



ENGLISH HERITAGE

Commission

**Public minutes of the 294th meeting held at 09:00 on
Wednesday 25 February 2015 at the Sands Hotel, Margate**

Commissioners present: Sir Laurie Magnus - Chairman
Ms Lynda Addison OBE
Ms Sally Balcombe
Mr Alex Balfour
Mrs Vicky Barnsley OBE
Mr Peter Draper
Professor Mike Fulford CBE
Mrs Victoria Harley
Mr Martin Moore
Mr Graham Morrison
Mr Michael Morrison

Staff present: Dr Simon Thurley CBE – Chief Executive (Items 1-19, 21)
Dr Roger Bowdler - Director of Designation (Items 1-19, 21)
Dr Andy Brown – Planning and Conservation Director, South East
(Item 14)
Ms Vida Cody – Commission Secretariat Manager (Items 1-19, 21)
Mr Mike Harlow – Corporate Secretary (Items 8, 9, 12-19, 21)
Ms Meryl Hayward – Director of Finance and IMT (Items 1-19, 21)
Ms Deborah Lamb – Director of National Advice and Public
Engagement (Items 1-19, 21)
Mr Mark Pemberton OBE – Director of National Collections
(Items 1-19, 21)
Mr Chris Smith OBE - Director of Heritage Protection and Planning
(Items 1-19, 21)
Mr Steve Trow - Heritage Protection Director (Items 1-19, 21)

Observers: Vice Admiral Sir Tim Laurence KCVO, CB, ADC -
EH Trust Chairman (Items 1-12, 13 (in part), 14-19, 21)
Mrs Deborah Osborne – PA to the Chairman (Items 1-19, 21)

Item 1 – Apologies, Announcements, Declarations of Interest

Apologies

1.1 Apologies were received from Professor Martin Daunton and Baroness Young of Hornsey OBE.

Announcements

- 1.2 Commissioners were informed that Mrs Vicky Barnsley would be standing down from Commission at the end of February. Mrs Barnsley was thanked for her contributions to the work of the Commission. It was agreed that she could remain as an English Heritage Trustee.
- 1.3 Mark Pemberton, Director of National Collections, would be retiring from English Heritage at the end of March and this was also his last Commission meeting. Mr Pemberton was thanked for his work over a large number of years and wished well in his retirement. He was given life membership of English Heritage.
- 1.4 Commission was reminded that the new Chief Executives of Historic England (Duncan Wilson) and of English Heritage (Kate Mavor) would both take up post on 5 May 2015. The current Chief Executive, Simon Thurley, would leave on 1 May 2015.
- 1.5 Commissioners were reminded to complete their self-assessment forms and return them to the Commission Secretariat Manager by Friday 27 February 2015. Replies would be analysed and a summary presented at the Commission meeting on 22 April. A statement on the overall performance of the Commission over the last year would be made in the Annual Report and Accounts.

ACTION: Commissioners

Declarations of Interest

- 1.6 Sir Tim Laurence declared an interest in item 13 (Hyde Park Barracks) as he was involved in a company that might benefit if the site came on the market. It was agreed that Sir Tim would need to leave the room for part of the discussion.

Item 2 – Public minutes of the Commission meeting held on 10 December 2014 (CP 2015/1)

- 2.1 **The public minutes of the 293rd meeting held on 10 December 2014 were agreed as a correct record to be signed by the Chairman.**

Item 3 – Protected minutes of the Commission meeting held on 10 December 2014 (CP 2015/2/E)

- 3.1 **The protected minutes of the 293rd meeting held on 10 December 2014 were agreed as a correct record to be signed by the Chairman.**

Item 4 – Matters arising (Oral)

Projects and grant programmes (Paragraph 9.3 of the protected minutes)

- 4.1 The promised paper on major projects and grant programmes, to include Apethorpe Hall, would be brought to the next Commission meeting.

ACTION: Chris Smith

Item 5 – New Model progress report (CP 2015/3/E)

5.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 6 – New Model Programme Board minutes

Minutes of the meeting held on 3 December 2014 (CP 2015/4/E)

6.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Minutes of the meeting held on 7 January 2015 (CP 2015/5/E)

6.2 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 7 – Arguments for heritage (CP 2015/6/E)

7.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 8 – Historic England Action Plan (CP 2015/7/E)

8.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 9 – Monitoring the charity (CP 2015/8/E)

9.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 10 – Historic England draft budget for 2015/2016 (CP 2015/9/E)

10.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 11 – Financial overview (CP 2015/10/E)

11.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 12 – Listing post war offices (Oral)

12.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 13 – Hyde Park Barracks (CP 2015/11/E)

- 13.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 14 – Airports Commission consultation (CP 2015/12/E)

- 14.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 15 – Chairman’s report (Oral)

- 15.1 The Chairman was pleased to report that all interviews had now been carried out for the Trustee positions and that, as well as having two new Chief Executives, six new Trustees were being recommended to Commission for approval (see agenda item 21).
- 15.2 A number of visits had been made to EH offices: Swindon, Bristol, Birmingham, Manchester, Newcastle and York. The Chairman reported that Historic England staff he had met were all very positive about the New Model but were anxious about communication between Historic England and English Heritage and how effective that would be. The Chairman had also visited Stanford Hall to see some casework in action.
- 15.3 Meetings had been held with a number of people including Chris Bryant, Labour spokesman on heritage and Duncan Wilson, new Chief Executive for Historic England.

