

**Hereford Stronger Towns Board Meeting  
Friday 1<sup>st</sup> March 2024 (8.30 am – 10.00 am),  
held at Hereford College of Arts and via Zoom  
Notes and Action Points**

<b>Chair:</b>	<b>Abigail Appleton</b>	AA	Principal, Hereford College of Arts
<b>Board Present:</b>	<b>Cat Hornsey</b>	CH	Councillor, Hereford City
	<b>Frank Myers</b>	FM	Herefordshire Business Board/Marches LEP
	<b>James Newby</b>	JNe	Chief Officer, NMITE
	<b>Ruth Parry</b>	RP	Director Operations & Marketing, Simple Design Works Ltd
	<b>Lauren Rogers</b>	LR	Rural Media Company (until 9.00 am)
	<b>Paul Stevens</b>	PS	Hereford Business Improvement District
<b>Other Attendees:</b>	<b>Ivan Annibal</b>	IA	Rose Regeneration (RR)
	<b>Alex Collins</b>	AC	DLUHC
	<b>Joni Hughes</b>	JH	Portfolio Manager, Capital Development, HC
	<b>Andrew Lovegrove</b>	AL	Chief Finance Officer, Herefordshire Council
<b>Apologies/Absent:</b>	<b>Christian Dangerfield</b>	CD	Rose Regeneration (RR)
	<b>Judith Faux</b>	JF	Trustee, HVOSS
	<b>Grace Joiner</b>	GJ	Youth Board Member
	<b>Jesse Norman</b>	JNo	MP for Hereford and South Herefordshire
	<b>Elizabeth Parbutt</b>	EP	Orphan's
	<b>Paul Walker</b>	PW	Chief Executive, Herefordshire Council
<b>Notes:</b>	<b>Jan Bailey</b>	JB	Herefordshire Business Board

**Summary of Actions**

<b>Item</b>	<b>Notes</b>	<b>Action</b>
5.1.1	Schedule remaining PIDs and other reports to come to PDG.	RR
5.2	Arrange for Greening the City Project Leaders to provide an update on progress to PDG.	RR
5.3	Arrange for Encore Project Leaders to provide an update on progress to PDG	RR
5.4	Wyeside project payments – staged process to be introduced.	JH
5.5	Develop proforma for Projects to complete regarding forthcoming expenditure.	RR
5.7	Add future Board meeting structure/frequency to next month's meeting Agenda.	RR
6.6	Arrange PDG meeting to take place before April Board meeting to discuss Southside issues.	RR
7.1	Circulate Communications Report to members	JB
7.4	Check period of extension allowable for comms contract with Orphan's	JH
7.5	Ask Orphan's to provide end of year comms report, including performance against original objectives	AA
7.6	Set up group to coordinate Board Members'/Projects' views on future comms support	AA

