



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 4 October 2017**
- Location: **Tower of London**
- Attendees: Rupert Gavin (Chairman)  
Professor Sir David Cannadine (Deputy Chairman)  
Zeinab Badawi  
Ajay Chowdhury  
General Sir Nicholas Houghton  
Jane Kennedy  
Jonathan Marsden  
Carole Souter  
Sir Michael Stevens  
Sue Wilkinson  
Louise Wilson
- In attendance: John Barnes  
Sue Hall  
Graham Josephs  
Adrian Phillips (until and including item 3)  
Dan Wolfe  
Rachael Gilleard
- Nigel Cook, Nigel Randall (item 4)  
Liz Young (item 5)
- Apologies: Bruce Carnegie-Brown

1. **Opening business**
  - 1.1 The Chairman welcomed Trustees to the meeting. Sue Wilkinson was welcomed to her first meeting as a Trustee of HRP.
  - 1.2 Bruce Carnegie-Brown's apologies were noted.
  - 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.
  - 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 activity on the Thames Ditton Collection Store, where there is interest in developing the adjoining site. Discussions are ongoing. An update will be provided in the next report.

Zeinab Badawi asked about the number of podcasts that HRP produces. These are mainly focused around programming, but it was acknowledged that we could do more, and HRP would welcome Zeinab's thoughts on how to develop this area.

Dan Wolfe reported on the range of measures HRP is undertaking to maintain domestic visits at the Tower of London.

Trustees noted that plans were in place for London Bridge. Trustees also noted the appointments to the Hillsborough Castle Advisory Group.

### 2.2 *Financial reports*

Trustees noted the financial reports. Sir Michael Stevens commented on the current challenges with recruitment and asked whether this was becoming a strategic risk. Graham Josephs explained that recruitment is a challenge nationally and that HRP will adjust expectations and work harder to attract the staff that it needs.

## 3. KP Orangery and exhibition

3.1 In response to the recommendations from the Executive team, Trustees agreed to:

1. Delay the build project, but to continue with preparation work. The investment decision will be brought to Trustees in July 2018.
2. Use the Orangery for the exhibition in 2018. The investment decision will be brought to Trustees in January 2018, but Trustees agreed to the initial expenditure required now.
3. Build the pavilion. Further details of the location and will be reported back to Trustees.

## 4. Security update

4.1 Trustees received recommendations from the Executive Board on security measures. In response to questions from Trustees, Nigel Cook explained that the recommendations were based on the assessed threat at the palaces themselves, with knowledge of what is happening in the sector. Trustees acknowledged the need for an appropriate response in the



current environment, whilst ensuring that the level of visitor service is maintained. The recommendations were accepted. Trustees noted the report on cyber security. The Head of IS acknowledged that many of the recommendations were contingent on the appointment of the cyber security manager, and that two internal candidates were being interviewed imminently. Nigel Cook also noted that the technique of ‘social engineering’ was covered in the HRP staff induction process.

## **5. Commercial Events update**

- 5.1 Trustees received the report on Commercial Events. Overall, they were pleased with the progress that the team has made, and acknowledged that it made a good contribution to HRP’s finances. The Chairman asked if there was a strategy to bring more activity in-house as improved margins would be driven by HRP providing more services. This will be borne in mind by the team. In the next report, the team will put a value on the gap between forward bookings and AOP, rather than percentages, and will include information on utilisation rates versus capacity.

## **6. Update on pension arrangements**

- 6.1 The update was noted.

## **7. Subcommittees**

- 7.1 The Board received a verbal update from Sir Michael Stevens on the last Audit and Risk Committee. The Chairman gave a verbal update to the Board on the last Investment Committee.

## **8. Procedural matters**

- 8.1 The Register of Interests, now including those of Sue Wilkinson, was noted.

## **9. Trustees’ strategic session**

- 9.1 Trustees agreed that the session had allowed for excellent engagement and discussion, that the openness of debate was encouraging and that the content provided much food for thought. Trustees want to give the Executive team time to consider the new strategy, and felt that they should give the Executive their opinion on the environment that the organisation will be facing. The Chairman noted that now was an opportune moment to bring into focus the role and contribution of Trustees in HRP.

John Barnes was delighted by the Trustees’ input and response to the session. He noted the following steers from Trustees:



do fewer things better; be clearer about why we are doing something; identify what we have to do versus what we would like to do. He acknowledged that Trustees recognised the tension between ambition and caution, and that this might be addressed, in part, by introducing the dimension of time to proposals coming forward – which had not been discussed the day before.

Other points for the Executive team to note are that they should allow the long-term strategy to evolve, whilst being explicit about strategic priorities, developing a clear strategic model and producing actionable steps to achieve the goals. As ‘customers’ is such a key part of this greater clarity about what this actually means to HRP is required. The Executive Board will take all of this thinking into their away days and report back to Trustees at their next meeting.

**10. Any other business**

- 10.1 The Chairman distributed the brochure for the Kew Pagoda Dragons appeal and encouraged Trustees to support this themselves and to use their connections to encourage others to donate.

Trustees agreed that some subjects, for example the updates from Curators and Learning & Engagement, were better suited to a more informal session, which could be held after their meetings. This will be planned into the schedule for 2018.

- 11. The next meeting will be on 15 November at Kensington Palace.**

