

**LETCHWORTH GARDEN CITY HERITAGE FOUNDATION**

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

**PARTS I AND II MINUTES OF THE 315<sup>th</sup> BOARD OF TRUSTEES MEETING  
HELD ON 16<sup>th</sup> MAY 2023 AT ONE GARDEN CITY, BROADWAY,  
LETCHWORTH GARDEN CITY, SG6 3BF and via VIDEO LINK**

<b>Present:</b>	GARETH HAWKINS (Chair)	<b>GH</b>
"	CHRIS PATTISON (Vice-Chair)	<b>CP</b>
"	JOANNA DEW	<b>JD</b>
"	JOHN COLING	<b>JC</b>
"	JOHN HILLSON	<b>JH</b>
"	KEVIN JONES	<b>KJ</b>
"	LUCY GRAVATT	<b>LG</b>
"	MICHAEL COLLINS	<b>MiC</b>
"	SIMON FRANKLIN	<b>SF</b>
"	TERRY HONE – HCC Nominated Trustee	<b>TH</b>
"	IAN MANTLE – NHC Nominated Trustee	<b>IM</b>
<b>In attendance:</b>	Graham Fisher (Chief Executive)	<b>GF</b>
"	Mark Coles (Executive Director – Property)	<b>MaC</b>
"	Matt Peak (Executive Director – Finance)	<b>MP</b>
"	Stuart Sapsford (Executive Director – Communities, Culture and Heritage)	<b>SS</b>
"	Jo Walker (Governance Support Executive)	<b>JW</b>
"	Michael Tourville – Beavers and Struthers	<b>MT</b>
"	Joseph McCann – Beavers and Struthers	<b>JM</b>

**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 Roger McIntyre-Brown, Amanda Egbe, David Ames

Welcome all

**MINUTES**

Minutes 37/04/23 to 72/03/23 of the 314<sup>th</sup> meeting held on 7<sup>th</sup> March 2023 were agreed and signed as a true record.

**DECLARATIONS OF INTEREST**

None

**EXECUTIVE DIRECTOR – FINANCE**

Annual Audit and Accounts

The paper is taken as read.

MP noted some of the challenges. especially with obtaining information and constant changes in regard to Savills. The finance team had been a great help. MP introduced Michael Tourville and Joe McCann from Beevers and Struthers who carried out the audit.

GH thanked MP, the finance team and MT and JM

**The Trustees APPROVED the Annual Report and Financial Statements for the year ended 31 December 2022 (as amended by the Board as appropriate) and authorise the Chair, Vice-Chair, and CEO/Company Secretary to sign.**

**The Trustees AUTHORISED the Chair to sign on behalf of the Board the Representation Letter to the External Auditors, Beever and Struthers**

**The Annual Report and Financial Statements will be circulated to the Governors in line with the normal timing of the Annual General Meeting of the Foundation (June 2023) in accordance with the Rules.**

**ACTION: pdf to be circulated to governors. JW**

- LGCT Accounts are also to be signed off in the same way as LGCHF Accounts and are part of the same process by Beevers and Struthers.
- Accounts are consolidated and are separate to LGCHF.

**The Trustees APPROVED the Annual Report and Financial Statements for the year ended 31 December 2022 (as amended by the Board as appropriate) and authorise the Directors to sign.**

**The Trustees AUTHORISED the Directors to sign on behalf of the Board the Representation Letter to the External Auditors, Beever and Struthers**

#### Management Accounts

The paper is taken as read.

#### Points to note

- Operating surplus for Q1 of £261k, £124k higher than budget
- Difference in cash flow is -£101k
- Big plus for Q1 is rent collection, 96% paying within 90 days, the best for 3 years.
- Voids up to 10.1%, budget is 8.6%

#### Venues

##### Cinema

- Early pressure on revenue budgets for the venues.
- Cinema costs reduced due to reduction in opening hours.
- Assigning the agreed cinema budget reduction to a central contingency managed by Graham.
- Measuring against a 7-day operating model is unhelpful and those savings can be recycled under CEO delegations. [We] will also continue to report year on year sales

##### Farm

- Including the commercial weekend the farm is 27% up year on year.
- 21k visitors, 17k last year, meaningful increase.
- Paid entrance down by c500 people. The promotional event skewed the figures.

##### Arts and Heritage

- Q1 all about cost control, helped to offset income budgets.
- Fundraising has brought it £20k, part of the £140k that was conditional on income.
- Income and Fundraising are now more pinned together as discussed in budget controls.
- Other charitable costs, including grants, are all close to budget.

**The Trustees NOTED the update to the Management Accounts.**

## **CEO's REPORT**

The paper is taken as read.

### Points to Note

#### Governor Recruitment

- General Governor recruitment is complete and, from a very strong field, four have been selected for recommendation to the Board for appointment.
  - Faiza Spittles
  - Sam Villis
  - Tabitha Wilson
  - Lynne Ceeney
- There were other candidates who were also very strong and [we'll] try and keep them interested for when the next vacancy in the General Governor category occurs (October 2023)
- Those put forward require formal appointment by the Board.

