



Historic Royal Palaces is the charity that looks after

Tower of London
Hampton Court Palace
Banqueting House
Kensington Palace
Kew Palace
Hillsborough Castle

We help everyone explore the story of how monarchs and people have shaped society, in some of the greatest palaces ever built

We raise all our own funds and depend on the support of our visitors, members, donors, sponsors and volunteers.

Minutes

Meeting name: **Board of Trustees**

Date of meeting: **Wednesday 26th November 2014**

Location: **Kensington Palace**

Attendees: Charles Mackay (Chairman)
Sir Alan Reid (Deputy Chairman)
Sophie Andreae
Dawn Austwick
Bruce Carnegie-Brown
Liz Cleaver
Lord Dannatt
Val Gooding
Sir Trevor McDonald
Jonathan Marsden
Louise Wilson

Apologies: Malcolm Reading (Observer)

In attendance: Michael Day - Chief Executive
John Barnes - Conservation and Learning Director (until item 7.3)
Tania Fitzgerald - Finance Director (until item 7.3)
Paul Gray - Palaces Group Director (until item 7.3)
Graham Josephs - Human Resources Director (until item 7.3)
Alyson Lawton - Trust and Company Secretary

Kate Morris - HR Manage (item 1 to 4.3)
Nasir Gilani - HR Diversity Officer (item 1 to 4.3)
Elizabeth McKay - Chief Learning and Engagement Officer (item 4.3)
Deborah Shaw - Head of Creative Programming (item 4.4)

1. Chairman's comments

1.1 The Chairman noted that all Trustees were present.

2. Minutes of the last meetings

2.1 The minutes for the meeting held on Thursday 2nd October 2014 were approved.

3. Matters Arising

3.1 The Board gave their views following a verbal update on recent developments at the Jolly Boatman Site.

The Constable reported the outcome of discussions on the wrapping of The Queen's House and Bell Tower during the conservation project at the Tower of London.



4. Strategic Development

4.1 Strategic Plan 2015-2018

- 4.1.1 The Board confirmed the notes from their Strategic Planning meeting on 1st October and noted the framework conclusions from the Executive Board's strategic review session.

Liz Cleaver suggested a commonality of language that embraced who we were seeking to reach across all the strategies. Michael Day, the Chief Executive, explained that this existed but had not found its way to the summary circulated.

Bruce Carnegie-Brown asked about the significant moments for celebrating Hampton Court Palace's 500th Birthday in 2015. John Barnes, Conservation & Learning Director, explained that in outline, there would be four key events; moments of uplift during the summer and school holidays and changes to the daily offer. Paul Gray, Palaces Group Director, informed Trustees of recent research amongst non-visitors, which had confirmed misperceptions about the offer at Hampton Court. It was part of the communications challenge for the coming year to change these views.

4.2. Strategic Aim 4: Build one organisation behind the Cause

4.2.1 Annual People Report

The Board noted the contents of the report. Graham Josephs, Human Resources Director, gave his reflections on achievements, areas to work on and initiatives in the coming year. The Board then reviewed each section of the report discussing: recruitment; training; performance; remuneration; engagement; volunteering and the Investors in People Silver award.

The Board noted that underperformance was being tackled in a more robust way and discussed how to ensure consistency in individual performance assessment. The Board also noted that the level of sickness days had been reduced. Bruce Carnegie-Brown suggested more focus on high performers. Graham Joseph explained how talent was nurtured.

Louise Wilson and Lord Dannatt asked whether there was further opportunity for involvement of people with disability beyond our current strategic focus. Michael Day, Chief Executive, explained that this was covered under the policy for promoting opportunities for partnership with organisations for people with disabilities at our sites, which had been agreed at the previous Board meeting: the first pilot project would be at Hillsborough with programmes at other sites (of which this might be an example) to follow subsequently.

The Board noted the growth in pay costs and the current remuneration policy. With the current uncertain economic outlook, the current growth could not be sustained and this would be an area to control carefully.

Dawn Austwick asked about the reference to the digital strategy. This anticipated change within the organisation to accommodate the new ways of working. Graham Josephs explained that there was a dedicated change stream and outlined the sort of matters that will need to be considered.

4.2.2 Increasing ethnic diversity in our workforce

The Board noted the progress report. A short film was shown to give further depth. Nasir Gilani, HR Diversity Officer, explained that encouraging people



from a Black and Asian Minority Ethnic (BAME) background to apply for roles at Historic Royal Palaces continued to be a challenge but that progress had been made.