Item 16 – Chief Executive’s report (CP/2015/13/E)

- 16.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 17 – Committee minutes

- a) Audit and Risk Assurance Committee (Protected) – 3 December 2014 (CP 2015/14/E)
- 17.1 **Commission noted and endorsed the protected minutes of the Audit and Risk Assurance Committee meeting held on 3 December 2014.**
- b) Remuneration/HR Committee (Public) – 3 December 2014 (CP 2015/15)
- 17.2 **Commission noted and endorsed the public minutes of the Remuneration/HR Committee meeting held on 3 December 2014.**

c) Remuneration/HR Committee (Protected) – 3 December 2014 (CP 2015/16/E)

17.3 Commission noted and endorsed the protected minutes of the Remuneration/HR Committee meeting held on 3 December 2014 and reported that they would need to discuss further some elements of the minutes at their closed session later in the day.

d) Business and Finance Committee (Protected) – 27 January 2015 (CP 2015/17/E)

17.4 Commission noted and endorsed the protected minutes of the Business and Finance Committee meeting held on 27 January 2015. Commission noted that this was the last meeting of the Committee in its current form and that Sir Laurie would be talking to some of the Commissioners about its future shape under Historic England.

ACTION: Sir Laurie Magnus

17.5 Commissioners noted that a report on fundraising for Historic England would be brought to their meeting on 22 April.

ACTION: Chief Executive

e) English Heritage Advisory Committee (Public) – 28 January 2015 (CP 2015/18)

17.6 Commission noted and endorsed the public minutes of the English Heritage Advisory Committee meeting held on 28 January 2015.

f) English Heritage Advisory Committee (Protected) – 28 January 2015 (CP 2015/19/E)

17.7 Commission noted and endorsed the protected minutes of the English Heritage Advisory Committee meeting held on 28 January 2015.

g) London Advisory Committee – 5 February 2015 (CP 2015/20)

17.8 Commission noted and endorsed the public minutes of the London Advisory Committee meeting held on 5 February 2015.

h) London Advisory Committee – 5 February 2015 (CP 2015/21/E)

17.9 Commission noted and endorsed the protected minutes of the London Advisory Committee meeting held on 5 February 2015.

Item 18 – Commission meeting dates 2016 (CP 2015/22)

18.1 Commissioners agreed the following meeting dates for 2016:

- **23-24 February (East of England)**
- **19-20 April (West Midlands)**
- **15 June (London – no visit)**
- **19-20 July (Swindon)**

- **4-5 October (East Midlands)**
- **7 December (London – no visit)**

Item 19 – Any other business

Commission visits

19.1 Commissioners thanked Dr Andy Brown for making the visit to Margate such a success and so interesting and for the range of places and issues included on the itinerary. They were particularly pleased to meet the local community and asked for similar visits in the future.

ACTION: Vida Cody

Date of next meeting

19.2 The next Commission meeting would be held on 22 April 2015 in Bath with a visit arranged for the previous day to Bath and Bristol.

19.3 The meeting concluded at 13:30.

Item 20 – Closed session for Commissioners

20.1 This item was a closed session for Commissioners only. There is no record of the discussion.

Item 21 – Trustee recruitment (CP 2015/23/E)

21.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Vida Cody
Commission Secretariat Manager
February 2015

Commission

Public minutes of the 295th meeting held at 09:00 on Wednesday
22 April 2015 at the Hilton Hotel, Bath

Commissioners present: Sir Laurie Magnus - Chairman
Ms Lynda Addison OBE (Items 5-19)
Ms Sally Balcombe
Mr Alex Balfour
Professor Martin Daunton
Mr Peter Draper
Professor Mike Fulford CBE
Mrs Victoria Harley
Mr Martin Moore
Mr Graham Morrison
Mr Michael Morrison
Baroness Young of Hornsey OBE

Staff present: Dr Simon Thurley CBE – Chief Executive (Items 1-18)
Dr Roger Bowdler - Director of Designation (Items 1-18)
Ms Vida Cody – Commission Governance Manager (Items 1-18)
Ms Meryl Hayward – Director of Finance and IMT (Items 1-18)
Ms Deborah Lamb – Director of National Advice and Public
Engagement (Items 1-18)
Mr Henry Owen-John – Head of International Advice (Item 11 only)
Mr Chris Smith OBE - Director of National Planning and Conservation
(Items 1-18)
Mr Steve Trow - Director of Heritage Protection (Items 1-18)
Mr Andrew Vines – Planning and Conservation Director, South West
(Item 11 only)

Observers: Vice Admiral Sir Tim Laurence KCVO, CB, ADC - EH Trust Chairman
(Items 5-18)
Mrs Deborah Osborne – PA to the Chairman (Items 1-18)
Ms Celia Richardson – Communications and Marketing Director (Items
5-18)

Item 1 – Apologies, announcements and declarations of Interest

Apologies

1.1 No apologies were received, all Commissioners being present.

Announcements

1.2 There would be no further news from the DCMS until after the General Election on the Commission appointments and re-appointments.

Declarations of Interest

1.3 There were no declarations of interest.

Item 2 – Public minutes of the Commission meeting held on 25 February 2015 (CP 2015/24)

2.1 The public minutes of the 294th meeting held on 25 February 2015 were agreed as a correct record to be signed by the Chairman.

Item 3 – Protected minutes of the Commission meeting held on 25 February 2015 (CP 2015/25/E)

3.1 The protected minutes of the 294th meeting held on 25 February 2015 were agreed as a correct record to be signed by the Chairman subject to the following amendments:

- Paragraph 13.4 to be removed.
- Paragraph 13.5: the word “quick” to be removed from the last sentence.
- Paragraph 16.3: the last sentence to be removed.

ACTION: Vida Cody

Item 4 – Matters arising (Oral)

Business and Finance Committee (Paragraph 17.4 of the public minutes)

4.1 The Chairman would talk to Commissioner Sally Balcombe and the incoming Chief Executive, Duncan Wilson, about the future of the Business and Finance Committee under Historic England.

