

LETCWORTH GARDEN CITY HERITAGE FOUNDATION

(Registered Society under the Co-operative and Community Benefit Societies Act 2014.
Registered Society includes a Community Benefit Society)

MINUTES OF THE 307th BOARD OF TRUSTEES MEETING HELD ON 8th MARCH 2022 AT THE BROADWAY HOTEL, BROADWAY, LETCWORTH GARDEN CITY, SG6 3BF

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| Present: | GARETH HAWKINS (Chair) | GH |
| | CHRIS PATTISON (Vice-Chair) | CP |
| | AMANDA EGBE | AE |
| | JOANNA DEW | JD |
| | KEVIN JONES | KJ |
| | LUCY GRAVATT | LG |
| | ROGER MCINTYRE-BROWN | RMB |
| | TERRY HONE – HCC Nominated Trustee | TH |
| | IAN MANTLE – NHC Nominated Trustee | IM |
| In attendance: | Graham Fisher (Chief Executive) | GF |
| | David Ames (Executive Director – Stewardship and Development) | DA |
| | Mark Coles (Executive Director – Property) | MaC |
| | Matt Peak (Executive Director – Finance) | MP |
| | Stuart Sapsford (Executive Director – Communities, Culture and Heritage) | SS |
| | Jo Walker (Governance Support Executive) | JW |
| | Steven Gordon-Wilson (Head of Marketing and Communications) | SGW |

APOLOGIES, MEMBERSHIP & QUORUM

The Chairman reported that notice of the Meeting had been given in accordance with the Rules of the Foundation and that a quorum was present.

Apologies received from
Simon Franklin and Michael Collins

The Chair welcomed all to the meeting and introduced the new Appointed Trustees who gave a brief overview of themselves.

Amanda Egbe currently a senior lecturer at the University of Bedfordshire and a freelance artist and film maker. Been involved with heritage projects on sustainability and diversity.
Lucy Gravatte Head of Communications at Hertfordshire LEP and Comms Lead for the Hertfordshire Growth Board working with local authorities and a former journalist.
Jo (Joanna) Dew a fundraising consultant and coach for fundraising teams and how to keep them resilient. Previously been a fundraising manager for a number of large companies and fundraising director at East Anglian Air Ambulance delivering £14m pa. The other Trustees present introduced themselves.

GH – all Trustees are welcome to talk to officers of the HF and to join one or more of the committees if their time permitted them to do so.

MINUTES

Minutes of the 306th meeting held on 25th January 2022 were agreed and signed as a true record.

DECLARATIONS OF INTEREST

Amanda Egbe – Broadway Gallery. Will be exhibiting and her wife is currently the artist in residence. This isn't in relation to anything on this agenda.

PRESENTATION – THE LETCHWORTH BRAND

SGW gave a presentation on the work for a proposed brand for LGC that encompasses all the strands that make up Letchworth.

Points to note

- Currently working on place branding for LGC which we're calling Brand Letchworth.
- Place branding has a pivotal role in creating destinations.
- This isn't about rebranding HF, it's about Letchworth.
- Ask 'what is LGC' and there are a lot of different answers, including the history with Ebenezer Howard and also forward thinking and project development.
- There are also several brands that make up HF and, with so many different channels, this leads to mixed messages.
- HF and others within LGC such as the LEP, NHC, HCC have stories that could be shared through one channel.
- Collaboratively, all of these could benefit from one brand that is LGC.
- Important to decide what LGC is famous for, which is where the place branding has to start.

Going forward

- The branded house enabled various organisations to use the brand and become integrated into the place.
- We're about to start the consultation and we don't have any preconceived ideas.

The next steps

- Talking to early adopters and working with NHC in a couple of weeks' time.
- Hosting a joint stakeholder's session with NHC to identify 'what is LGC famous for'.
- Working with the BID who are about to rebrand themselves and are keen to involve this work in what they're doing.

Roadmap

1. March 22, first phase consultation
2. April 22, Second phase consultation
3. May 22, Positioning review
4. June 22, Brand event
5. December 22, Launch
6. January 23, Collaborative delivery to agreed strategic plan.

KPI REPORT Q4

The report was taken as read.

Points to note

- First full year of KPI's and progress is being made every quarter, but still a way to go.
- Cinema Net Promoter Score is up 4 points, audiences are progressively coming back and are happy.
- Employee NPS has been discussed with the new HR manager and we will be pulling this forward.
- We've reached a lot more families with Cultural Learning, which is really promising.
- The new dashboard shows 97% of 2017 was equal to the second half of 2021 in terms of the Cinema, a fantastic second half of the year.
- There's a different way of measuring implemented at Standalone Farm since the introduction of digital ticketing. There was a significant increase in the Gift Aid claim.
- There's also a lot more activity at the Gallery
- Recognise need to continue to develop measures

CEO's REPORT

The report was taken as read.

Trustee Elections

John Coling and John Hillson were elected to the Board of Trustees. They will officially attend the next Board meeting in May.

Governor Role Review

Changes after the paper was circulated.

- Page 2 – proposal to take out Nominated and General governors ahead of the statement 'encouraged to take a lead on areas of interest'.
- Time commitment – added in a note so that it reads 'membership of a committee or working group will typically average a further 4 hours per month'.

