

HISTORIC ROYAL PALACES

Minutes

Meeting name: HRP Trustees Board

Time and date: 9am – 11.30am, 10 July 2024

Location: Tower of London, New Armouries

Attendees: Nicholas Coleridge - Chair (NC), Lisa Burger (LB), Sarah Jenkins (SJ), Gordon Messenger (GM), Michael Stevens (MS) for items 1-8, Jo Twist (JT), 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).

Kathryn Hallett & Sebastian Edwards joined for item 7, Laura McCrory joined for item 8, Alareen Farrell joined for item 9 and Jen Stone joined for item 11.

Apologies: William Fall, Tim Knox

Guest: Andrew Aston, *Boardroom Apprentice* (AA).

1. Opening Business

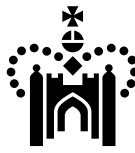
- 1.1 The Chair welcomed attendees to the meeting.
- 1.2 No conflicts of interest were recorded.
- 1.3 The minutes of the previous meeting were approved as a correct record.
- 1.4 The Board noted that actions arising from the previous meeting had been addressed or were include on the agenda for this meeting.

2. Monitoring Performance

2.1 CEO Report’s May and June 2024

The Board had received the CEO’s reports for May and June 2024. In discussion the Board noted:

- Ongoing progress in the development and delivery of HRP’s new strategy and looked forward to further information on the development of key objectives and milestones at their November meeting.



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- Measures in place to respond to public protests which would protect HRP's sites, collections and people while ensuring the right to peaceful protest was respected.
- The summary of current major capital projects and how these would contribute to HRP's longer term strategy, noting that these were reviewed in more detail as a matter of course by the Executive Team.
- The continuing success of the £1 ticket offer and especially outside London. The Board looked forward to further information on this initiative and especially on take-up within key local communities where engagement remained lower than might be anticipated.

In addition, the Board approved the CEO's recommendation for an order of payment for the military guard at the Tower of London for 2024/25.

2.2 Management Accounts

The Board received and noted the May 2024 management accounts as well as a verbal update on the current position. Trustees were pleased to note HRP's continuing strong performance and noted that visitor counting would be reviewed to ensure HRP was reporting in line with peer organisations in the sector.

3. Annual Report & Accounts 2023/24

The Board had received and noted the draft annual report and accounts for 2023/24 and congratulated the finance team on their work. The Board, noting that the papers had been reviewed in detail in advance by the *Audit, Risk & Assurance Committee*, approved the report and accounts noting that it was likely they would be filed post-recess though the position would be confirmed in due course.

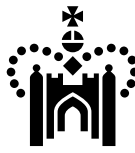
The Board also agreed a course of action proposed by the Executive Team in relation to an emerging commercial challenge and a related issue and would receive updates as the situation evolved.

4. Recognition policy update

The Board received a revised version of the *Public Recognition of Major Gifts and Grants policy*, noting that it had been updated to reflect the Board's discussion in April. The Board approved the new policy.

5. Cyber Attack resilience

The Board received an update on HRP's cyber attack resilience, agreed with the proposed approach and noting the importance of understanding the position of key stakeholders in the process. The Board was pleased to note significant progress had been made but that this area of course remained a priority for the Executive Team.



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6. HCP Phase 4 Electrical Mains Infrastructure

The Board approved the proposed investment.

7. Museum re-accreditation: update and policy approvals

The Board received a range of policies which had been updated as part of HRP's museum accreditation process. The Board noted the huge amount of work that had been undertaken to review HRP's policies on *collections care and conservation, collections information, human remains, collections development and access*. The Board approved the new policies.

8. Hillsborough Castle financial objective

The Board received an update on financial performance at Hillsborough Castle noting the growth to date and scope for continuing development and how this would be informed by the new organisational strategy as well as the local context. The Board looked forward to a further broader discussion on future plans at its November meeting and noted that the *Finance and Investment Committee* would review the position in more detail at its meeting in December.

9. Retail review

The Board received a paper and presentation on the scale and performance of HRP's retail business, noting the need to ensure it was geared towards the full range of HRP's visitor base and reflected best practice in the management of HRP's supply chains.

10. Strategy update

The Board received an update on the ongoing development of HRP's new strategy. In particular the Board noted the need to ensure all HRP staff were actively engaged in what would be a profound shift in HRP's future focus to reflect a greater determination to deliver on its charitable objectives especially offsite and online. The Board looked forward to a further discussion of key objectives which would support the strategy at its meeting in November.

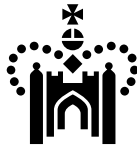
11. HRP's current sustainability programme

The Board received and noted an update on HRP's energy and carbon performance for the year ending 2023/4. The Board supported HRP's ambition to be nature-positive carbon net zero by 2050 and supported the full range of initiatives geared towards delivering this ambition.

12. Governance Matters:

12.1 Audit, Risk and Assurance Committee - 18 June

The Board received a verbal update on the meeting of 18 June.



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12.2 People Committee - 2 July

The Board received a verbal update on the Committee's 2 July meeting, noting in particular the huge amount of work undertaken by the Human Resources team and the exceptional work on equality, diversity and inclusion reflected in the recent People report which was available to trustees on request.

12.3 Working groups and boards

The Board noted the summary of key discussions from the various working groups.