

STRONGER HEREFORD

Notes from a meeting of the STRONGER HEREFORD – PROJECT DEVELOPMENT GROUP (PDG) MEETING held on 27 August 2025 from 8.30 – 9.15 am via MS Teams

Members:	Frank Myers MBE James Newby	FM JN	Chair President & CEO, NMITE
Attendees:	Ivan Annibal Christian Dangerfield Jane Mann Rachael Sanders	IA CD JM RS	Rose Regeneration (RR) Rose Regeneration (RR) Rose Regeneration (RR) Section 151 Officer, Herefordshire Council
Apologies:	Abigail Appleton MBE Graham Biggs Paul Stevens	AA GB PS	Principal, Hereford College of Arts (and Chair of Hereford Stronger Towns Board) Councillor, Herefordshire Council Hereford City BID
Notes:	Jan Bailey	JB	

ITEM	NOTES	ACTION
1.	New Declarations of Interest None	
2.	Belmont Wanderers	
2.1	Attendees discussed the status of the Project Lead's proposal to the Football Foundation, including his alternative modular building proposal.	
2.2	RR will arrange a meeting with the Project Lead to progress project management matters.	RR
2.3	RR to compile a discussion document/brief and delivery milestones to appoint additional project management support for this project, as agreed in principle at the last Board. This to be completed within the next week and emailed to Board members for comment/agreement. Attendees recognised that this would sit alongside ongoing work to develop a business case for alternative construction proposals for the club changing rooms.	RR
3.	Government Office Engagement and Meeting Preparation	
3.1	Attendees discussed recent engagement from the government office, including Sean Dubberley's (SD) request for a meeting to address certain matters raised at the August Board, particularly in relation to the Museum project.	
3.2	IA advised that SD had invited the Chair and himself to attend. Bridget Jones and Alex Collins (government officials) will also be there. AA is unable to attend. RS volunteered to join the meeting, if helpful. IA will forward the invitation and relevant correspondence to her.	IA
3.3	The Chair and IA advised that SD's main interest seems to relate to funding agreements and the potential impact on projects, specifically the museum and Shirehall, and the need for the board to be fully informed about contract situations.	

3.4	Attendees agreed to listen to SD at the meeting rather than sending him any further documentation at this stage. RS confirmed that she will circulate Funding Agreements relating to the Shirehall and Museum projects.	RS
4.	Museum Project Risks and Assurance	RS
4.1	Attendees discussed the risks and assurance processes related to the museum project, including council commitment, risk management, and the need for transparent communication before final decisions are made.	
4.2	The Chair reported that, after speaking with the relevant Cabinet member, there is strong commitment at cabinet level for the museum project to proceed. RS confirmed this aligns with her understanding.	
4.3	RS detailed the council's capital programme monitoring, which includes monthly directorate reviews, quarterly cabinet and scrutiny board oversight, and a major projects forum, ensuring rigorous risk management for large projects.	
4.4	IA raised concerns about the possibility of significant funding gaps emerging and emphasised the importance of the Board having the opportunity to discuss options before the council makes final decisions, rather than being informed after the fact.	
4.5	RS proposed that, due to Paul Walker's (PW) unavailability for the next Board meeting, a dual presentation be made to the PDG and the Board, with PW presenting to the PDG and RS covering the Board meeting, to ensure comprehensive information sharing. RS will liaise with PW's PA regarding his attendance at PDG on 10 September.	
5.	Baselining Methodology and Progress	
5.1	Attendees reviewed the progress of the baselining exercise, including the methodology, scheduling of one-to-one meetings, and the approach to analysing council records and project spend profiles.	
5.2	IA explained that the team has developed a detailed recording methodology, shared it with council contacts, and scheduled most one-to-one meetings, with an initial test discussion planned with Anthea Parker at NMITE to refine the process.	
5.3	The Chair clarified that much of the baselining information is available within council records, and the principal analysis will focus on what has been paid and for what, minimising the burden on project holders.	
5.4	IA emphasised the need for discussions with project leads to understand spend profiles and the meaning of budget lines, as financial data alone may not reflect project progress or appropriateness of expenditure. He outlined two options for feeding back baseline findings to the PDG: either drip-feeding as completed or presenting them in a structured way at a larger meeting, with the group to decide the preferred approach.	
6.	Date of Next Meetings PDG – Fortnightly. The next scheduled meeting is 10 September at 8.30-9.30 am via Teams. Board – Friday 12 September 8.30-10am (hybrid and in person at Hereford College of Arts, College Road campus).	