

**HISTORIC ROYAL PALACES  
MEETING OF THE BOARD OF TRUSTEES  
Hampton Court Palace, Wednesday 23<sup>rd</sup> July 2008**

**Minutes**

**Present:** Charles Mackay (Chairman)  
Sir Alan Reid (Deputy Chairman)  
Bridget Cherry  
John Hamer  
Sir Adrian Montague  
Sir Trevor McDonald  
Malcolm Reading  
Sir Hugh Roberts (until item 7)  
Sir Roger Wheeler

**Apologies:** Dawn Austwick; Sue Farr

**In attendance:** Ian Barlow – Chairman of the Campaign Board  
Michael Day - Chief Executive  
Graham Josephs – Human Resources Director (item 1 to 3 only)  
John Barnes – Conservation & Learning Director (from item 4)  
Sally O’Neill - Finance Director (from item 4)  
Alyson Lawton - Trust and Company Secretary  
David Souden – Head of Access and Learning (item 6.2 only)  
Susie Batchelor – Head of Education (item 6.2 only)

**1. Chairman’s comments**

1.1 The Chairman noted that apologies had been received from Dawn Austwick and Sue Farr

**2. Succession Planning**

2.1 The Board noted and discussed the report and confirmed they were content with the approach taken.

**3. The Remuneration Committee**

3.1 The Board received the minutes from the meeting held on Wednesday 21<sup>st</sup> May. Sir Roger Wheeler, Chairman of the Remuneration Committee, gave a verbal report on the meeting held on 23<sup>rd</sup> July prior to the main Board meeting.

**4. Minutes of the previous meetings**

4.1 The minutes of the meetings held on 21<sup>st</sup> May 2008 and 23<sup>rd</sup> June 2008 were approved with one minor change to the minutes of 21<sup>st</sup> May.

**5. Matters Arising**

5.1 Malcolm Reading referred to 7.1.1 Base court Project (23<sup>rd</sup> June 2008). At the meeting, Trustees had agreed that future project reports should separate out the infrastructure and capital costs. Trustees agreed that this approach should be adopted when relevant for future projects.

The Chief Executive briefed the Board on recent developments regarding a potential acquisition. A report would be brought to a future Board meeting.

After the June Board Meeting, Trustees had visited the Banqueting House. Bridget Cherry observed that the displays were not up to HRP’s usual high standards. The Conservation and Learning Director confirmed that there were plans to overhaul the display and in particular highlight the story of Charles I.

## **6. Strategic Development:**

### **6.1 Annual review of Strategic Aim 5: Generate the money to make it all possible**

**6.1.1** The Board noted the contents of the Finance Director's report. She explained how net surplus/deficits translated into reserve movements for the charity. The Board confirmed that they were clear about the reserves position. The Board reviewed the main income streams, and noted that;

- Ticket pricing for 2009/10 would be discussed at the September meeting
- Guidebook conversion rates should be higher. Although actions to improve sales had been taken, there would be an opportunity to take a fresh look at this when the new Retail Director was appointed.
- A special development event was being planned in the autumn
- The current investment policy should be reviewed and that the Finance Director would discuss the balance of risk to return with relevant Trustees before bringing a revised policy to the Board for approval.

**6.1.2** Recognising that this was not solely a retail matter, the Board asked for a report on measures to improve guidebook sales, together with an assessment of their purpose (eg guide to visit; interpretation, souvenir etc) and relationship with other interpretation media. The Chief Executive would discuss the scope of the report with the Chairman.

The Board commended the overall paper and thanked the Finance Director for its informative approach.

### **6.2 The Education Strategy 2008-2012**

**6.2.1** The Board noted the contents of the strategy which had been developed using the principles agreed at the March meeting and with the help of John Hamer. The Board thanked him for his guidance. Our Education service is built around the content that derives from the palaces and the needs of those who visit. John Hamer noted that the distinction between base and extension services was a key aspect to the strategy. The base services were core but common to many organisations, however the extension services, subject to funding, allowed us to develop new opportunities. Bridget Cherry was pleased to see the major themes listed and observed that we should emphasise the link between the Education service and the research of the curators. Malcolm Reading asked about the level of resources devoted to the web. Susie Batchelor explained that while this was not an area in which we had dedicated resource within the Education team, promotion of learning was a key objective for HRP's website.