<b>Item</b>	<b>Notes</b>	<b>Action</b>
1.	<b>Welcome and Apologies</b>	

1.1	The Chair welcomed everyone to the meeting. Apologies and absences are as noted above.																						
2.	<b>Declarations of Interest</b>																						
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3.	<b>Minutes of the STF Board Meeting held on 2 February 2024</b>																						
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4.	<b>Matters Arising</b>																						
4.1	Please see updated actions table below.																						
	<table border="1"> <thead> <tr> <th>Item</th> <th>Notes</th> <th>Action</th> </tr> </thead> <tbody> <tr> <td>5.6</td> <td>Face-to-face meeting to be set up to discuss the 'creative phase' of the Museum and Art Gallery Project</td> <td><b>PW/RA/RR – ongoing – trying to find a suitable date</b></td> </tr> <tr> <td>6.2</td> <td>Schedule remaining Project PIDs to be presented at PDG</td> <td><b>In hand</b></td> </tr> <tr> <td>8.1</td> <td>Submit final Library/Resource Centre PAR to DLUHC</td> <td><b>Completed</b></td> </tr> <tr> <td>9.1</td> <td>Inform Board of result of tender for additional Programme Management support for the Southside project</td> <td><b>Completed / Agenda</b></td> </tr> <tr> <td>10.2</td> <td>Prepare future comms support discussion document with comms group</td> <td><b>Outstanding / Agenda</b></td> </tr> <tr> <td>11.3</td> <td>Liaise with CH regarding youth/younger members' recruitment</td> <td><b>Completed / On going</b></td> </tr> </tbody> </table>	Item	Notes	Action	5.6	Face-to-face meeting to be set up to discuss the 'creative phase' of the Museum and Art Gallery Project	<b>PW/RA/RR – ongoing – trying to find a suitable date</b>	6.2	Schedule remaining Project PIDs to be presented at PDG	<b>In hand</b>	8.1	Submit final Library/Resource Centre PAR to DLUHC	<b>Completed</b>	9.1	Inform Board of result of tender for additional Programme Management support for the Southside project	<b>Completed / Agenda</b>	10.2	Prepare future comms support discussion document with comms group	<b>Outstanding / Agenda</b>	11.3	Liaise with CH regarding youth/younger members' recruitment	<b>Completed / On going</b>	
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	There were no other matters arising.																						
5.	<b>Progress Report, Programme Review and Budget</b> <b>NB: Board Papers can be <a href="#">viewed via this link</a>.</b>																						
5.1	IA Referred to the Board Report, as follows:																						
5.1.1	<b>PIDs (Project Initiation Documents):</b> IA advised there is no substantive change to the last Board report. A number of PIDs are outstanding and will be scheduled by RR to come to PDG meetings. Separate detailed discussions will be held regarding the Library and Museum projects. Also noted that Powerhouse has only just approved their Financial Agreement, so PID will come later and that the Skateboard Project is now open and consideration will be needed by PDG to its revenue proposals.	<b>RR</b>																					
5.1.2	<b>Match Funding:</b> IA highlighted again the slight increase shown in the report in match funding due to arrangements with the Library project.																						
5.1.3	<b>Programme Management Budget:</b> IA referred to the report contained within the Board papers, including an outline of possible future claims against this budget.																						

5.1.4	<b>Programme Risk Register:</b> IA highlighted changes to the Risk Register since the last Board meeting, which have been highlighted in red in the report. He advised that the focus of RR is on encouraging projects to spend their budget as soon as they can (as appropriate) rather than leaving it until the end of the programme.	
5.1.5	<b>Project Milestones and Programme RAG status:</b> IA referred to the charts contained in the Board report. Particular reference was made to the Museum and Art Gallery and Southside projects, which have important milestones coming up.	
5.2	PS asked for an update on the Greening of the City project, particularly with regard to the cycle track element. FM requested information on the location for the sedum bus shelters, which are part of this project. RR will ask the Project Leaders to come to a future PDG to report on progress.	RR
5.3	FM asked for latest information on the Encore project premises negotiations. In JF's absence, PS confirmed his understanding that these were progressing well. The Chair asked RR to arrange for an update from the Project Leaders to PDG.	RR
5.4	JNe asked for clarification regarding the amber RAG status given to the Wyeside project. RR said that although this project was being professionally managed, he had some concerns regarding governance arrangements.. Board asked JH to include an additional stage in payment of future claims from the Project Leaders so that they have oversight of project decision making.	JH
5.5	The Chair asked RR to develop a template for all projects to highlight major forthcoming claims against their budgets. FM said he supported this so long as it doesn't introduce significant additional delays for projects. IA said he would be happy to develop this proforma and ask projects to submit it on a monthly basis, provided RR are not responsible for chasing it. These reports could then be regularly reviewed at future PDG meetings.	RR
5.6	IA suggested members review the future structure and frequency of Board meetings in the light of focus now shifting for all projects to the delivery phase. To be further discussed at next month's Board meeting.	RR
5.7	<b>Budget Profile/Highlights:</b> IA referred to the budget information contained within the Board report.	
6.	<b>Southside Programme Management</b>	
6.1	IA referred to the information contained with slides 36 and 37 of the <a href="#">Board Report</a> .	
6.2	Following RR's appointment (after tender) to provide additional programme management support to the Project Leaders, IA provided an update on the current position. He highlighted in particular four major milestones now facing the project: <ul style="list-style-type: none"> <li>• Outcome of final planning considerations</li> <li>• Confirmation of final funding gap and development of a strategy to resolve</li> </ul>	