Trustees noted the range of initiatives designed to achieve greater diversity. Val Gooding asked which of the four strands of the work had proved the most successful. There had been two: our work to expand pathways to employment through the apprentices programme, and also building partnerships with targeted groups and organisations.

There were some areas of our work which were more/less popular with certain ethnic groups such as finance/curatorial roles respectively.

Trevor McDonald had been impressed by the calibre of staff in the film and felt it important to maintain quality at this level. He was encouraged that the statistics indicated that the push to make Historic Royal Palaces more diverse had started to gain momentum. The Board thanked Nasir and Kate for their work.

- 4.2.3 The Board agreed that they were content with HRP's current capabilities in managing and developing its staff and with the proposed strategic priorities for the year ahead and therefore with overall progress on this strategic aim. The Board thanked Graham Josephs for his report.

4.3 Learning and Engagement Update

- 4.3.1 The Board noted the progress report. Elizabeth McKay, Chief Learning & Engagement Officer, explained that Learning and Engagement was more than just a programme, it was an approach which connected across the organisation. She also showed a short film to illustrate progress and plans.

Dawn Austwick asked about the framework that would measure impact. This would be done by monitoring key performance indicators (KPIs) on the learning outcomes; discovery, participation and transformation. Measurement of learning outcomes was challenging and novel, especially for transformation, but Elizabeth was confident that suitable indicators would be developed over the coming year.

Bruce Carnegie-Brown commended the team on making history "fun" but also asked about how to evaluate learning. Elizabeth explained that beyond asking whether participants felt they had learnt something, the team also identified the key matters that we wanted participants to experience. These were then assessed. He also asked whether there was a difference in engagement between the requirements of parents and teachers. There was a difference: an audience-focused approach was adopted to deliver the learning sought by these visitor groups. It was especially important at the moment with the change in the curriculum to find out what schools need from a visit.

Lord Dannatt asked about working with partner organisations. Elizabeth explained that we are actively looking for partners and gave the example of the benefits during the *Why Remember?* at the Tower, which had involved the Royal Armouries. The Poppies installation had also allowed us to successfully partner with the Discovery Channel. Louise Wilson also suggested partnering with Academy Trusts.

Jonathan Marsden reminded Trustees that it was equally important to educate the eye about beautiful buildings and their contents. Liz Cleaver agreed; the Explorer missions are one way in which this was done. She also noted that the learning and engagement approach had brought new skills and there would be further cultural change across the organisation.



In summary, progress is ahead of plan in some areas with a step change in approach, however the digital work needs more time to build momentum. The wider impact will only be seen through delivery of the digital strategy. With the anticipated changes to the school curriculum, we have refocused the offer but there is still further work to be done in relation to Hampton Court. The Board thanked Elizabeth for her progress report.

4.4 Creative Programming and Interpretation

- 4.4.1 The Board noted the update report from Deborah Shaw, Head of Creative Programming & Interpretation. Deborah also showed a short film to give examples of the wide range of the year's events and programmes. The aim of this re-focus was to give people an opportunity to look and linger in the spaces. Whilst experimenting with new events, we are still appealing to our main audiences.

The Chairman noted the extraordinary success of the Poppies installation. Trustees asked the Chief Executive to pass on their huge congratulations to all those involved in it.

Dawn Austwick felt that Hampton Court Palace was a sleeping giant and did not get the visitors that it should. She asked what could be done to change the public perception. Deborah Shaw explained that her team were working together with Learning & Engagement, Press and Marketing to do this. One of the big issues was transport, but there was a huge audience close to Hampton Court and there was a hunger for the one-off events. Attendance at one-off events did not mean that people will not return at other times.

Our audience research on Hampton Court among non-visitors indicates that there is a mis-match between perceptions of Hampton Court as being an old-fashioned experience, and what is actually on offer. This is part of the marketing challenge.

There had also been some lessons learnt from the new events. The team will work more closely with the commercial events team. Deborah Shaw also explained that she was always looking to achieve value from investment, and, if possible, deliver a legacy.

The Board thanked Deborah and her team for their work.

5. Projects and Expenditure

- 5.1 Agreement and operating arrangements with the Royal Botanic Gardens at Kew (RBGK)

- 5.1.1 The Board noted the contents of the report. Val Gooding declared an interest as a Trustee of both organisations. Paul Gray introduced the paper and outlined further agreement since the paper had been written. The catalyst for the change in the agreement was the joint ambition to re-open the Pagoda to the public and the agreement that Historic Royal Palaces was best placed to deliver this.