Item 5 – EH Trust Board minutes – 17 March 2015 (CP 2015/26/E)

5.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 6 – New Model progress report (CP 2015/27/E)

6.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 7 – New Model Programme Board minutes – 19 February 2015 (CP 2015/28/E)

7.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 8 – Spending Review 2015 – working group update (Oral)

8.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 9 – Fundraising for Historic England (CP 2015/29/E)

9.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 10 – Financial overview (CP 2015/30/E)

10.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 11 – International Strategy and World Heritage (CP 2015/31/E)

11.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 12 – Commissioners’ self-assessment (CP 2015/32/E)

12.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 13 – Baguley Hall (CP 2015/33/E)

13.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 14 – Thornborough Henges (CP 2015/34/E)

14.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 15 – Chairman’s report (Oral)

- 15.1 The Chairman reported on his continuing work towards the New Model prior to Vesting Day and on the New Model launch. Regular meetings had been held with Duncan Wilson, the new HE Chief Executive and with Sir Tim Laurence, EH Trust Chairman.
- 15.2 The Chairman had visited Fort Cumberland, had attended meetings with others from the sector and had attended the Apsley House launch of Waterloo 200.

Item 16 – Chief Executive’s report (CP/2015/35/E)

- 16.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 17 – Committee minutes

a) Blue Plaques Panel (Public) – 18 February 2015 (CP 2015/36)

- 17.1 Commissioners noted the small number of women on the Panel and asked that this be addressed when seeking new members. Commission noted that the EH Trust Chairman had been talking to the Blue Plaques Panel Chair about membership and the appointments process overall.
- 17.2 As the Blue Plaques scheme now came under the Charity, Commissioners would no longer receive the Panel meeting minutes with their own meeting papers but could ask to see them if desired. The minutes would instead be presented to the EH Trustees.

ACTION: Janice Howard

- 17.3 Commission noted and endorsed the public minutes of the Blue Plaques Panel meeting held on 18 February 2015.

b) Blue Plaques Panel (Protected) – 18 February 2015 (CP 2015/37/E)

- 17.4 Commission noted and endorsed the protected minutes of the Blue Plaques Panel meeting held on 18 February 2015.

Item 18 – Any other business

Simon Thurley

- 18.1 The Commission recorded its considerable debt of gratitude to Dr Simon Thurley for 13 years of dedicated service as Chief Executive Officer. Under Dr Thurley's

inspirational leadership, English Heritage had been transformed in ways which have improved both its effectiveness and efficiency. The New Model, leading to the English Heritage Trust taking over the care of the National Heritage Collection and the re-launch of HBMCE as Historic England, was an outstanding achievement, only made possible by Dr Thurley's success in leading the design of the plan and winning support both internally and from external stakeholders, most particularly from Government. The Commission wished Dr Thurley all good fortune for the future.

Date of next meeting

- 18.2 The next Commission meeting would be held on 17 June 2015 in London. The agenda would be kept to half an hour and would include Commission approval of the Annual Report and Accounts for 2014/15. It was agreed that the whole Commission need not attend and that only a quorum was needed.
- 18.3 The following Commission meeting would be in the North West (exact location to be confirmed) on 21-22 July.

Item 19 – Closed session for Commissioners

- 19.1 This item was a closed session for Commissioners only. There is no record of the discussion.
- 19.2 The Commission meeting concluded at 12:30.

Vida Cody
Commission Governance Manager
April 2015

Commission

Public minutes of the 297th meeting held at 09:00 on Wednesday
22 July 2015 at the Historic England Office, Manchester

Commissioners present: Sir Laurie Magnus - Chairman
Ms Lynda Addison OBE
Ms Sally Balcombe
Mr Alex Balfour
Professor Martin Daunton
Mr Peter Draper
Professor Mike Fulford CBE
Mrs Victoria Harley
Mr Graham Morrison
Baroness Young of Hornsey OBE

Staff present: Mr Duncan Wilson – Chief Executive (Items 1-18)
Dr Roger Bowdler - Director of Designation (Items 1-18)
Dr Andy Brown – Planning and Conservation Director South East
Items 8 and 9
Ms Meryl Hayward – Director of Finance and IMT (Items 1-18)
Ms Deborah Lamb – Director of National Advice and Public
Engagement (Items 1-18)
Mr Duncan McCallum – Policy Director (Items 10 and 11)
Ms Rebecca O’Brien – Commission Governance Officer (Items 1-18)
Mr Chris Smith OBE - Director of National Planning and Conservation
(Items 1-18)
Mr Steve Trow - Director of Heritage Protection (Items 1-18)

Observers: Mrs Deborah Osborne – PA to the Chairman (Items 1-18)

Item 1 – Apologies, announcements and declarations of Interest

Apologies

- 1.1 Apologies were received from Mr Martin Moore, Commissioner; Mr Michael Morrison, Commissioner; Vice Admiral Sir Tim Laurence KCVO, CB, ADC - EH Trust Chairman; and Ms Vida Cody, Commission Governance Manager.

Announcements

- 1.2 The Chairman welcomed Ms Rebecca O'Brien, who is standing in for Ms Vida Cody for this meeting.
- 1.3 The Chairman thanked Ms Catherine Dewar and her staff members for the successful and informative tour for Commissioners of Manchester heritage sites on Tuesday 21 July 2015.
- 1.4 The Commissioners attention was drawn to two new publications: 'The Stonehenge Landscape' and 'Picturing England – The photographic collections of Historic England'. Commissioners were asked to place their orders for copies with Ms Rebecca O'Brien.
- 1.5 Historic England is currently advertising for four new Commissioners. Members were urged to identify suitable candidates and encourage them to apply.
- 1.6 The Commission expressed concern at the volume of paper coming to Commission meetings and the limited time that had been available to read them. The Commission requested that papers are received a minimum of five working days prior to the meeting.

