaging new audiences and crowdsourcing information.
- 5.5 Commission noted the update and expressed its full support of the programme to improve diversity across the whole organisation, including Commission and its committees.

**5.6 Commission noted the update on equality and diversity issues.**

## **6 Contested Heritage**

- 6.1 The Director of Communications and Policy Director presented HE's draft guidance statement on Contested Heritage, an increasingly relevant topic. The guidance note was intended primarily for those who encountered contested heritage issues through ownership or custodianship, although it was also intended to be a useful source and stimulus for those tasked with its exploration and interpretation. The guidance was also timely given that the *Immortalised* report, expected in Autumn 2017, would examine the issue of commemoration. The 2018 exhibition of the same name would explore the subject matter further.
- 6.2 Commissioners welcomed the draft guidance note and provided a number of detailed comments and drafting suggestions. The positioning was felt to be appropriate – HE had a role in stimulating discussion and enabling participation in debate, rather than producing a counter-narrative itself. There were also other ways that HE could contribute, for example through Enriching the List and in encouraging others to do so. It was also suggested that it could be helpful for HE to establish links with other institutions doing work and research around contested heritage, and with historians.

**6.3 Commission noted and endorsed the draft guidance note on Contested Heritage, subject to comments received.**

## **7 Apprenticeships in Historic England**

- 7.1 The Head of Strategic Planning and Management presented an overview of HE's progress in meeting its statutory and policy obligations regarding apprenticeships. The report included details of the apprenticeship levy; HE's proposed phased approach to meeting the Department of Education's recruitment target; and activities to address the DCMS Culture White Paper commitments, including the development of apprenticeship standards and the creation of heritage apprenticeships as part of the Trailblazer initiative.
- 7.2 In developing a single strategic approach, there were also significant opportunities for apprenticeships to have a positive impact on HE's workforce development, for example in expanding the diversity of our staff; addressing the skills gaps in Historic England and across the sector; and in succession planning arrangements.
- 7.3 Commission supported the strategic approach and encouraged the use of apprenticeships, not only for the reasons outlined above, but also as an opportunity to develop individuals by providing them with interesting workplace experiences and equipping them with transferable skills. Apprentices would also bring useful new perspectives, for example in contributing to Enriching the List.

**7.4 Commission noted the update on HE's Apprenticeships Strategy and endorsed the proposed direction of travel.**

## **8 English Heritage Trust: Annual review of the care and operation of the National Heritage Collection**

- 8.1 Commission received HE's review of English Heritage's operation and care of the National Heritage Collection. The report provided a 'snapshot' view of EH's performance at the end of the second of eight years of its operating licence, with a focus on the conservation of historic properties and EH's operation and plans to achieve financial self-sufficiency. The report also included the 2016/17 annual report of the Historic Estates Conservation Committee.
- 8.2 The English Heritage Trust's Chief Executive and Resources Director were invited to give their perspectives on performance in 2016/17.
- 8.3 In terms of highlights, 2016/17 earned income had been successful in the face of challenging targets and circumstances. Fundraising had also performed well, including a €1m donation toward the Ironbridge project. The EH Chief Executive also highlighted the establishment of the senior management team, and the excellent reputation of EHT workforce.
- 8.4 Key challenges were around addressing costs. Establishing fundraising and sponsorship as long-term sources of funding required challenging targets, and the strategy had been delayed as a result of the implications of the Information Commissioner's ruling. Corporate sponsorship had also been impacted to a degree by the result of the EU referendum. Organisational costs would be addressed in part

through an organisation design review in autumn 2017, and the review of shared services was also seeking to identify costs that could be streamlined or removed in future.

- 8.5 The approach to the conservation deficit was a significant challenge. The Chair of the Historic Estates Conservation Committee, which had oversight of the qualitative aspects of the EH's conservation work, summarised that the management of this work and the standards being achieved were no cause for concern, and that the Committee had been impressed by the expertise and enthusiasm of staff. However, the longer-term planning of conservation works was a significant challenge – a concern shared by EH. A new approach to the prioritisation of repairs was being piloted, which the Committee was monitoring closely. An overview of the conservation deficit approach and revised methodology would be welcomed by Commission in due course.
- 8.6 As well as EHT's planned forecasting work in autumn 2017, which would consider the key drivers of the deficit reduction and their sustainability; it was expected that there would also be greater clarity around the Trust's future shared service need and the implications for HE, in September 2017.

**8.7 Commission noted and commented on the annual review of the EH Trust's care and operation of the National Heritage Collection.**

## **9 Chairman's Report**

- 9.1 The Chairman provided an oral update on his activities since the last meeting, which included a heritage sector breakfast with the Heritage Minister, John Glen, MP; and the unveiling of Peter Laszlo Peri's 1951 *Sunbathers* sculpture at the Royal Festival Hall, following the successful crowd-funding campaign to restore the piece of artwork.
- 9.2 Commission noted that over 100 applications had been received in response to the extended Commissioner recruitment campaign.