The Board felt that it would be helpful from an operational perspective to take on responsibility not just of the Pagoda but also the curtilage. The Board also felt that it would still be important for RBGK to work on the landscape surrounding it, when funds permitted. Lord Dannatt asked whether the timetable for the transfer of the building was possible. This would depend on each organisation's separate sponsoring government departments.



The Board approved in principle the revised agreement and operating arrangements and agreed that the Chairman and the Chief Executive should sign it on their behalf.

5.2 Royal Tennis Court, Hampton Court Palace: Conservation repairs to the roof supports and the west elevation.

5.2.1 The Board noted the contents of the report. The faults were found during the previous work to the roof. The Board asked why these were not then addressed at the time. John Barnes explained that it would have resulted in a fallow period whilst the scaffold remained up and the additional investigations were conducted. He felt this would not have been cost effective. The Board asked him to reflect further on this and provide the Board with a more detailed explanation.

The Board also noted the arrangements with the Royal Tennis Court Club. Michael Day reminded Trustees that it was Historic Royal Palaces' responsibility to conserve the fabric of this important building. The work was not just being done to enable the Royal Tennis Court Club to continue playing. The Board authorised the investment decision for the works and also asked for a separate review of the arrangements for the Royal Tennis Court Club and all other tenancy arrangements on site at Hampton Court Palace.

5.3 Magic Garden

5.3.1 The Board noted the contents of the Chief Executive's report, which highlighted weaknesses in project control, for which Michael Day apologised and described the actions taken since this has been uncovered. Val Gooding commended the Chief Executive for his frankness. A further report from internal audit would be considered by the Audit & Risk Committee in December and any reflections from this would be brought back to the main board. Dawn Austwick asked whether he was confident about cost delivery going forward. He reassured Trustees on this matter. The Board agreed to an increase in the project budget of £472,235.

5.4 Cleaning Contract

5.4.1 The Board noted the contents of the report and approved the recommendations.

6. Monitoring Performance

6.1 Chief Executive's Reviews for October and November

6.1.1 The Board noted the contents of the Chief Executive's Reviews. The Board noted recent developments at Hillsborough Castle, and in particular the informal symposium held to consider the place of Hillsborough Castle in the history of Ireland. The results will inform our presentation of the Castle. The Board also noted that the judicial hearing on Praxis had been adjourned until January.

6.2 Financial Performance to the end of October and mid-year review

6.2.1 The Board noted the financial performance to the end of October.

6.2.2 The Board considered the mid-year financial review and approved the forecast result and the bids for additional expenditure in 2014/15. Lord Dannatt asked whether the net benefit of the Poppies installation could be identified as part of the financial assumptions for next year's Annual Operating Plan.



7. Organisation and Governance

7.1 Audit & Risk Committee

7.1.1 The Board received the minutes from the meeting held on 17th September. A verbal report had been given at the last meeting and there were no further questions.

7.2 Investment Committee

7.2.1 Sir Alan Reid, Chairman of the Committee gave a verbal report on the meeting. The minutes will be included in the papers for the next meeting.

7.3 Register of Interests

7.3.1 There are no changes to the register of interests.

7.4 Trustees appointments and Remuneration Committee

7.4.1 Sir Alan Reid advised Trustees that interviews by the Panel had taken place for the new Chair. A strong list of appointable candidates had emerged and had been put to Ministers for their final selection and recommendation to HM The Queen for appointment.

The process to fill the two Trustees vacancies would follow once the Chairman designate was appointed and could play a part in the process.

7.4.2 Lord Dannatt then briefed the meeting on discussions at the Remuneration Committee meeting, held earlier this morning, on Directors' remuneration. The Board asked for a copy of the updated policies and practices. The Committee had also considered the succession plan, which would be on the agenda at the January Trustees' meeting.

8. Any Other Business

8.1 Sophie Andreae steps down as a Trustee after six years, at the end of December. The Chairman thanked her for her contribution, particularly noting that relating to the Kensington Palace project, the Chapel of St John at the Tower of London and the Wharf Café project. Her interest in attending events and talk with staff, especially in the Conservation and Learning Department, had been greatly appreciated by them.

9. Next meeting: Hampton Court Palace. Thursday 22nd January 2014

