



HISTORIC ROYAL PALACES

Minutes

Meeting name: HRP Trustees Board
Time and date: 09:30-12:30, 31 January 2023
Location: New Armouries Meeting Suite, Tower of London
Attendees: Carole Souter (Chair), Lisa Burger (LB), Camilla Finlay (CF), Sarah Jenkins, items 1-5 (SJ), Tim Knox, items 1-9 (TK), Sir Gordon Messenger (GM), Sir Michael Stevens (MS), William Fall, (WF), Sue Wilkinson (SW), Michael Wood (MW)
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)
Apologies: Jo Twist

1. **Opening Business**

- 1.1 The Chair welcomed William Fall to his first Trustees Board meeting.
- 1.2 No new conflicts of interest were recorded.
- 1.3 The minutes of the previous meeting were approved as a correct record.
- 1.4 The Board noted that actions arising from the previous meeting were covered in the papers for this meeting.

2. **Monitoring Performance**

CEO Reports December 2022 and January 2023

- 2.1 The Board had received the CEO’s reports for December 2022 and January 2023.
- 2.2 In discussion the Board noted:
 - Its congratulations to Chief Yeoman Warder Peter McGowran on his appointment as a *Member of the Royal Victorian Order*
 - The appointment of three new Yeoman Warders and the varied experience they would bring to the team
 - Its congratulations to all those involved in the launch of the new *Permissible Beauty* exhibition
 - The appointment of a new curator of inclusive history
 - The launch, on 10 February, of the next Board Chair recruitment campaign by DCMS. The candidate brief would be revised and circulated to Trustees and



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the 7 February meeting of the Nominations & Governance Committee would review next steps. Board members were invited to consider whether they had potential candidates within their own networks and to pass any recommendations to CS

December Management Accounts and Q3 forecast

- 2.3 The Board noted HRP's strong performance over the Christmas period due to high visitor numbers and robust control on expenditure which it was noted would continue.
- 2.4 Further consideration was being given to the plans to reach breakeven at Hillsborough Castle by ARC at their Spring meeting.

All Staff performance bonus 2022-23

- 2.5 The Board was delighted to APPROVE with thanks and appreciation, the recommendation that a 2% bonus be given to all existing staff (excluding Directors) relating to 2022-23 in June 2023 in recognition of their work.

3. Operating Plan and Budget

- 3.1 The Board received HRP's Operating Plan and Budget 2023-26. Trustees noted that the document was a transitional plan which summarised and signalled a new focus for the organisation. In discussion the Board noted:
 - The ambitious approach in the plan would need to be supported with significant long-term investment and balanced with a clear sense of how outcomes would be measured and evaluated.
 - The budget had been developed from the top down and bottom up and although it was recognised that the external environment remained volatile, there is confidence in the financial recovery.
 - HRP's drive towards a more environmentally sustainable approach will be funded across the full range of its plans and not just in the specific budget named for the purpose.
 - Operating expenditure would need to remain under tight control to ensure financial stability going forward
 - Increasing headcount responsibly would be appropriate but a greater focus on roles which would accelerate as well as sustain organisational progress, might be prudent
 - The Finance & Investment Committee had reviewed the budget in detail and their comments, especially the need for the approach to be challenging but realistic, were reflected in the document now before the Board.



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The Board thanked the Executive for their work on the approach and APPROVED the Operating Plan and Budget 2023-26.

4. Major Projects Update

- 4.1 The Board received a paper which summarised the full range of major projects currently in development or being delivered.
- 4.2 Trustees noted that although a significant amount of work was being done to ensure projects were environmentally sustainable, it would be useful to evidence this in papers for the Board in future.

5. Sustainability

- 5.2 The Board received and noted the report on Sustainability and the drive to further improve HRP's approach across the full range of its work.
- 5.3 Trustees discussed the complexity of the HRP estate and the need for a holistic approach to the challenge. They were keen for the organisation to be even more ambitious and to see the enhanced visibility around our efforts in this area which would aid accountability and help drive further rapid progress which the Board would support and welcome.

6. Ticketing system

- 6.1 The Board received a report on the project to replace the ticketing system and refinements to HRP's procurement processes. A sub-group of trustees had been formed and would remain in the loop as the project progressed, keeping the Board updated accordingly.

7. Gunpowder Plot Update

- 7.1 The Board noted the paper and a verbal update on the current performance of the experience. The Trustees noted that performance would continue to be monitored and would be brought back to the Board in due course.

8. Matters Reserved for the Board

- 8.1 The Board noted the amendments that had been included since it had last been reviewed, and subject to one further minor amendment, the revised paper was APPROVED.



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9. Honorary roles

- 9.1 The Board received and noted the paper and in particular the need to ensure ambassadors remained actively engaged with HRP in a way that was most beneficial for the charity. Trustees agreed the recommendation.

10. Sub-Committee Structure and Membership

- 10.1 The Board received a paper on the current structure of HRP committees and working groups, noting in particular the distinction between those formal board committees with a governance role, and the various working groups which ensured engagement for trustees with particular skills in support of a range of HRP activities. Trustees welcomed this new approach.
- 10.2 Trustees noted that dates for 2023 meetings were included in the pack but would be updated in the coming days. Dates for 2024 meetings would then be confirmed in due course.

11. Governance Matters

11.1 Terms of reference

The Board noted the terms of reference for:

- Nominations & Governance Committee
- Inclusivity Working Group
- Digital & Technology Working Group
- Research Strategy Board
- Moat Legacy Working Group.

11.2 Updates

11.2.1 Audit & Risk Committee

The Board received an update on the Committee's 9 December 2022 meeting.

11.2.2 Finance & Investment Committee

The Board received an update on the Committee's 11 November 2022 and 17 January 2023 meetings.



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11.2.3 Digital & Technology Working Group

The Board received an update on the Group's 15 November 2022 and 19 December 2022 meetings.

11.2.4 Research Strategy Board

The Board received an update on the Committee's 15 November 2022 meeting and noted that a further report would be given to a future meeting on discussions with the British Library.

11.2.5 People Committee

The Board received an update from the Committee's 31 January 2023 meeting. Trustees noted that should they require further information relating to any of the issues discussed they should liaise with JC in the first instance.

11.2.6 Campaign Board meetings

The Board received an update on the Committee's recent meetings, noting in particular the positive contribution of new members.

11.2.7 Moat Legacy Working Group

The Board received an update on the Committee's recent meetings.

12. Any Other Business

12.1 Trustees noted that VAT on historic buildings remained a live issue amongst heritage bodies in conversations with Government.

Meeting Actions

Item	Action	Whom	Status
3.2	A deep-dive on Hillsborough plans would be presented to the next Board meeting.	NA	
4.2	Carbon impact / sustainability of major projects to be more clearly evidenced in papers for the Board in future.	AP	



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6	The Board would be kept updated as the ticketing project progressed.	DW	
7	The Board will be kept informed about the performance of the Gunpowder Plot experience.	TO'L	
9.2	Two former HRP trustees would be invited to become HRP ambassadors and engagement with current ambassadors would be reviewed.	CS	
11.2.6	A positive <i>LinkedIn</i> message about HRP from a new Campaign Board member would be shared with Trustees	AN	