



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 19 July 2017**

Location: **Tower of London**

Attendees: Rupert Gavin (Chairman)
Professor Sir David Cannadine (Deputy Chairman)
Bruce Carnegie-Brown
Ajay Chowdhury
Jane Kennedy
Carole Souter
Sir Michael Stevens
Louise Wilson

In attendance: John Barnes
Gina George
Sue Hall
Graham Josephs
Rachael Gilleard
Nigel Cook, Debra Whittingham (item 8)
Adrian Phillips (item 11b)

Apologies: Zeinab Badawi
General Sir Nicholas Houghton
Jonathan Marsden

1. Opening business

- 1.1 The Chairman welcomed Trustees to the meeting.
- 1.2 Apologies were noted from Zeinab Badawi, General Sir Nicholas Houghton and Jonathan Marsden.
- 1.3 Jane Kennedy reminded the Board that she is a Senior Partner of Purcell. Purcell has been selected as the architect for the build of the Orangery Wing at Kensington Palace. The Board noted that the appointment process was undertaken by an arm's length process, and that a different partner will be leading the project.

The Chairman noted that the Executive Team would leave the room for part of the discussion under item 7.
- 1.4 The minutes of the last meeting were reviewed and agreed and progress on actions noted.

2. Monitoring Performance

- 2.1 *Chief Executive's monthly reports*
John Barnes drew Trustees' attention to the visit numbers at the palaces and the reported impact of recent events on visits to other Central London sites. This is being continually monitored by the Executive Board. Given HRP's current performance, mitigating action is not yet considered necessary. Several Trustees commented that uncertainty around the security environment in the UK and the impact of Brexit may affect visitors' decisions and it is important to have plans in place to deal with such



eventualities. This will be discussed during the Trustees' strategic session in the autumn.

Noting the results of the trade package procurement for Hillsborough Castle, Trustees commented that the team must be disciplined in managing contract variations in order to retain the contingency.

John Barnes drew Trustees' attention to the various events that had taken place at the palaces in the last two months, including the Companions of Honour service, engagement activity at Hillsborough Castle, the success of the BBC *500 Words* competition hosted at the Tower of London and attended by The Duchess of Cornwall, and Michael Day's retirement party.

2.2 *Financial reports*

Trustees noted the financial reports.

3. Retail, catering and commercial events updates.

Trustees' noted the retail update, making the following observations:

- Ecommerce is an area of significant potential, requiring further investment to take it forward.
- Further investment in product development is encouraged.
- Future reporting should focus on profitability, rather than turnover.
- The ambition to increase the use of British made products is applauded.

The catering update was noted. Trustees would like to understand the scale of the catering opportunity at the Tower of London and the level of investment required to realise this.

The commercial events update will be presented in October.

4. Extension of the catering contract

- 4.1 Trustees agreed with the recommendation to extend the catering contract with Ampersand, and that the Chairman and Chief Executive are authorised to sign the contract on behalf of HRP.

5. London Living Wage

- 5.1 Trustees agreed with the recommendation in the report, noting that the objective was to come to an agreed position by the end of the first year of the new contract, for implementation in year two. A report on progress will be provided in March 2018.

6. Hillsborough catering facilities update

- 6.1 Trustees noted the progress of the work to determine the appropriate catering offer at Hillsborough Castle and agreed with the recommendation in respect of tendering the contract. In addition to the financial scenarios that will be requested, Trustees agreed that tenderers should be given the opportunity to propose an alternative scenario of their own choosing.

7. Pension scheme arrangements

- 7.1 Graham Josephs explained the content of the paper and answered questions from Trustees. The Executive Team then left the meeting and the Trustees discussed the matter in private.

8. Security review

- 8.1 Trustees noted the paper, which was written in response to their request for further consideration to be given to security arrangements in light of recent terrorist attacks.



The Executive Board will assess any changes required to security measures and return to Trustees with recommendations.

9. HRP partnership with Queen Mary University London

- 9.1 Trustees welcomed the partnership, believing that it offers significant opportunity for HRP. The proposal was agreed, with a request that the final arrangements are designed to allow degree-awarding powers to HRP in the future. Trustees also asked how HRP could build a broad ranging basis for its contact with QMUL.

10. Trustees' strategic session

- 10.1 John Barnes outlined the topics proposed for exploration at the Trustees' strategic session in October.

11. Procedural matters

11.1 *Cleaning contract with TSS*

Trustees approved the extension of the cleaning contract with TSS for a further two years to March 2018.

11.2. *KP Orangery New Wing and Pavilion*

Trustees noted the update on the KP Orangery New Wing and Pavilion. It was agreed that the team should continue to develop the Pavilion proposal, understanding that this would cost c.£50,000. Given the current uncertainty around planning decisions in the Royal Borough of Kensington & Chelsea, the team will test various scenarios for implementation. Further information will be provided to Trustees in October, or before if this becomes necessary.

11.3 *MoU with the Royal Armouries*

Trustees agreed the MoU with the Royal Armouries and that the Chairman is authorised to sign it on their behalf. A separate jointly-sponsored independent review of the Armouries in Action project will be carried out to learn lessons for future projects.

11.4 *Register of Interests*

The Register of Interests was noted.

12. AOB

- 12.1 Graham Josephs updated the Board on the current position with regard to pay negotiations and an upcoming employment tribunal.

The Chairman confirmed that a new Trustee, Sue Wilkinson, has been appointed with effect from 1 August.

The Annual Report has been laid before Parliament. Copies will be sent out shortly.

A reminder of the 2018 meeting dates, and notification of the 2019 dates, will be sent to Trustees.

- 13. The next meeting will be on 3 and 4 October, at the Tower of London.**