This will form part of the process for the next nomination due to a vacancy of a Sporting Activities governor and will also be used for the 2022 elected governor campaign.

The Trustees AGREED the proposal in principle.

Governor Elections

HF to write to every household to encourage those not on the open register of electors to register with HF directly to vote. This will be done in the next couple of weeks. Invitations for Governor applications will go out in May. The elections will take place in September with elected governors taking up their roles on 1st October. GF is happy to speak to anyone who would like more information.

Equality, Diversity and Inclusion Programme

Staff training has started, with good feedback so far, all staff will have completed some training by June. The EDI policy statement is being developed.

Staffing Update

One Garden City feels as though it's returning to 'normal' but we have retained some Covid measures, such as Lateral Flow Testing.

Community Awards

To be announced at the end of March with the winners who are the Romanian Society and Hands in Hand, a local care company.

Town Centre Strategy Group

The group is re-established and will be looking at the early research findings in early April which will feed into the Council's own work on the town centre.

Co-working space

Work is continuing on the co-working agenda.

Ernest Gardner Treatment Centre (EGTC)

In September the Board agreed in principle the letting of the EGTC to the Hospice.

EXECUTIVE DIRECTOR – COMMUNITIES, CULTURE and HERITAGE

The report is taken as read.

Points to note

Standalone Farm

- Reopened with a positive first few weeks.
- Car park planning application in progress.
- Consultants engaged for the barns and play and giving exciting data for returns on our investment

Culture Strategy

- Now with designers and formal launch plans in place. .

Fundraising

- Secured a further £40k from National Lottery Heritage Fund and £28k from the Arts Fund.
- This helps to secure the current resource requirements for 2022.
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Activities

- There's a detailed list of activities in the report, we're open and operating and delivering activities for families.

Cultural Learning

- Family Arts is fully subscribed with two sessions every weekend
- Delivering family programmes within the school holidays

Communities Team

- Pushing ahead with the Hospice and the health hub they're delivering.
 - 8-10 older people attending
 - Making inroads into isolation.
- CVS have engaged with us, now starting to put in place plans around a structured voluntary support sector.
 - Mapping the gaps in skills and how we can meet them
- Continuing to work with Citizens Advice, but it's sobering news that their waiting list is increasing and the economy is impacting on more families all the time.

Grants Programme

- Jubilee Funding has been made available.

Good News Stories

- Herts Disability Sports Foundation project to upcycle bikes resulted in 140 bikes being donated and stored at Standalone Farm.

Crisis Fund

This has been made available for the past two years to community partners and supported 21 families last year. The fund is distributed to individuals facing economic crises.

The Trustees AGREED a Grant fund of £11k for the crisis fund.

EXECUTIVE DIRECTOR – STEWARDSHIP and DEVELOPMENT

The report is taken as read

Points to note

Heritage Advisory Service (HAS)

This has been another record year with low numbers of staff.

Environment and Sustainability

Sustainable Travel Towns. The action plan is evolving nicely. GH to launch the Jubilee planting programme next week with Jackie's Drop-In. Planting three red oaks on the meadow land at the end of Meadow Way and South View with a bigger programme in the autumn.

The Trustees AGREED The appointment of the new HAC Chair

The Trustees NOTED that the Chair of the Board will remain Chair of the HAC until a replacement is appointed.

The Trustees AGREED that the new Chair of the HAC undertakes a review of the membership and operation of the Committee, including how it manages conflict of interest, and reports back to the Board at the September meeting.

The Trustees AGREED to appoint a Chair to HAC at the next Board meeting (May 2022)

EXECUTIVE DIRECTOR – FINANCE

The reports Management Accounts and Risk Register are taken as read.

The Trustees NOTED the Management Accounts

The Trustees NOTED the Risk Register

EXECUTIVE DIRECTOR – PROPERTY

The report is taken as read

Rose Car Park

- Located at the back of the estate agents next to Premier Inn.
- Currently an unmade gravel car park taken out of use due to trips and falls hazards.
- Proposal to put it back to a car park creating income.
- This will also be greened to make a garden.

The Trustees AGREED to the proposal to recreate the Rose Car Park.

The Trustees NOTED the update.

PAPERS TO NOTE

Grants Committee

The Trustees noted the following awards made in December 2021

- £15,000 to the Grange Community Fellowship Association to refurbish the kitchen.
- £6,008 to the Angels Support Group for families with children with ADHD and ASD.
- £200 to the Letchworth Howard Rotary Club towards a theatre visit for families supported by Home Start.
- £15,000 to Letchworth Civic Trust
- £14,280 to Letchworth Foodbank
- The Communities Looking Forward budget awarded a total of £111,006 in 2021.

Householders Application Committee

The Trustees noted the following decisions


- Abbots Road, frontage works – Refused
- Baldock Road, Dormer window, retrospective – Approved
- Lawrence Avenue, side extension – Refused
- Wilbury Hills Road, rear extension – Refused
- Bedford Road, rear extension – Refused in its current form
- Station Way, rear and side extensions – Approved
- Willian Way, advertising display – Agreed, temporary structure

Heritage Advice Service report, January 2021.

- 71 Residential applications
- 16 Pre-application advice
- Total applications in 2021 837

NEXT MEETING 3rd May 2022

There being no further business the meeting was closed AT 19.30

Signed 

Dated 03/05/2022