The Board asked how external funding would be realised. The Development team were fully briefed and had had some initial success with funding elements of the Base provision. The Chairman of the Campaign Board would talk to the Development Team about further opportunities for funding.

The Board also asked about the criteria for evaluation and felt this was an area for further development, including monitoring the success of the programme in attracting external funding. The Board noted that what we currently do was a big stretch on a small team. The Chief Executive acknowledged their work by drawing attention to the current schools and college brochure circulated with the papers. The Board thanked all involved and gave their full support to the Education Strategy

## **7. Monitoring Performance**

### **7.1 Chief Executive's Reviews for June and July**

**7.1.1** The Board noted the contents of the Chief Executive's Reviews for June and July.

The Chief Executive briefed the Board on

- Kew
- The Kensington Palace Development Project and the application for a

Heritage Lottery Fund Grant.

- Investors in People – The Board noted the comments of the assessor and congratulated the Chief Executive and staff for this achievement

The Board also formally recorded their congratulations to Angela Heylin. Trustee 1998-2007, Nigel Arch, Director of Kensington Palace and Kew Palace and Terry Gough, Head of Estates and Gardens for their recent awards in HM The Queen's Birthday Honours.

## **7.2 Financial Performance for the three months to 30<sup>th</sup> June 2008**

- 7.2.1 The Board noted the contents of the Finance Director's report. The Board noted that visitor numbers at Kew had been disappointing and a number of actions were being taken in response. A list of these actions would be included in the next monthly report to Trustees.

## **8. Projects and Expenditure**

### **8.1 Kensington Palace**

- 8.1.1 The Board noted the Chief Executive's Report. The Trustees agreed to underwrite any eventual balance in the fundraising target of £3.5m for this project if, by the time the project is completed, the amount has not been raised from external sources. They make this commitment, not based on having spare uncommitted funds currently in reserves but reflecting their confidence in the likelihood of a successful fundraising campaign and past experience of delivering projects with similar funding mixes.

- 8.1.2 The Board noted the revised version of the Kensington Palace Conservation Plan, which was first considered by Trustees in November 2007. Malcolm Reading asked that Trustees be identified as consultees. The Conservation and Learning Director noted that the plan had been improved following comments from Malcolm Reading and Bridget Cherry. He now proposed one final amendment to Policy 2. The Board discussed the draft and agreed that the Conservation and Learning Director should decide the final wording. The Board agreed the Kensington Palace Conservation Plan.

### **8.2 Changes to the delegated authority for the Designated Acquisitions Fund.**

- 8.2.1 The Board noted the contents of the Chief Executive's Report and agreed that the limit in the table for delegated authority should be £20,000 per item rather than the £10,000 per item as proposed in the report. The appendix to the Acquisitions Policy would be amended to reflect this. The Board approved the rest of the proposal.

## **9. Governance and Organisation**

### **9.1 The Nominations Committee held on 23<sup>rd</sup> June 2008.**

- 9.1.1 The Board noted the minutes from this meeting.

### **10. Any other Business**

- 10.1 Recently a number of invitations for HRP events had been issued at short notice, making it difficult for Trustees to attend them. The Chairman asked for more notice for these events and also for HRP related media broadcasts.

- 10.2 The Chairman informed Trustees that he would be stepping down as Chairman at TDG with effect from 1<sup>st</sup> October due to new ownership and would therefore no longer have a London office. He had agreed with the Chief Executive that an office with secretarial support would be provided for him at Kensington Palace

## **11. Date of Next Meeting: Wednesday 17<sup>th</sup> September 2008 at the Tower of London**