**9.3 Commission noted the Chairman's report.**

## **10 Chief Executives Report**

- 10.1 The Chief Executive introduced the report and responded to questions.
- 10.2 Shrewsbury Flaxmill Maltings: A Project Leader had now been appointed to oversee the Shrewsbury Flaxmill Maltings (SFM) programme. Current activity included the 'green book' business case for Phase 2 construction, which would be considered by the DCMS Investment Committee in September 2017. Funding for SFM was also a major focus for the Development Team.
- 10.3 Lancashire Mills: Commission noted the assessments produced by HE Research and Listing Groups of the significance for Queen Street and Helmshore Textile Mills museums. The assessments underpinned the international significance of the sites, and HE continued to support the local authority and its partners in finding interim and longer-term solutions to secure the future of the mills.

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 latest Casework Report and Planning Bulletin.**

## **12 Minutes of HE meetings**

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

12.2 **Commission noted:**

- a. **the minutes of the 3 April 2017 Shrewsbury Flaxmill Maltings Strategic Programme Board;**
- b. **the minutes of the 6 April 2017 Audit and Risk Assurance Committee;**
- c. **the minutes of the 6 April 2017 Business and Finance Committee;**
- d. **the minutes of the 4 May 2017 London Advisory Committee;**
- e. **the minutes of the 10 May 2017 Places of Worship Forum;**
- f. **the minutes of the 13 June 2017 Business and Finance Committee; and**
- g. **the minutes of the 29 June 2017 London Advisory Committee.**

## **13 Re-appointment of English Heritage Trustees**

- 13.1 Chairman Sir Laurie Magnus left the room for the duration of this item, which was chaired by Commissioner Professor Martin Daunton.

**13.2 Commission:**

- a. approved the reappointment of Sir Laurie Magnus as a Trustee of English Heritage for a further four years; and
- b. agreed that, toward the end of this term on the EH Board of Trustees, a successor from among Commissioners be identified and a handover arranged.

**14 Any Other Business**

14.1 There were no further items of business.

**15 Closed Session, including Commission 2016/17 annual assessment**

- 15.1 Commission met with the Chief Executive and Deputy Chief Executive to review the outcome of the meeting and, in particular, the discussion concerning the English Heritage Trust. It was agreed that the performance of the Trust, both in its conservation of the Historic Properties Collection and financially, was a critical part of Commission's responsibility. The work of the Historic Estates Conservation Committee (HECC) was crucial in determining the approach that Historic England and the EH Trust would take when the New Model was reviewed by DCMS in 2018, with the objective being that there should be an aligned position in relation to the treatment of the conservation backlog.
- 15.2 Commission also discussed the Chairman's paper summarising his 1 to 1 discussions with Commissioners. The Chief Executive suggested that more detailed reviews of the work and priorities of the main departments should be included each year when Commission met (in December) to review the corporate plan. It was also agreed that Commission would receive short reports each year from the principal committees.
- 15.3 Commission then met privately, without any members of the Executive Team present. The Chairman agreed to circulate the Chief Executive's agreed objectives (as approved by the Remuneration and Appointments Committee) for 2017/18 to Commissioners for information.
- 15.4 The Chairman then withdrew and the remaining Commissioners, under the Chairmanship of Commissioner, discussed the performance of the Chairman.  
*[SECRETARY'S NOTE: A separate note of this discussion has been prepared by Victoria Harley and lodged with the Head of Governance.]*

**Siobhan O'Donoghue**  
**July 2017**

# Commission

**Final Minutes of the 311<sup>th</sup> meeting held at 09:30 on Thursday 21 September 2017 at Cannon Bridge House, London, EC4R**

**Commissioners present:** Sir Laurie Magnus, Chairman  
Paul Baker  
Sally Balcombe  
Alex Balfour  
Nicholas Boys Smith  
Professor Mike Fulford  
Victoria Harley  
Rosemarie MacQueen  
Neil Mendoza  
Michael Morrison  
Charles O'Brien

**Staff present:** Dr Joe Flatman, Head of Listing Programmes  
Mike Harlow, Corporate Secretary  
Meryl Hayward, Director of Finance, HR, and IMT  
Deborah Lamb, Deputy Chief Executive and Director of Engagement  
Duncan McCallum, Policy Director  
Ian Morrison, Director of Planning  
Siobhan O'Donoghue, Head of Governance  
Celia Richardson, Director of Communications  
Sarah Simpson, Senior Governance Officer  
Steve Trow, Director of Research  
Duncan Wilson, Chief Executive  
Kate Winsall, Head of Marketing (for part)