ACTION: Executive Board/Vida Cody

Declarations of Interest

- 1.7 Mr Graham Morrison declared an interest in Ordsall Chord, Tottenham Hotspur and the King's Cross development, which are to be covered in the Chief Executive's report (item 16). It was not considered necessary for Mr Morrison to leave the room during discussions on this item.

Item 2 – Protected minutes of the Commission meeting held on 17 June 2015 (CP 2015/43/E)

- 2.1 The protected minutes of the 296th meeting held on 17 June 2015 were agreed as a correct record and were signed by the Chairman.

Item 3 – Matters arising (Oral)

- 3.1 There were no matters arising.

Item 4 – EH Trust Board minutes – 14 May 2015 (CP 2015/44/E)

- 4.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 5 – New Model Programme Board Minutes (CP 2015/45/E)

- 5.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 6 – Apethorpe: lessons learnt (Protected) (CP 2015/46/E)

- 6.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 7 – Baguley Hall (Oral)

- 7.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 8 – New runway at Heathrow - update (Oral)

- 8.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 9 – Enhanced Advisory Services: consultation results (CP 2015/47/E)

- 9.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 10 – Historic England and local authorities (CP 2015/48/E)

- 10.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 11 – A Historic England vision for reform of Heritage Protection Systems (CP 2015/49/E)

- 11.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 12 – WHS relocation and Isambard House lease (CP 2015/50/E)

- 12.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 13 – Spending Review 2015 (CP 2015/51/E)

- 13.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 14 – Financial overview (CP 2015/52/E)

- 14.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 15 – Chairman’s report (Oral)

- 15.1 *Part of this item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*
- 15.2 The Chairman and Chief Executive have attended nine regional launches of the new brand to date. Each event has been well attended. The Chairman thanked the Commissioners for attending the launches and showing their support for the new brand.
- 15.3 The Chairman has attended a number of conferences, lectures and events recently. Members were encouraged to help raise awareness of the importance of the work of Historic England by promoting it at as many events as possible.

Item 16 – Chief Executive’s report (CP 2015/53/E)

- 16.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 17 - Committee minutes

- a) Audit and Risk Assurance Committee – 14 April 2015 (CP 2015/54/E)
- 17.1 Commission noted and endorsed the protected minutes of the Audit and Risk Assurance Committee meeting held on 14 April 2015.
- b) London Advisory Committee – 16 April 2015 (CP 2015/55)
- 17.2 Commission noted and endorsed the public minutes of the London Advisory Committee meeting held on 16 April 2015.
- c) London Advisory Committee – 16 April 2015 (CP 2015/56/E)
- 17.3 Commission noted and endorsed the protected minutes of the London Advisory Committee meeting held on 16 April 2015.

- d) Historic Estate Conservation Committee – 29 April 2015 (CP 2015/57)
- 17.4 Commission noted and endorsed the public minutes of the Historic Estate Conservation Committee held on 29 April 2015. (First visit coming up – to Wrest).
- e) Remuneration/HR Committee – 6 May 2015 (CP 2015/58)
- 17.5 Commission noted and endorsed the public minutes of the Remuneration/HR Committee held on 6 May 2015.
- f) Remuneration/HR Committee – 6 May 2015 (CP 2015/59/E)
- 17.6 Commission noted and endorsed the protected minutes of the Remuneration/HR Committee held on 6 May 2015.
- g) Audit and Risk Assurance Committee – 19 May 2015 (CP 2015/60/E)
- 17.7 Commission noted and endorsed the protected minutes of the Audit and Risk Assurance Committee held on 19 May 2015.
- h) Historic England Advisory Committee – 20 May 2015 (CP 2015/61)
- 17.8 Commission noted and endorsed the public minutes of the Historic England Advisory Committee held on 20 May 2015.
- i) Historic England Advisory Committee – 20 May 2015 (CP 2015/62/E)
- 17.9 Commission noted and endorsed the protected minutes of the Historic England Advisory Committee held on 20 May 2015.
- j) Audit and Risk Assurance Committee – 17 June 2015 (CP 2015/63/E)
- 17.10 Commission noted and endorsed the protected minutes of the Audit and Risk Assurance Committee held on 17 June 2015.
- 17.11 A meeting to discuss the process for preparing the annual report and accounts was suggested.

ACTION: Meryl Hayward

k) Business and Finance Committee – 17 June 2015 (CP 2015/64/E)

17.12 Commission noted and endorsed the protected minutes of the Business and Finance Committee held on 17 June 2015 with the following amendment:

- Correct the spelling of Baguley Hall.

ACTION: Rebecca O'Brien

l) EHTL - 24 June 2015 (CP 2015/65/E)

17.13 Commission noted and endorsed the protected minutes of EHTL held on 24 June 2015.

m) London Advisory Committee – 25 June 2015 (CP 2015/66)

17.14 Commission noted and endorsed the public minutes of the London Advisory Committee held on 25 June 2015.

n) London Advisory Committee – 25 June 2015 (CP 2015/67/E)

17.15 Commission noted and endorsed the protected minutes of the London Advisory Committee held on 25 June 2015.

Item 18 – Any other business

Date of the next meeting

18.1 The next Commission meeting would be held on 7-8 October 2015 in Durham.

18.2 *The remainder of this item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 19 – Closed session for Commissioners

19.1 This item was a closed session for Commissioners only. There is no record of the discussion.

19.2 The Commission meeting concluded at 1 pm.

Rebecca O'Brien
Commission Governance Officer
July 2015

Commission

Public minutes of the 298th meeting held at 09:00 on Thursday 8 October 2015 at the Vermont Hotel, Newcastle

Commissioners present: Sir Laurie Magnus - Chairman
Ms Lynda Addison OBE
Ms Sally Balcombe
Mr Alex Balfour
Professor Martin Daunton
Professor Mike Fulford CBE
Mrs Victoria Harley
Mr Michael Morrison