**The Trustees AGREED to appoint the candidates listed as General Governors for an initial term of five years.**

- There have been two nominated governor positions vacant for some time and, despite two campaigns there were no applications. Two of the applicants for general governor have applied to be nominated governors.
  - Charles Chong, Social Welfare
  - Mick Johal, Sporting Activities

**The Trustees AGREED to the two candidates listed to be appointed as Nominated Governors for an initial term of five years.**

- Once all are in place, an induction will be carried out, hopefully before the next governor's meeting in June.
- This year [we] actively recruited for more diverse candidates, particularly women and black and ethnic minorities.
- Applicants said this gave them the confidence to reply.

#### Strategic Property Committee

**The Trustees AGREED to the appointments of Chris Pattison (Chair) and John Coling (Vice-Chair) of the Strategic Property Committee.**

#### Town Centre CCTV

##### Points to note

- HF previously funded CCTV in the town centre as part of the Streetscene works in 2010.
- Covid budgeting identified this as a possible cost-saving initiative as, as well as the annual fee, the cameras were at their end of life.
- The negotiations with NHC, HCC and the CCTV partnership have taken place and [we're] now in the notice period with an annual saving

**The majority of Trustees AGREED to a one-off payment of £10k to NHC for replacement**

**CCTV cameras. Payment to be made after upgraded cameras have been installed.**

## **EXECUTIVE DIRECTOR – PROPERTY**

The paper is taken as read.

### Points to note

- Update on modelling Preventative Planned Maintenance for the next 10 years.
- HF have a mix of properties for which [we] retain elements of the buildings to maintain. Obligations range from the whole building to just the roof.
- Exercise undertaken in 2014 but, due to the credit crunch and pandemic, we're lagging by c5 years.
- Currently rebuilding where we've got to and collecting new survey work to assist with our predictive picture.
- There are some significant challenges.
- Some buildings require wholesale refurbishment as the contents are coming to the end of their life expectancy.
- A lot to do in the town centre.
- Currently spending money where we need to, starting at the 2014 point.
- Tender is out for the Arcade roof.

### Discussion points

- The programme is mostly being driven by urgency and decay.
- There's an overlap between the PPM works and the upgrades to EPC ratings.
- Residential accommodation with single glazed windows isn't the standard any more.
- Some residential properties may need as much as £30-£40k to bring them up to EPC standard.
- Government changes to the algorithm means that changing from gas to electricity heating increases the EPC rating.
- EPC on commercial buildings is driven by carbon reduction.
- EPC on residential buildings is driven by cost in use.
- Need a summary to understand the strategy and timeline, the next steps and how that's going to impact the budget.
- Hoping to get that information by the end of they year and put the data into models to try to work out costs for 2024.
- Cost could be c30/50k higher than what's been seen.
- Also facing challenges with sinking funds.
- Total of £62m over 6 years across all buildings.

**ACTION: Short paper to be circulated for strategy and timeline [you're] working to. MaC**

### Clarion Leases Points to Note

- HF previously owned 300 residential properties disposed of to William Sutton Trust (now Clarion).
- The disposal was on 2 leases – 25 years and 125 years term.
- 25-year lease runs out in 2027 and the properties will revert to HF.
- Option to buy (OTB) on both leases, 125-year lease OTB expired 2002.

- OTB still exists on 25-year lease, but is discretionary.
- Selling the properties is entirely discretionary. Discussion Points
- There would be additional liabilities to HF should they come back, including raising the EPC to 'C'.
- This liability currently sits with Clarion.

**The Trustees AGREED to update the Option to Buy Policy applying to properties held on this 25-year lease.**

## **EXECUTIVE DIRECTOR – COMMUNITIES, CULTURE and HERITAGE**

### Broadway Cinema Points to Note

- Pricing has been increased as agreed.
- Closed Monday and Tuesday, making energy efficiency savings.
- Closing dates haven't been met with adverse reactions.
- Extended the community programme and [we're] working with community groups.
- Further meetings to explore the theatre offer.
- Struggle for cinemas is still very evident, Odeon have shut down a further 5 cinemas.
- In line with other cinemas nationally. Event cinema recovering at a better rate, which helps with generating income.
- Very encouraging responses from the customer survey.
- Net Promoter Score (NPS) is 1 below previous, which is still encouraging as that was during the pandemic.
- People are loyal to the cinema, there are many positive comments.
- February and March content probably contributed to the downturn for those months.
- April's upturn can be attributed to Easter holidays and good family content.
- Sales revenue for whole year are £113k, budgeted at £103k, last year £108k.
- Options for Cinema
- Loyalty programme to increase revenue.
- No consistent approach to these programmes.
- There are crude calculations in the paper, but we don't have a CRM system in place at the moment so we don't have anyway of storing data intelligence from customers.
- Marketing is very ad-hoc at the moment, and spread to the masses.
- The loyalty programme recommended is Movio, as used by major cinema chains.
- [We] currently have 14k membership to Broadway Plus, 50% of whom would be expected to join the loyalty scheme.
- Figures for the first year are fairly conservative and will build slowly.
- Expectations are that the membership will build slowly.