**Others present:** Nazra Abdi  
(Graduate interns) Marwa Ahmed  
Faatimah Bahm  
Darlene Dike  
Javerya Iqba  
Harr-Joht Kaur Takhar  
Jane Pettitt  
Shuranjeet Singh Takhar

## **1 Apologies, announcements, and declarations of interest**

- 1.1 Apologies for absence had been received from Commissioner Martin Daunton and observers Aftab Rahman and Sir Tim Laurence (EHT Chairman).
- 1.2 Apologies had also been received from the Director of Engagement and Director of Listing. Duncan McCallum was in attendance to represent the Engagement Group

and Dr Joe Flatman was in attendance to represent the Listing Group. Sarah Simpson, Senior Governance Officer, was also in attendance.

- 1.3 The Chairman introduced and welcomed a number of graduate interns who were attending to observe the meeting as part of their work placement.
- 1.4 The Chairman thanked those staff who had overseen the recent London office accommodation move to Cannon Bridge House.
- 1.5 There were no declarations of interest.

## **2 Minutes of 20 July 2017 Commission meeting and matters arising**

- 2.1 The minutes of the 310<sup>th</sup> Commission meeting held on 20 July 2017 were approved as a correct record and the updates on actions were noted.

**2.2 Commission approved the minutes of the 310<sup>th</sup> meeting held on 20 July 2017.**

## **3 Historic England Transformation Programme**

- 3.1 The Chief Executive outlined proposals for an organisation-wide transformation programme, which would review some of the fundamentals of how the organisation operated. It aimed to identify and implement improvements to the organisation's structure and operational delivery at a national and local level, allowing Historic England to focus resources on key areas where it could have the greatest impact. The programme would incorporate a number of work strands currently underway or planned, including the review of operational business processes, the proposed review of casework (reported in more detail at section 5), and development of the public value framework. Deborah Lamb, Deputy Chief Executive and Director of Engagement would oversee the programme.
- 3.2 A further benefit of the programme would be in helping the organisation prepare for the forthcoming triennial and tailored reviews by DCMS in 2018. It was suggested that DCMS should be kept aware of the programme and its progress.
- 3.3 Although mindful of the potential negative impacts on staff of organisational restructures and change, Commission noted the rationale and potential scope of the programme and endorsed the proposed direction of travel. It would be important to work quickly and have a robust narrative.
- 3.4 The Business and Finance Committee would consider the change programme in more detail and an update would be presented at the December strategic Commission meeting.

**3.5 Commission noted the proposals for the transformation programme and endorsed the direction of travel.**

#### **4 Brand Development update**

- 4.1 Commission received a progress report on the brand development work, the aim of which was to build on Historic England's positive reputation and look to develop ways of communicating our mission and work with a broader, public audience, as well as demonstrate our benefit to society.
- 4.2 Andrew Williams from Future Thinking, the agency that had been commissioned to carry out market research for the project, presented the detailed findings of its public proposition testing. This had involved stakeholder interviews, a staff survey, focus groups with members of the public, and workshops. The work had identified five potential strategic priorities for the organisation's public facing proposition:
- a Recognising the public as an audience;
  - b Differentiating Historic England from other heritage bodies in a clear and compelling way;
  - c Celebrating local heritage and using it to excite and engage communities;
  - d Favouring a conversational approach with the public, using a softer tone and emotive language; and
  - e Aligning more closely with the cultural sector to attract a wider audience.
- 4.3 Commission noted the presentation and discussed the findings and proposals in detail. There was agreement that it was important for HE to differentiate itself from other sector organisations, and that there was a challenge around defining 'heritage', given that there could be vastly different interpretations. There was support for greater engagement with communities – and individuals – at a more local and personal level. Existing opportunities, such as Heritage Open Days, could be used to promote and celebrate our local heritage work.
- 4.4 It was important, however, that HE's role as 'expert' was not diluted or lost. The challenge would be around how HE introduced itself to new audiences, and made its expert role easier to understand. As well as adjusting our language, graphics and other visual media could help to explain our work, and broaden engagement and accessibility.
- 4.5 The next stage of the project would be to use the findings to inform a refresh of Historic England's public face. This would include reviewing the ways of describing what HE did, developing a suite of images, and providing tools and materials to allow all staff in public-facing roles to champion the organisation with a consistent tone of voice.

