



HISTORIC ROYAL PALACES

Minutes

Meeting name: Board of Trustees

Time and Date of meeting: 9.30am, 20th July 2022

Location: Hampton Court Palace
Microsoft Teams

Attendees: Rupert Gavin (Chair), Camilla Finlay, Lord Houghton, Sarah Jenkins, Tim Knox, Carole Souter, Sir Michael Stevens, Robert Swannell, Jo Twist, Sue Wilkinson, Michael Wood

In attendance (HRP): John Barnes, Nicola Andrews, Howard Beeston, Jane Crowther, Antonia Newman, Tom O'Leary, Adrian Phillips, Dan Wolfe, Lorna Hudson

Apologies: Lisa Burger, Andrew Jackson

1. Opening Business

- 1.1 The Chair welcomed the Trustees to the meeting; with no comments on the minutes of the previous meeting, these were approved.
- 1.2 On actions arising, the Board noted;
 - 1.2.1 TO'L and DW are working on ways to promote the links with various big name filming projects
 - 1.2.2 DCMS are aware of potential changes to be made to the Royal Charter, and this action will be picked up in the Autumn
 - 1.2.3 MS noted that it was the Financial & Investment Committee which was empowered by the Trustees to approve the final budget with carryovers.

2. Monitoring Performance

- 2.1 **CEO Report July 2022:**
 - 2.1.1 JB introduced a new dashboard style of reporting and asked for feedback as the Executive Board develops this new tool.



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- 2.1.2 Congratulations were noted by the Board for the Development Teams achievements, the Music Festival, and the opening of the Gunpowder Plot experience. TK noted that the Collections Management System needed to be updated, and that the RCT and HRP can share information on potential new systems where commercially possible.
- 2.1.3 CF noted that the adjudication relating to the Hillsborough project could need referral to the ARC, but it is now on hold until September. CF also requested an update on the State of the Estate review.
- 2.1.4 MS & TK leave the meeting.

2.2 Year-End Review Against Budget

- 2.2.1 HB notes whilst the deficit remained at c.£9m, it was better than expected, due to increase in income. The statutory accounts will be presented in the October meeting.

2.3 Performance to Date

- 2.3.1 A strong start to the Financial Year was presented, with a higher level of visitor income seen across all sites. The team is optimistic about Q2, although some concern related to the greater reliance on domestic visitors at a time of economic difficulties, with an air of caution noted related to Q3 and Q4.
- 2.3.2 Whilst the position is welcome, there must remain a tight control of cost and headcount, to achieve the aim of breaking even this year. The Executive Board are focussed upon the competing priorities to reinvest in staff, be in a position to repay the CRF loan, building our reserves, and fulfilling our charitable purpose. This will come to the Trustee Board in October, as part of the strategic discussion.

3. Approval of Research Strategy 2022-2027

- 3.1 This document has been reviewed by the Research Strategy Board, and the Inclusivity Working Group; it reflects a refreshed strategy in line with the cause. The team are submitting applications for research grants, as outlined in the roadmap.

MS & TK return to the meeting.

- 3.2 The Board discussed the paper; Public Engagement team are looking at a study on the audience impact of HRP research. MW noted that HRP researchers are linked



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closely with the Academic World. The Research Strategy Board will remain alive to the themes identified, as well as things we may be saying no to; MW emphasised the need for the work to be accessible and engaging for visitors, as well as good scholarship.

- 3.3 The Trustees commented on the strategies clear alignment with our charitable purpose and discussed ways of ensuring the research is accessible and shared. How to measure the way in which the research delivers our charitable aims is key. TO'L expressed the way in which research drives the content delivered by HRP, and the way in which the two teams (Public Engagement and Palaces and Collections) work closely together.

4. Strategic Discussion Timetable

- 4.1 The paper was taken as read and agreed.

5. Board Effectiveness Report

- 5.1 The paper was taken as read. The committee agreed with the recommendations relating to the IT capability, and that the committees and working groups be reviewed regularly for their use and value to the Board and the Organisation.

6. Approvals

6.1 Foyle Foundation naming proposal

- 6.1.1 The paper requested flexibility for the Development Team to have conversations with the Foundation, which was approved. The due diligence process is to be shared with ARC for such requests.

6.2 Boleyn Ring Acquisition

- 6.2.1 The acquisition, already funded, was approved.

6.3 Licencing Agency Appointment

- 6.3.1 The new agency was approved, providing extra resource in this area. MS requested a report of licences across HRP to be provided to either ARC or FIC.

6.4 Approval of Pension Fund Trustee

- 6.4.1 This was approved.



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6.5 Approval of Severance Payments

6.5.1 Approved as a suitable system of control.

6.6 Matters Reserved for the Board

6.6.1 The trustees discussed this item and agreed JB and Chair would refine further, to find the correct level of scrutiny.

MS & TK leave the meeting.

7. Governance Matters

7.1 People Committee

7.1.1 SJ updated on the last meeting, and the reintroduction of the People Report.

7.2 Governance & Nominations Committee

7.2.1 The Board discussed ways to find the skills identified as needed, to widen the pool of potential applicants, and ensure diversity.

7.3 Finance & Investment Committee

7.3.1 The committee reviewed the Budget and reviewed the payment terms of the CRF loan.

7.4 Digital & Technology Working Group

7.4.1 JT reported the Ticketing provider tender is progressing well, with a good level of due diligence on the shortlist.

7.5 Research Strategy Board

7.5.1 The work of the committee was covered at item 3, above.

7.6 Campaign Board

7.6.1 RS shared praise for the team on a good job, with limited resources. There is a focus on diversity in new members as they are recruited.

8. Superbloom Update

8.1 TO'L to share materials after the meeting.

9. Any Other Business

9.1 JB and the Board noted their thanks to RG and NH for their time as Chair and Constable at HRP.

Next meeting: 25th October 2022, 9.30am, Tower of London



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Meeting Actions

Item	Action	Whom	Status
2.1.3	Hillsborough adjudication may need ARC involvement	AP to confirm if needed in Autumn 2022	TBC
2.1.3	State of the Estate update	AP	Complete – CEO Update October 2022
2.3.2	How HRP can balance investment in staff, repaying CRF, rebuilding reserves, and fulfil its Charitable Purpose	JB	To be covered in strategic session
6.1.1	Naming Rights / Gift Acceptance Due Diligence – process to be shared with ARC	AN	On agenda for next ARC Meeting
6.3.1	Register of licences to be referred to ARC or FIC for review	DW	TBC
6.6.1	JB to refine Matters Reserved for the Board	JB	To follow at January Meeting
8.1	Share Superbloom presentation	TO'L	TBC