Staff present: Mr Duncan Wilson – Chief Executive
Dr Roger Bowdler - Director of Listing (Items 8-19)
Ms Vida Cody - Commission Governance Manager (Items 1-19)
Ms Caroline Crewe-Read - Head of Corporate Projects and Programmes (Items 1-19)
Ms Meryl Hayward – Director of Finance and IMT (Items 1-19)
Ms Deborah Lamb – Director of Engagement (Items 1-19)
Ms Liz Page - Historic Properties Director, North – EH Trust (Items 9-10)
Ms Carol Pyrah - Planning Director, North East (Items 1-19)
Ms Celia Richardson - Communications and Marketing Director (Items 1-19)
Ms Sandra Stancliffe - Head of Education and Inclusion (Items 9- 10)
Mr Chris Smith OBE - Director of Planning (Items 1-19)
Mr Steve Trow - Director of Research (Items 1-19)

Observers: Vice Admiral Sir Tim Laurence KCVO, CB, ADC - EH Trust Chairman (Items 1-19)
Mrs Deborah Osborne – PA to the HE Chairman (Items 1-19)

Item 1 – Apologies, announcements and declarations of Interest

Apologies

1.1 Apologies were received from Mr Martin Moore and Baroness Young of Hornsey OBE.

- 1.2 Staff apologies were received from Ms Sarah Aston, Director of Human Resources. (The Commission meeting coincided with the annual HR planning days involving the whole of the HR team and arranged prior to Ms Aston's joining the Executive Board.)

Announcements

- 1.3 There were no announcements.

Declarations of Interest

- 1.4 There were no declarations of interest.

Item 2 – Public minutes of the Commission meeting held on 22 July 2015 (CP 2015/68)

- 2.1 The public minutes of the 297th meeting held on 22 July 2015 were agreed as a correct record to be signed by the Chairman.

Item 3 – Protected minutes of the Commission meeting held on 22 July 2015 (CP 2015/69/E)

- 3.1 The protected minutes of the 297th meeting held on 22 July 2015 were agreed as a correct record to be signed by the Chairman.

Item 4 – Matters arising (Oral)

Protection of Commission meeting minutes

- 4.1 The Chief Executive would review whether, in the interests of transparency, the majority of the Commission meeting minutes could be made public rather than protected.

ACTION: Chief Executive/Vida Cody

- 4.2 It was noted that, for future English Heritage Trust Board meetings, a summary of the key points would be published on the website within a couple of weeks of the Board meetings taking place.

Charging for listed building consent (paragraph 11.6 of the protected minutes)

- 4.3 The Commission noted DCMS interest.

Spending Review 2015 (Paragraph 13.7 of the protected minutes)

- 4.4 The Chairman had written to the Permanent Secretary reaffirming Historic England's position and had received a fairly positive reply.

Life membership of English Heritage for retiring Commissioners (Paragraph 18.7 of the protected minutes)

- 4.5 Prior to the demerger, all retiring Commissioners were given life membership of English Heritage. The Chairman commented that this would no longer be appropriate.

Item 5 – EH Trust Board minutes – 16 July 2015 (CP 2015/70/E)

- 5.1 The EH Trust Chairman reported on the Board’s July meeting and visit to Dover, Deal and Walmer Castles.
- 5.2 The Commission noted that visitor numbers were slightly down but that they were no lower than at the same time the previous year. There was an increase in income over budget and expenditure was under budget.
- 5.3 The EH Trust Chief Executive would be looking at the implications for the charity following the Etherington Report on fundraising self-regulation and would be considering both opt in and opt out policies.
- 5.4 The EH Trust Board had met for a Strategy Day at the offices of Unilever (a major corporate partner for the next three years) and had reaffirmed its core purpose. The EH Chief Executive would be developing a detailed strategy and would be considering how success might look in 2019. The EH Trust Chairman would like that to show the charity was well on the path to financial viability; that it was a kite marker for heritage attractions; had a well- recognised brand; had an increase in volunteers; had made significant inroads to the backlog of conservation and maintenance; was the first choice for a career in heritage; and had a growing membership. A new Corporate Plan would be ready in 2016.
- 5.5 Shared services were generally working well and there had been a review workshop the previous week. IT remained a challenge with commercial demands not being met.
- 5.6 There was as yet no clear acquisitions policy. The Trust would want to ensure that no material liabilities were taken on.
- 5.7 Interpretation at sites was being addressed. The general view was that more was needed. The Board had discussed the use of apps and digital media at its strategy meeting and this would be considered further.
- 5.8 Michael Morrison, in his capacity as Chairman of the Historic Estate Conservation Committee, reported on a recent visit of the Committee to Sutton Scarsdale and that members had agreed there was no clear vision for the future of the site. The EH Trust Chairman noted that longer term planning was needed and that this would be addressed.

Item 6 – New Model end of programme and lessons report (CP 2015/71/E)

- 6.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 7 – Accommodation strategy (CP 2015/72/E)

- 7.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 8 – Ditherington Flax Mills (CP 2015/73/E)

- 8.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 9 – Hylton Castle (CP 2015/74/E)

- 9.1 Commissioners had visited Hylton Castle the day before their meeting and had seen at first hand the problems experienced there by anti-social behaviour. Sunderland City Council had submitted a bid to the Heritage Lottery Fund (HLF) for £2.92 million to develop the site and turn it into a heritage attraction, bringing the Castle back into community use and solving its long-standing problems.
- 9.2 English Heritage had already approved in principle the proposal for a development and management agreement that would allow Sunderland City Council to go ahead with the Hylton Castle Project should the bid to the HLF be successful and this was reiterated by the EH Trust Chairman at the meeting. **Commissioners agreed that this was the right approach and delegated authority to the Chairman and Chief Executive to sign off the agreement once negotiated.**

Item 10 – Historic England communications and public engagement strategy (CP 2015/75/E)

- 10.1 The emergence of Historic England (HE) in April 2015 had provided an opportunity to involve greater numbers of people in the work of the organisation and to make communication a core part of its mission. A communications strategy was being developed that would be brought to Commission for approval early in the New Year.
- 10.2 Public engagement was not new to Historic England but was now being considered more strategically. Commissioners were reminded of the range of activities carried out in recent years including the Heritage Schools Programme, Heritage Open Days, volunteering and the Britain from Above project. Training and guidance was being provided to local authorities. Commission noted that the range and breadth of projects were being considered through the Public Engagement Board meetings.