### Further Discussion Points

- Tender process not carried out as other providers won't integrate with Vista.
- This price has been negotiated and is now discounted heavily.

**ACTION: The Trustees AGREED the introduction of a loyalty scheme in line with the costs outlined above. SS**

### Great Place to Live/Grow up

Update paper for noting prior to the Board Awayday.

### Discussion points

Good paper, hoped to see more on mental health to inform the Board if [we] are investing in the right place for mental health within our charitable objects.

- An event two weeks ago with 35 community partners, a true collaborative approach which is developing into a complete consultative programme. HF have been asked to lead and be the driving force.

**The Trustees NOTED the update to the Great Place to Live/Grow Up paper**

Key Performance Indicators (KPI's)

Points to note

- Additions to KPI's are 7) Customer Satisfaction; 19) Income; 20) 21) 22, Property Maintenance; 23) Fundraising.
- Volunteering numbers will be added to the next KPI report.
- Much more positive feedback than expected.
- Numbers are too small at the moment, once [we] have more evidence we can shout about it.
- KPI 11) tracking of internal audit is progressing. Some are fully implemented, but there are still a number that are partially completed which are a challenge.
- Just to note that the R&IAC have discussed them and results from the internal auditors are a partial assurance.
- The pathway is for smart actions and to set smart targets to deliver against.
- When actions are taken, sometimes there's debate as to whether some actions could be grouped together.
- Capacity of officers is also a risk to the organisation.
- The leadership away day recently discussed what it would cost to increase capacity.
- The R&IAC have asked if more resources are needed to be compliant.

**SPIRELLA SWITCH UPGRADE**

Points to Note

**ACTION: The Trustees AGREED to DEFER a decision on the Switch Upgrade to the next meeting.**

**PAPERS TO NOTE**

Grants Committee Minutes 24<sup>th</sup> March 2023

Grant Applications

Grant Applicant	Amount Awarded	Charitable Object
Variety Express	£2,500	Object 2
Home Start - Herts	£15,000	Object 3
Letchworth Film Club	£845	Object 2
St George's Church Spire	£8,000	Object 1
SADA (Domestic Abuse Charity)	£14,000	Object 4
PATCHATT	Refused	N/A
1 <sup>st</sup> GC Ladies Group	£250	Object 2

Residential Statutory Completions 16<sup>th</sup> May 2023

Period	Number of Completions	Total Premiums
February 2023	5	£49,919.00

March 2023	2	£28.00
<b>Total</b>		<b>£49,947.00</b>

Householder Applications Committee Minutes 10<sup>th</sup> February, 24<sup>th</sup> March, 14<sup>th</sup> April  
Applications

Willian Way, Garage/Outbuilding -Retrospective	Refused
Highfield, Outbuilding	Approved
Runnalow, Rear extension with roof lights	Refused
South View, Felling of Tree	Approved
Runnalow, single storey rear extension, outbuilding	Approved

Heritage Advice Service Summary reports, February, March and April 2023  
Applications Summary

From:		Running Total	Board	HAC	AMC	Independent Inspector
To:	01/02/23 28/02/23	01/01/23 28/02/23	01/02/2 3 28/02/2 3	01/02/2 3 28/02/2 3	01/02/2 3 28/02/2 3	01/02/23 28/02/23
Residential Applications	73	143	0	10	0	0
Pre-application Advice	16	37	-	-	-	-
Running Totals	89	180	0	10	2	0

Total Residential Applications – Annual Comparison

	No. of Applications	Board/HAC	AMC	Independent Inspector
01/01/2021-31/12/2021	837	48	9	3
01/01/2022-31/12/2022	854	41	13	1

Risk and Internal Audit Committee Minutes 20<sup>th</sup> February 2023  
Health and Safety Update  
Strategic Property Committee Meeting Notes 20<sup>th</sup> March 2023

**The Trustees NOTED the papers to note.**

**ANY OTHER BUSINESS**

SF asked the Board to note the reduced pressure on the water supply on the Grange Estate. Mainly due to the way the supply was piped to the houses when they were built. Affinity Water have commented that the LG1 development won't impact the Grange. [I] think this needs to be questioned.

**ACTION: The issue of water pressure on the Grange to be picked up at the next SPC meeting.**

**NEXT MEETING**  
**11<sup>th</sup> July 2023**

**There being no further business the meeting was closed at 19:50**

Signed  Dated .....11<sup>th</sup> July 2023