



HISTORIC ROYAL PALACES

Minutes

Meeting name: HRP Trustees Board

Time and date: 09:30-12:30, 26 April 2023

Location: Garden Room, Hampton Court Palace

Attendees: Carole Souter (Chair), Lisa Burger (LB) items 1-8, Camilla Finlay (CF), Sarah Jenkins (SJ) items 1-6, Tim Knox, (TK), Sir Gordon Messenger (GM), Sir Michael Stevens (MS) items 1-8, William Fall, (WF), Sue Wilkinson (SW),

In attendance: John Barnes (JB), Nicola Andrews (NA), Jane Crowther (JC), Anupam Ganguli (AG), Andrew Jackson (AJ), Antonia Newman (AN), Tom O'Leary (TO'L), Adrian Phillips (AP), Dan Wolfe (DW), Stephen Corri (SC), Laura McCorry (LMC) item 4, Keltie Clifford (KC) item 8.

Apologies: Jo Twist, Michael Wood

1. **Opening Business**

1.1 The Chair was very pleased to note the success of events at Hillsborough celebrating the anniversary of the Good Friday agreement and congratulated all those involved.

1.2 The Chair recruitment process was ongoing with interviews scheduled to take place in June.

1.3 It was agreed the July meeting of the Board would be held at Banqueting House. GM noted that he would be unable to attend due to a prior commitment.

1.4 No new conflicts of interest were recorded.



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- 1.5 Subject to an amendment to reflect discussions around procurement, the minutes of the previous meeting were approved as a correct record.
- 1.6 The Board noted that actions arising from the previous meeting were covered in the papers for this meeting or recorded as ongoing actions.

2. Monitoring Performance

CEO Report April 2023

- 2.1 The Board had received the CEO's report for April 2023.
- 2.2 In discussion the Board noted:
 - Coronation plans were well underway and events across HRP sites would involve a large number of HRP staff, in addition to those who would have an active role in the formal events planned for the day.
 - The current situation in respect of the Vaults and Unit 12, Tower Hill, and further work being undertaken in this respect. Discussions were ongoing and the Audit & Risk Committee would be kept updated on the position and the Board briefed accordingly.
 - Feedback from previews of the *Crown to Couture* exhibition had been very positive.
 - The team was congratulated on agreeing the recent pay award. Progress in respect of the ticketing tendering process which remained on track.
 - Thanks to Trustees for their support in confirming the new development partnership in respect of the Jewel House re-presentation.
 - That an update on visitor satisfaction metrics would be fed into the CEO's quarterly report in future.
 - HRP's media schedule around the coronation would be circulated to trustees.

March Management Accounts

- 2.3 The Board received and noted the March management accounts. Trustees noted HRP's continuing strong performance, and in particular an



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upward shift in yield which suggested a change in visitor mix, though were aware that this may not continue.

Free reserves and designations

- 2.4 The Board congratulated the team on the tight management of expenditure and noted that HRP was now able to look ten years ahead at initiatives and investments which would help maximise HRP's charitable impact. The Board supported the initial recommendation in respect of designations from HRP's free reserves included in the paper, noting that papers would come to the July meeting which would provide more context for longer term decisions in this area.

3. State of the Estate Survey

- 3.1 The Board received a paper which summarised the full range of major projects currently in development or being delivered. AP delivered a presentation which outlined site-by-site where fabric was at risk and a planned maintenance operating plan for 2023-2024.
- 3.2 Trustees commended the team on the work to date, noting the complexity of the estate; the challenge of ensuring a suitable maintenance budget is maintained for short term projects but also the need for continued investment in this area for the longer term to ensure sites remained fit for purpose while meeting our sustainability ambitions.
- 3.3 The Board noted the need for maintenance work and other similar investments to be seen in the context of HRP's future strategy. With that in mind it was noted that papers coming to the July Board meeting would provide the wider context for decisions in this area.

4. Hillsborough Castle Future Plans

- 4.1 The Board had received and noted an update on Hillsborough Castle and Gardens. LMC gave a presentation which reflected on achievements over the nearly ten years since HRP had taken over the running of Hillsborough Castle, and the opportunities presented by HRP's evolving new strategic direction.



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4.2 The Board thanked LMC and her team for the excellent work to date, and in particular the work to develop closer links with the local community, and looked forward to the emerging masterplan for the site which would reflect HRP's new strategic ambition more closely aligned with its charitable objectives.

5. Tower of London: future plans

5.1 The Board had received a paper on future plans to develop the Tower of London, focusing in particular on transforming the learning provision at the Tower as well as on continuing the Moat landscape project as part of plans to enhance the Tower's resilience against the impact of climate change. The Board approved the recommendations contained within the paper.

6. Public Engagement Presentation

6.1 The Board received a presentation from TO'L on the structure and strategy of HRP's public engagement function. Trustees noted in particular, and warmly welcomed, the work to grow HRP's links with schools and communities both on-sites and digitally, and the drive to reach an increasingly diverse audience in line with our new strategic ambition to be a charity for everyone.

7. Kensington Orangery Learning Centre Extension Costs

7.1 The Board had received and noted a report which provided an update on the project, noting in particular the emerging risks and the rise in costs which would require further authorisation from the Board. The Board approved the recommendation in the paper but also that the Audit & Risk Committee would want to review the process to ensure the Board remained sighted as the project developed. AP would also engage with CF with this in mind.

8. Investors in People Update

8.1 The Board had received and noted a report which provided an update on HRP's recent Investors in People survey and the retention of HRP 'gold status'. KC provided a further update, noting the importance of a continuing dialogue with staff and the need to continue to invest in



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learning and development across the organisation. The Board welcomed the report and noted that the People Committee would be kept up to date on next steps.

9. Approvals

- 9.1** The Board approved the recommendations in respect of HRP's warehouse lease and cleaning contract at items 10.1 and 10.2 on the agenda.

10. Governance Matters

- 10.1** Trustees noted that the Board's performance review would be undertaken during June through a self-assessment and follow up conversations with the Chair. This process would be further informed by the views of the Executive Board. The outcomes of the review would be reported back to the July Board meeting.

11. Updates

11.2.1 Nominations & Governance

The Board received an update on the Committee's 7 February meeting.

11.2.2 Audit & Risk Committee

The Board received an update on the Committee's 28 March meeting.

11.2.3 Finance & Investment Committee

The Board received an update on the Committee's 25 April meeting.

11.2.4 Working Groups and Boards

In future bullet point summaries of the work of working groups and boards would be presented to the Board for information.



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Previous Meeting Actions

Item meeting	Action	Lead	Status
6 Jan 23	The Board would be kept updated as the ticketing project progressed.	DW	July Board
7 Jan 23	The Board will be kept informed about the performance of the Gunpowder Plot experience.	TO'L	July CEO Report
2 Apr 23	An update on the visitor satisfaction metrics would be fed into the CE's report in future	JB	July CEO Report
2 Apr 23	HRP's media schedule around the coronation would be circulated to Trustees.	DW	Schedule attached
2.4 Apr 23	A paper on future investments in the long term would come to the July Board meeting	JB	July Board
7 Apr 23	AP would engage with CF on the Orangery Extension project.	AP	Ongoing
10.1 Apr 23	The Board's performance review would be undertaken and outcomes reported back to the Board.	CS / SC	Update - July Board
11.2.4 Apr 23	Working group actions would be summarised as bullet points in writing and reported to the Board.	SC	July Board