10.3 Commission noted the good social media networks that HE had developed and the use of regular tweetathons with staff, journalists, politicians and culture groups all becoming involved and which helped HE understand its audiences better. It was agreed that the focus had been on the heritage sector and that more needed to be done outside of that.

10.4 Commission agreed the Public Engagement Strategy.

Item 11 – Historic England and the higher education sector (CP 2015/76/E)

11.1 Commission was given an overview of Historic England’s relationship with the higher education sector and noted that a more strategic relationship was being developed. Resource pressures were also noted.

Item 12 – Review of advisory committees and panels (CP 2015/77/E)

12.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 13 – Financial report (CP 2015/78/E)

13.1 Commission noted that a mid-year review was being carried out in preparation for the outcome of the Spending Review and for possible redundancy packages. Consideration was being given to bringing forward expenditure from next year as a way of relieving pressures on 2016/17. Staff were also working closely with the EH Trust.

Item 14 – Chairman’s report (Oral)

14.1 The Chairman had participated in a meeting for Chairmen and Chief Executives of Arms-Length Bodies with discussions focusing on the Spending Review.

14.2 The sift had taken place for new Commissioners earlier in the week. 93 applications had been received with most submissions being for the general position. It was hoped that interview candidates would be able to meet the Chief Executive ahead of interviews taking place in November.

14.3 The Chairman thanked the Planning Director for the North East for arranging the seminar at Ushaw College the day before the Commission meeting and commented that it would be useful to have similar debates arranged in other regions in future.

Item 15 – Chief Executive’s report (CP 2015/79/E)

15.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 16 – Casework report (CP 2015/80/E)

16.1 *This item is included in the protected minutes of this meeting as it contains information that is potentially protected from public access.*

Item 17 – Business and Finance Committee – Terms of Reference (CP 2015/81/E)

17.1 The Business and Finance Committee had re-examined its Terms of Reference following the implementation of the New Model.

17.2 Commission approved the new Terms of Reference and noted the need for non-Commissioner members.

Item 18 - Committee minutes

a) Appointments Committee – 15 July 2015 (CP 2015/82)

18.1 Commission noted and endorsed the public minutes of the Appointments Committee meeting held on 15 July 2015.

b) Appointments Committee – 15 July 2015 (CP 2015/83/E)

18.2 Commission noted and endorsed the protected minutes of the Appointments Committee meeting held on 15 July 2015.

c) Historic England Advisory Committee – 15 July 2015 (CP 2015/84)

18.3 Commission noted and endorsed the public minutes of the Historic England Advisory Committee meeting held on 15 July 2015.

d) Historic England Advisory Committee – 15 July 2015 (CP 2015/85/E)

18.4 Commission noted that there was no further news on Ordsall Chord and that the position of Historic England had been made clear on the website.

18.5 Commission noted and endorsed the protected minutes of the Historic England Advisory Committee meeting held on 15 July 2015.

Item 19 – Any other business

Date of the next meeting

19.1 The next Commission meeting would be held on 9 December 2015 in London.

Item 20 – Closed session for Commissioners and Chief Executive only

- 20.1 This item was a closed session for Commissioners and the Chief Executive only. There is no record of the discussion.
- 20.2 The Commission meeting concluded at 1pm.

Vida Cody
Commission Governance Manager
October 2015

Commission

Minutes of the 299th meeting held at 08:30 on Wednesday 9 December 2015 at Waterhouse Square, London

Commissioners present: Sir Laurie Magnus – Chairman (Items 1-12)
Ms Sally Balcombe
Professor Martin Daunton (Items 7-13)
Professor Mike Fulford CBE
Mrs Victoria Harley
Mr Martin Moore
Mr Michael Morrison
Baroness Young of Hornsey OBE

Staff present: Mr Duncan Wilson – Chief Executive
Ms Sarah Aston – Director of Human Resources (Items 1-12)
Dr Roger Bowdler - Director of Listing (Items 1-12)
Ms Vida Cody - Commission Governance Manager (Items 1-12)
Ms Caroline Crewe-Read - Head of Corporate Projects and Programmes (Items 1-6)
Ms Meryl Hayward – Director of Finance and IMT (Items 1-12)
Ms Deborah Lamb – Director of Engagement (Items 1-12)
Mr Chris Smith OBE - Director of Planning (Items 1-12)
Mr Steve Trow - Director of Research (Items 1-12)

Observers: Ms Kate Mavor - Chief Executive, English Heritage Trust (Items 1-12)
Mrs Deborah Osborne – PA to the HE Chairman (Items 1-12)

Item 1 – Apologies, announcements and declarations of Interest

Apologies

- 1.1 Apologies were received from Commissioners Ms Lynda Addison OBE and Mr Alex Balfour and from the Chairman of the English Heritage Trust, Vice-Admiral Sir Tim Laurence, KCVO, CB, ADC.

