

LETCWORTH 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 317th BOARD OF TRUSTEES MEETING HELD ON 19th SEPTEMBER 2023 AT ONE GARDEN CITY, BROADWAY, LETCWORTH GARDEN CITY, SG6 3BF

Present:	GARETH HAWKINS (Chair)	GH
	AMANDA EGBE	AE
	JOHN COLING	JC
	JOHN HILLSON	JH
	KEVIN JONES	KJ
	LUCY GRAVATT	LG
	MICHAEL COLLINS	MIC
	ROGER MCINTYRE-BROWN	RMB
	SIMON FRANKLIN	SF
	TERRY HONE – HCC Nominated Trustee	TH
	IAN MANTLE – NHC Nominated Trustee	IM
In attendance:	Graham Fisher (Chief Executive)	GF
	Mark Coles (Executive Director – Property)	MAC
	Matt Peak (Executive Director – Finance)	MP
	Stuart Sapsford (Executive Director – Communities, Culture and Heritage)	SS
	Kerry Kyriacou (Director of Regeneration and Growth)	KK
	Jo Walker (Governance Support Executive)	JW
Apologies:	CHRIS PATTISON (Vice-Chair)	CP
	JOANNA DEW	JD

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 Chris Pattison and Joanna Dew

The Chair welcomed all to the meeting

Kerry Kyriacou introduced himself to the Board and gave a brief update on his role and the work he's done so far; meeting external stakeholders and others to get a deeper understanding of the context of the work so far. Currently working on a strategy to bring to the Board.

MINUTES

Minutes of the 316th meeting held on 11th July 2023 were agreed and signed as a true record.

DECLARATIONS OF INTEREST

John Hillson, 26 Lytton Avenue. Simon Franklin LG1 site

EXECUTIVE DIRECTOR – FINANCE

Points to note

- Operating surplus of 678,000 after seven months of the year. £0.5m higher than budgeted for.
- Free cash flow is positive, in context of a full budget of -£1.5m.
- Rent collection remains strong, 91% paid within 35 days.
- Arrears down £0.5m lower than previous quarter with just £98k written off.
- Cinema income up in July income totalling £182k. Average income previously was c£86k per month.
- Support costs c2% below budget.
- Voids up to 11.5% against a budget of 9.7%.

Discussion points

- Consideration should be given in regard to the cinema as the strikes in the US are affecting all productions and will have an impact on cinema attendance.
- Cinema subsidy is currently £211k, £60k better than budget. Audiences will come in if it's the right content. The annual subsidy will be c£400k. The loyalty programme next year will be about £104k pa.
- Future Board meetings to have info re expectations in terms of film releases or KPI updates.
- The front of the cinema should show what's on, so many people walk past the cinema and it could help to catch some people. Not everyone uses on-line media to find out what films are on. This was also flagged at the cinema consultation. We're very good at advertising on-line but are ignoring the more traditional methods such as posters outside the cinema or in shops. There's work that needs to be done in maximising the audience.

MP left the meeting 17:15

PAPERS TO NOTE

KPI Dashboard

Discussion Points

- There are new KPI's within the dashboard, 24 and 25
- PPM is becoming significant, there will probably be an additional layer towards the end of the year.
- Adding and layering the impact KPI's as well.
- A number of questions raised around response@letchworth.com HF isn't being as responsive as it could.

AE left the meeting 17:30

Grants Committee

Applicant	Award	Charitable Object
Headway Herts	£5,000	4, Health & Wellbeing
Letchworth Music Club	£0	None
First Garden City Homes	£742	2, Recreation and Leisure
Walk the Walk	£0	None
Khalsa Football Academy	£6,102	2, Recreation and Leisure
Imajica Theatre Co.	£0	None
Age UK	£0	None
All Saints Church, Willian	£7,500	2, Recreation and Leisure

Sadie Centre	£0 – Deferred	None
Pathway Still	£0 – Deferred	None
Grange Table Tennis Club	£0 – Deferred	None

HAC minutes July 2023

South View	Part single, part two storey rear extension, new side window, replacement windows, garage door, alterations to garage door opening, rooflights	Refused
Westholm	Annex	Approved
Willian Way	Outbuilding	Approved

Total Residential Applications and Pre-Application Submissions:

		Running Total	Board	HAC	AMC	Independent Inspector
From:	01/08/23	01/01/23	01/08/23	01/08/2	01/08/2	01/08/23
To:	31/08/23	31/08/23	31/08/23	3 31/08/2 3	3 31/08/2 3	31/08/23
Residential Applications	65	568	0	0	0	0
Pre-application Advice	16	106	-	-	-	-
Running Totals	81	674	0	25	8	3

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

The Trustees NOTED the papers

STRATEGY 2028

- Put forward a new vision focussing on the Garden City and the balance of town and country and opportunities provided by a place based foundation.
- Changed the mission statement to more explicitly talk about managing the Garden City estate and our investment portfolio, unlike the previous mission statement.
- Strategic priorities on improving the Foundation’s financial resilience, low carbon economy estate, sustainable heritage, children and young people, culture, nature and wellbeing and poverty and prosperity.