**4.6 Commission noted the findings of the brand refresh work to date and endorsed the proposals to develop new guidance.**

## **5 Planning Casework Reform project**

- 5.1 The Director of Planning presented a project brief for a Planning Casework Reform project, the purpose of which was to review the way that Historic England engaged in Planning, Listed Building and Scheduled Monument casework. The project was considered timely, given that there had not been a review in this area for some time; and also in response to the increasing pressures on resources (particularly in local authorities) and the implications of the increased workload for HE staff.
- 5.2 The aim of the project was to identify a new approach that would enable more effective engagement with less resource; in turn allowing capacity to be focused more on strategic work, staff training and development. The review would provide the opportunity to modify current arrangements and eliminate duplication of effort, inefficiencies and unnecessary processes. DCLG and DCMS officials were aware of HE's interest in examining its formal engagement in the planning and heritage protection system and would be kept informed of the project.
- 5.3 Having evidence about the benefits and impact of HE's advice, in terms of protecting heritage assets, would be important in informing the casework reform project, therefore it would link to the Public Value Framework project work currently underway, which was looking at how HE could measure its impact.

5.4 **Commission noted the project brief and endorsed the proposed project.**

## **6 Shared Services Review**

- 6.1 The Director of Finance, HR and IMT updated Commission on the joint review with the English Heritage Trust of shared services arrangements, in advance of the initial three-year fixed terms coming to an end. Both organisations had recently provided their first 'in principle' views on what services they wished to continue, change or cease. By the end of September, each organisation would have provided an analysis of the financial and non-financial implications, and final executive decisions on all services were expected by the end of October 2017.
- 6.2 Conversations were continuing, and the main operational areas that still required clarification were Human Resources, Research and Conservation. Although some contingency resources (for potential redundancies) had been set aside for FY17/18, HE was mindful of potential additional costs, therefore contract extensions were being actively considered.
- 6.3 HE had been following a clear set of principles in its approach to the review, in particular that shared services should be continued where they provided economies of scale and/or enabled the maintenance of expert teams of a viable size.

6.4 **Commission noted the update on the review of shared services.**

## **7 Financial Update**

7.1 The Director of Finance, HR, and IMT introduced the financial results to the end of August 2017. The overall position was positive. Income was above budget, mainly as a result of fundraising and the Heathrow SLA and also the unexpected refund from the liquidators of the Vivat Trust. An underspend was forecast on Capital expenditure and the option of bringing forward some expenditure to 17/18 was being considered. A small underspend would be carried forward as reserves, which was possible as a result of the Freedoms agreed with DCMS.

**7.2 Commission noted the financial year to date position.**

## **8 English Heritage Trust update**

8.1 Commission noted the summary of the Trust's performance up to July 2017.

### *Re-appointment of English Heritage Trustees*

8.2 Commission also considered a tabled paper proposing the re-appointment of Ronald Hutton and Charles Gurassa as English Heritage Trustees for four years, until 31 December 2021.

**8.3 Commission:**

- a **noted the update on the EH Trust; and**
- b **approved the re-appointment of Ronald Hutton and Charles Gurassa as English Heritage Trustees for four years, until 31 December 2021.**

## **9 Chairman's Report**

9.1 In addition to the items in his written report, the Chairman provided an oral update on his activities since the last meeting.

**9.2 Commission noted the Chairman's update.**

## **10 Chief Executives Report**

10.1 The Chief Executive introduced the report and responded to questions. Issues discussed included progress with the Shrewsbury Flaxmill Maltings programme; an update on the continuing work to secure the future of Queen Street and Helmshore mills in Lancashire; and reactions to the Transport Minister's announcement on 11 September 2017 of the 'preferred route' for the Stonehenge tunnel, as part of the A303 improvement plans.

10.2 Carrowburgh legacy: HE had been approached by the private owner of the remains of a Roman fort at Hadrian's Wall, who wished to bequeath the property to HE (to be passed to the English Heritage Trust to manage as part of the national collection). As the potential acquisition would result in the addition of a property to the National Collection, Commission's approval was required as per the Scheme of Delegations.

**10.3 Commission:**

- a **noted the Chief Executive's report; and**
- b **approved the proposed legacy of the Roman fort at Carrawburgh on Hadrian's Wall and its subsequent transfer to EH to manage as part of the National Collection.**

**11 London Advisory Committee annual report**

- 11.1 The Chair of the London Advisory Committee presented a report summarising work undertaken by the committee during the prior year and an assessment of its effectiveness. The report 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 the Committee's role in HE's business, and there was a sense overall that the business considered was appropriate and that the Committee was well-informed and supported.
- 11.3 The Committee would consider potential development areas at its next meeting in September, including the possibility of an annual meeting to consider issues of concern in London more strategically; and to review progress and outcomes of individual cases in order to inform learning and identify wider implications.

**11.4 Commission noted the London 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 latest Casework Report and Planning Bulletin.**

### **13 Minutes of HE meetings**

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

13.2 **Commission noted:**

- a. **the minutes of the 29 June 2017 Historic England Advisory Committee; and**
- b. **the minutes of the 13 July 2017 Historic Estates 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**  
**September 2017**