Announcements

- 1.2 The Chairman welcomed to the meeting Kate Mavor (attending as an observer), Sarah Aston (attending for the first time as an Executive Board member) and Caroline Crewe-Read (attending for the three main items).
- 1.3 A new process for the Commission meeting agenda had been initiated, enabling a better focus at the meeting itself on the bigger issues. Minutes from Commission, its sub-committees and the EH Trust Board were circulated ahead of the main papers rather than as part of the main despatch. Any questions relating to these minutes could be raised as necessary at the meeting but with less time spent on them than in the past.
- 1.4 Attention was drawn to a number of new publications and to the new edition of *Heritage Counts*.

Declarations of Interest

- 1.5 There were no declarations of interest.

Item 2 – Approval of October Commission meeting minutes and matters arising (CP 2015/86 and CP 2015/87/E)

- 2.1 The public and protected minutes of the 298th meeting held on 8 October 2015 were agreed as a correct record to be signed by the Chairman. There were no matters arising.

Item 3 – Spending Review outcomes and next steps (CP 2015/88/E)

- 3.1 The settlement for the Department for Culture, Media and Sport (DCMS) had been better than expected, namely a 5% reduction to the Resource Budget by 2019/20. The outcome for Historic England was also much better than expected (10% in real terms) although it still meant significant savings would need to be found. The Executive Board was considering how this could best be managed. Positives were noted, including the operational and financial freedoms granted.
- 3.2 The Chief Executive suggested that all staff could contribute to savings, for example in relation to travel and subsistence claims, hospitality and incidental expenses. There should be more personal accountability than before but not to the detriment of the business. It was agreed that many efficiencies could be achieved before potential job losses were considered. This included changes to the office estate already being addressed.
- 3.3 Savings to the pay bill were expected. A Voluntary Options Scheme had been run in 2010 and 2012 to help make permanent savings and that had been very effective. The Scheme had covered a range of options including alternative working patterns, a

holiday purchase scheme, unpaid leave and voluntary exits. The Scheme would be re-launched on 10 December with all applications seriously considered. Compulsory redundancies would be avoided where possible, the preference being for any exits to be consensual.

- 3.4 Directors outlined their current thoughts on possible savings from their Groups, including areas they considered to be protected. They were encouraged to “think outside the box” and to use the expertise of Commissioners in formulating their ideas.
- 3.5 Commission noted ways in which staff were already being informed and kept up to date, for example through Management Briefings, a short film from the Chairman and Chief Executive, communications on the Voluntary Options Scheme and the staff workshops planned for early 2016.
- 3.6 The Senior Management Forum would meet on 14 December to discuss SR related matters. Further discussions would be held with Commissioners at their meeting on 28 January.

Item 4 – Accommodation strategy (CP 2015/89/E)

- 4.1 Commissioners were given an update on progress. They were informed of the options for Waterhouse Square (and more widely around London) and the issues affecting decisions, for example the Spending Review settlement and the accommodation needs of the English Heritage Trust. Staff were working closely with the EH Trust and with the Government Property Unit both within London and outside the capital where lease events were anticipated.
- 4.2 The EH Trust Chief Executive commented that her Senior Management Team would be discussing options at their meeting on 16 December.
- 4.3 Commission noted that an office space audit had been carried out across all offices and that all had space available for accommodating more staff. It was noted that English Heritage had said that it needed more space than it had at present.
- 4.4 Commission noted the progress made.

Item 5 – Financial overview (CP 2015/90/E)

- 5.1 A steady state had been maintained since the October Commission meeting. There was no significant capital spend to report and there was a small, manageable overspend on revenue.
- 5.2 Commission noted the financial results to the end of October 2015.

Item 6 – Income generation – progress report (CP 2015/91/E)

- 6.1 As a result of the New Model, Historic England had become almost solely dependent on Grant in Aid and was therefore developing ways of increasing its income through other means. A fundraising consultant had been appointed to develop a funding strategy and the Business and Finance Committee would be considering the initial findings at its meeting on 5 January 2016.
- 6.2 Commissioners were informed that the new consultant had recommended developing a corporate sponsorship offer to help generate unrestricted funding. A public art exhibition was being organised by staff for February 2016 and could be used as a test case. As offers had already been made from potential sponsors of the exhibition, an interim ethical fundraising policy had been drafted for Commission consideration.
- 6.3 Commissioners urged caution over identifying potential sponsors and highlighted possible reputational risks. The comment was made that the draft policy needed to include a statement setting out the organisation’s values and what the donors are expected to conform to.
- 6.4 Staff were asked if there were not a conflict of interest between fundraising and Historic England’s regulatory role. Commission acknowledged the need for fundraising, recognising that the organisation could no longer rely solely on the Grant in Aid and suggested a clearer definition was needed between the different aspects of the organisation’s work.
- 6.5 Commissioners also recommended that perceptions needed careful management including those of the public, Government and Press.

Item 7 – Chairman’s report (Oral)

- 7.1 The Chairman had participated in a number of events including a conference on religious buildings, the *Heritage Counts* launch and Historic England’s first parliamentary reception hosted by Baroness Young of Hornsey (the theme for which was Heritage at Risk).
- 7.2 Interviews had taken place for four new Commissioners and an announcement was expected soon on the outcome. It was noted with regret that the gender balance on Commission was unlikely to be improved. It was agreed to bring to the first meeting of the Remuneration and Appointments Committee (see item 10 below) statistics detailing the number of male/female applicants, those shortlisted and those recommended to the Minister.

ACTION: Vida Cody

Item 8 – Chief Executive’s report (CP 2015/92/E)

8.1 The following were highlighted from the report:

Culture White Paper (Paragraph 1.1)

8.2 The publication of the Culture White Paper was expected in the spring of 2016. An update would be brought to the February Commission meeting.