CEO’s REPORT

- HF now subject to the FCA consumer duty. A new requirement to implement before 2024.
- A new act, Martin’s Law, is creating a duty on venues to take steps to improve public safety and reduce the risk of terrorism. No timetable available yet for its introduction.

The Trustees NOTED the governance updated from the FCA and Charities Commission and Martyn's Law

- Governor recruitment on hold until next year when we will recruit 2 general and 1 nominated governor. Trustee recruitment will be undertaken at the same time. Trustee skills audit to be carried out to put together a role profile based on skills gap. More business skills will be needed on the Board.
- Governor skills audit to be carried out prior to governor recruitment.

The Trustees AGREED the governor recruitment timetable

- A 69% response to the Trustee EDI survey. The deadline will be extended to allow others to participate.

The Trustees NOTED the update and partner report

EXECUTIVE DIRECTOR – PROPERTY

The paper is taken as read

Property Update Presentation

Points to note

- Spirella Café lease completed, including the ballroom kitchen.
- Spirella reception to be refurbished and remodelled.
- 5th Scouts may move in temporarily due to the closure of their Spring Road hut.
- Environmental monitoring equipment led to 20% saving in energy use.
- Income is up, rent collection is strong, arrears are reducing but voids are slightly over the budgeted 9.7%.
- 23 new units have been let, 9 lease renewals
- Nexus building is 95% let.

Total HAS Applications up to August 2023

- 568 Applications
- 106 Pre-app advice
- 25 HAC referrals
- 1 Independent inspector referral
- There have been 4 case officers dealing with all the applications, 2 are part time. An assistant graduate is about to join the team.
- Approx 35 cases in hand for each officer at any one time.
- There is a backlog, staff left and it took a while to replace them, so resource is an issue.
- Speed of response can be an issue in feedback

Town Centre

- HF not affected financially by the closure of the Wilkinson's store.

Discussion Points

- We don't have the resource for the amount of work there is to do or to deliver strategy 2028. We're conducting a resource & skills review of the property team.
- Resources are strained for the review of the Agriculture Estate, we'll find out the timeline at the end of September.

The Trustees NOTED the Property Update

EXECUTIVE DIRECTOR – COMMUNITIES, CULTURE and HERITAGE

Museum Feasibility Report – Arts and Cultural Centre

- This is ambitious but [we] think [we] can create something regionally distinctive in the town centre. Discussions with the Arts and Heritage Sub Committee (AHSC), largely in support of taking this forward to the feasibility stage to test some of the those outlined in the paper.
- Additional work needed.
 - Develop a collective vision for the centre and wider arts and heritage offer.
 - Address audience development potential.
- Likely to be a 4 – 5 year programme. Initial phase is to:
 - Secure some funding from NLHF
 - Economic impact assessment
 - Put together a revenue budget
 - Develop a consultation plan
 - Talk to partners in more detail.
 - To understand the delivery model, as previously discussed, a separate charity or body to be able to take this forward.
- It will provide a town centre anchor and support focus on the town centre.

The Trustees AGREED to support an expression of interest to National Lottery Heritage Fund (NLHF) to secure development funding

The Trustees AGREED to commit to provide 10% match fund revenue in 2024 – £20k towards the development study

The Trustees AGREED to support for future consideration of a capital commitment, to provide reassurance to NLHF.

Community Transport transfer to GHH

- Tried the model but it hasn't worked. Resource intensive to manage, a drain on Alastair Stewart's time. Aligns with the Hospice's plan and they will make better use of the buses. League of Friends will fund for three years, £5k pa. HF volunteers will be offered the opportunity to continue in this role.


The Trustees APPROVED the transfer of asset and community transport service to Garden House Hospice.

ANY OTHER BUSINESS

GF – There will be a Brand Letchworth board to view progress prior to the GF – Governor Strategy 2028 meeting in October (date to be confirmed). The launch will be January 2024.

NEXT MEETING 28th November 2023

There being no further business the meeting was closed AT 20:10

Signed 

Dated 28/11/2023