



## HISTORIC ROYAL PALACES

### **Minutes**

- Meeting name: HRP Trustees Board
- Time and date: 09:30-12:30, 20 July 2023
- Location: MS Teams
- Attendees: Carole Souter (Chair), Lisa Burger (LB) Sarah Jenkins (SJ), Tim Knox (TK), Sir Michael Stevens (MS), William Fall, (WF), Sue Wilkinson (SW), Jo Twist (JT), Michael Wood (MW)
- Apologies: Sir Gordon Messenger, Camilla Finlay
- In attendance: John Barnes (JB), Nicola Andrews (NA), Jane Crowther (JC), Anupam Ganguli (AG), Antonia Newman (AN), Tom O’Leary (TO’L), Adrian Phillips (AP), Dan Wolfe (DW), Stephen Corri (SC), Keltie Clifford (KC) item 3.
- Apologies: Andrew Jackson

### **1. Opening Business**

- 1.1 The Chair's term had been extended to allow for the recruitment process for a new Chair to be concluded, and extensions had been confirmed to Sue Wilkinson and Sarah Jenkins’ terms as trustees.
- 1.2 Congratulations were extended on behalf of the Board to all those in the HRP team who had been recognised in the Kings birthday honours, in particular to John Barnes for having been awarded an OBE.
- 1.3 No new conflicts of interest were recorded.
- 1.4 Subject to a minor amendment at item 2.2, the minutes of the previous meeting were approved as a correct record.
- 1.5 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**



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### ***CEO Report's June & July 2023***

- 2.1 The Board had received the CEO's reports for June and July 2023.
- 2.2 In discussion the Board noted:
- The success of events surrounding the Good Friday Anniversary and Coronation which had involved a large number of the HRP team.
  - Positive feedback so far on trials of a new approach to increasing accessibility to the sites for wider audiences. Further work would be done on community outreach and to analyse resulting visitor patterns. Further consideration would also be given to partnerships which might help remove barriers for entry for some audiences.
  - The Forward Institute (FI) had been engaged to assist with the development of HRP's leadership capacity and also its longer term strategy to deliver its new ambition to *become a charity for everyone*. FI would seek to engage with trustees individually and collectively as part of the process. A road-map document would also be shared with trustees in the coming weeks to make clear the timeframes and various touchpoints for the project and a further update on progress and next steps would be provided in October.
  - Significant ongoing work to continue to enhance HRP's digital offer for visitors including the recently launched virtual Hampton Court Palace in partnership with Google Arts & Culture which gave global virtual access to HRP sites.
  - The upcoming Luxmuralis event at the Tower of London scheduled for 17-25 November and the need to ensure the HRP brand's association with similar events was reflected and clear.
  - Ongoing consideration of the position in respect of the Gunpowder Plot experience. A further report would be provided at the October meeting and the Audit & Risk Committee would be kept up to date as needs be.

### **3. Major Projects**

- 3.1 The Board received the major projects report and a verbal update on priority areas, noting that a more detailed paper on the City Deal which reflected recent learnings in other projects would be produced for the Audit & Risk Committee in the first instance.

### **4. June 2023 Management Accounts**

- 4.1 The Board received and noted the June management accounts as well as a verbal update on the current position. Trustees were pleased to note



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HRP's continuing strong performance, and that further work would be done to analyse the impact of recent decisions around memberships and broadening access.

### **5. Q1 Reforecast**

5.1 The Board received and noted the Q1 reforecast report and approved it subject to the position being kept under review in the coming months and further adjustments being made as needs be.

### **6. People Report**

6.1 The Board had received and noted the People report and received a verbal update and presentation on the key themes contained in the report. Trustees were pleased to note the positive nature of the report and offered their congratulations to the Human Resources team on their efforts across a wide range of areas which focused on the strength and value of HRP's team.

### **7. Long term investment profile**

7.1 The Board had received and noted a paper on HRP's long term investment profile. The Board noted how the various elements highlighted would form part of the of HRP's new long-term strategy and development and delivery of them would be synchronised as part of that process. The Board noted the significant investment required to deliver across a number of major projects and looked forward to reviewing further as part of the new strategy. Trustees were invited to share further thoughts on individual elements and in particular funding opportunities, with the CEO outside the meeting.

### **8. Approvals**

The Board received, noted and approved papers in respect of the following recommendations:

8.1 *Ticketing tender*

8.2 *Royal Salute*

8.3 *Unit 1b lease assignment*

### **9. Governance Matters Board committees**

#### **9.1.1 Nominations & Governance**

9.1 *Board appraisal update*

Trustees noted that a Board appraisal was underway and initial results would be shared with the Governance Committee at its next meeting before being shared with the full Board in October.



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**9.2 Boardroom apprentice scheme**

The Board had received, noted and approved a paper on the Boardroom apprentice scheme. Trustees further noted that a serving Board member would need to act as a *Board Buddy* for the apprentice. Interested trustees were invited to contact the Company Secretary for more information.

**9.1.2 People Committee**

The Board received an update on the Committee’s 30 June meeting.

**9.1.3 Audit & Risk Committee**

The Board received an update on the Committee’s 21 June meeting and noted in particular that the strategic risk register would in future be circulated to the Board as part of the minutes from the committee.

**9.1.4 Finance & Investment Committee**

The Board received an update on the Committee’s 14 July meeting.

**9.1.5 Working Groups and Boards**

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

**Previous Meeting Actions**

| <b>Item meeting</b> | <b>Action</b>   | <b>Lead</b> | <b>Status</b>                       |
|---------------------|---|-------------|-------------------------------------|
| 7 Apr 23            | AP would engage with CF on the Orangery Extension project.  | AP          | Ongoing                             |
| 7 Jul 23            | <i>Re: Long term investment profile -</i> Trustees invited to share further thoughts outside the meeting with JB  | JB          | Further discussion at October Board |
| 9.2 Jul 23          | <i>Re: Board apprentice scheme -</i> Trustees requiring more information on the <i>Board Buddy</i> role should contact the Company Secretary for further information. | SC          | Ongoing                             |