ACTION: Deborah Lamb

Tall buildings (Paragraph 1.2)

8.3 Commissioners were given a copy of the Historic England Advice Note on tall buildings.

London campaign (Paragraph 5.7)

8.4 Commission noted the strategic approach being developed for London’s historic environment and the plan to meet the Mayor.

Trade Unions (Paragraphs 6.6 and 8.3)

8.5 Commission noted the constructive and positive meeting that had been held between the Unions and the EH Trust Senior Management Team and noted also that overall relations with the Unions continued to be good.

Staff survey (Appendix 1 to the report)

8.6 Three staff surveys had been carried out under the former English Heritage (in 2007, 2010 and 2012). The first Historic England staff survey had been conducted during October 2015, just six months after the launch of Historic England (HE) and with a Comprehensive Spending Review looming. Considering the context and the degrees of change, the overall response had been highly positive and commitment to the new Historic England very high indeed. Significant efforts had been made since the last survey in areas that staff had said were most important to them (eg sharing success, getting feedback from managers, performance management) and it was evident that these efforts had given results.

8.7 The survey shows a not surprising but significant amount of uncertainty amongst staff in terms of whether HE is delivering its strategy. This reflects a lack of visibility of leaders and we need to focus on helping the organisation’s progress to be more visible.

8.8 Areas to focus on centred around how difficult staff say it is to get things done in HE. This is a combination of poor cross group and department working, IT, over-elaborate

processes and duplicated reporting etc. Career progression is a concern especially for those in expert/heritage roles whilst in the shared service/corporate roles it is reward that is a cause of concern.

- 8.9 The staff workshops planned for early 2016 will allow us to interrogate further the concerns on “getting things done here” and from that we can develop solutions.

Item 9 – Casework report (CP 2015/93/E)

- 9.1 Commission noted the casework report.

Item 10 – Remuneration/HR Committee and Appointments Committee merger (CP 2015/94)

- 10.1 As part of the advisory committee review, the Chief Executive had proposed that the Remuneration/HR Committee merge with the Appointments Committee. The two respective Chairs (Commissioners Martin Moore and Lola Young) had been consulted.
- 10.2 The two existing committees comprised mainly Commissioners although the Remuneration/HR Committee included a member appointed for external expert remuneration advice (Alan Hurst). Mr Hurst would remain on the new committee but would not serve as adviser/be present for any appointments business.
- 10.3 One Commissioner asked why the Appointments Committee role (as described in its current Terms of Reference) in considering the number, skills, knowledge, experience and behaviours required on Commission had not been included in the new Terms of Reference for the proposed joint committee. It was noted that Commission appointments were DCMS appointments and that the Appointments Committee had not had a role in these to date. However, it was agreed that it would be useful for the proposed joint committee to consider future requirements for Commission that could be fed into the advice to the DCMS from the Chairman and Chief Executive in this respect. The Chairman also had some changes he wished to make to the membership for the proposed committee and would advise its new Chair accordingly via the Commission Governance Manager.

ACTION: Vida Cody

- 10.4 Commission agreed the merger of the Remuneration/HR Committee with the Appointments Committee, agreed that Lola Young become its Chair and approved the Terms of Reference subject to a) a new paragraph being added on the Committee’s role in relation to Commission appointments and b) to the Chairman’s suggested changes being made (see paragraph 10.3 above).

ACTION: Vida Cody

Item 11 – EH Trust Board and HE Committee minutes (CP 2015/95/E-CP 2015/111/E)

EH Trust Board

- 11.1 Kate Mavor reported on a good Board meeting in Salisbury on 16 November and on the Trustees' landscape tour of Stonehenge the following day. She reported that the Trust was in good shape, that trading was ahead of budget and that there had, overall, been larger numbers of visitors than expected given the difficulties faced by "Operation Stack" and the August bad weather. There were worries that the number of American tourists at Stonehenge might drop following the recent terrorist activity in Paris. Membership recruitment off site was going well and staff were in good heart.
- 11.2 Kate Mavor reported on the appointment of a Development Director and a Resources Director who would start work in February/March respectively. A strategic plan was being created with an emphasis on external engagement and would be ready by March. Roadshows had already been carried out to engage staff.
- 11.3 Commission noted the backlog of conservation repairs, that there had been delays due to resource issues but that the backlog was being actively addressed. The Capital Investment Programme was on track.
- 11.4 The Commission Chairman reminded Commissioners about the first annual meeting with the EH Trustees planned for 10 February 2016.
- 11.5 Commission noted and approved the EH Trust Board minutes of the meeting held on 16 November 2015.

Expert Advisory Group

- 11.6 The advisory committee review had been completed and the first annual meeting of the new Expert Advisory Group had been set for 13 April, to be held at the Institute of Directors, London. An agenda was being discussed.

Historic England committee minutes

- 11.7 Commission noted and approved the following sets of public and protected minutes:
- Historic Estate Conservation Committee – 29 July 2015
 - Remuneration/HR Committee – 15 September 2015
 - Business and Finance Committee NOTES – 16 September 2015
 - London Advisory Committee – 24 September 2015
 - Historic England Advisory Committee – 30 September 2015
 - Historic Estate Conservation Committee – 30 September 2015

Item 12 – Any other business

Transparency and publishing Commission minutes

- 12.1 Staff had considered the approach of other organisations in publishing Board papers. Commission approved the proposal to have one set of Commission minutes that would be published on the HE website once approved at the following meeting. Public and protective markings would be removed from agenda, reports and minutes.

ACTION: Vida Cody

Date of the next meeting

- 12.2 The next Commission meeting would be held on 28 January 2016 in London.

Item 13 – Closed session for Commissioners and Chief Executive only

- 13.1 This item was a closed session for Commissioners and the Chief Executive only. There is no record of the discussion.

- 13.2 The Commission meeting concluded at 12:15.

Vida Cody
Commission Governance Manager
December 2015

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