<p><b>6.3</b></p> <p><b>6.4</b></p> <p><b>6.5</b></p> <p><b>6.6</b></p>	<ul style="list-style-type: none"> <li>• Identification of Employer’s Agent arrangement to manage the capital build element of the project</li> <li>• Letting of a tender for the construction of the building</li> </ul> <p>IA provided some additional information on these milestones as follows:</p> <ul style="list-style-type: none"> <li>• Planning resolution needed by the end of May 2024 so that other procurement stages can proceed smoothly</li> <li>• Funding gap will depend on the contingency amount allowed and the percentage of VAT that is assumed to be reclaimable. IA explained that the projected funding gap for the project will be significantly affected according to whether a cautious or optimistic approach is taken. Further discussion is needed on this point, but a decision on approach must be taken by May 2024 so that a suitable strategy can be put in place to close the gap and so that it is possible to secure a suitable building contractor.</li> <li>• An Employer’s Agent will be needed to manage the capital build with effect from May 2022. Advice is being sought from the Castle Green Project Leaders who have appointed to a similar role.</li> <li>• A decision will be needed regarding whether the tender for construction is released as a one or two stage process. Herefordshire Council have agreed to provide access to their approved supplier list, but the tender needs to be let by August 2024 in order to meet project milestones.</li> </ul> <p>IA further advised that a Project Adjustment Request (PAR) will need to be submitted to DLUHC before the end of May to highlight the changes to the project. In particular, to the building configuration, NMITE’s reduced involvement in the project and any changes to the project outputs.</p> <p>In response to a query from PS, JNe confirmed that in relation to the project’s original FBC (Full Business Case), NMITE’s planned activities/outputs remained the same. The change is that NMITE will no longer have a base within the new building, which will necessarily change the way NMITE’s involvement is organised and run.</p> <p>RR will arrange a PDG meeting to discuss the above points as well as governance and accountability arrangements for the project. This to be held before the April Board meeting (scheduled for 5 April). The Chair asked AC if he had any comment on the updated situation. AC confirmed he supported the approach being taken.</p>	<p>RR</p>
<p><b>7.</b></p> <p><b>7.1</b></p> <p><b>7.2</b></p> <p><b>7.3</b></p>	<p><b>Communications Update</b></p> <p>EP was not present at today’s meeting, however a communications report will be circulated to members shortly.</p> <p>The Chair reminded members that Orphan’s contract will end at the end of March 2024. JH reminded the Board that they had supported an additional comms piece of work with Orphan’s which had slightly adjusted last year’s contract.</p> <p>Members agreed that the contract should be retendered to reflect Board’s communications requirements for the forthcoming period.</p>	<p><b>JB</b></p>

7.4	In the interim, the Board agreed that Orphan's contract should be extended for a short period on its existing basis. JH to check and advise regarding the period of extension permissible.	JH
7.5	The Chair said that she will ask EP to produce a comms review of the year report that highlights what has been achieved. RP suggested this includes evidence of how Orphan's have performed against the original contract objectives.	AA
7.6	A sub-group will be set up to coordinate views from Board and Project members as to what they would want from any forthcoming comms contract.	AA
8.	<b>Any Other Business</b>	
8.1	The Chair advised that due to work pressures, LP will be stepping back from Board membership later this year.	
8.2	RP requested a tour of the HCA Digital Skills Centre site when Board next meets at the Arts College. The Chair said she would be happy to accommodate this. She also advised that an official launch event will be held in the spring. Further details to follow.	
9.	<b>Date of Next Meeting</b>	
	Stronger Towns Fund Board: Friday 5 <sup>th</sup> April 2024 at 8.30 – 10.00 am at Hereford College of Arts and online.	