



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 16 May 2018  
Location: Orleans Room, Kensington Palace

Attendees: Rupert Gavin (Chairman)  
Professor Sir David Cannadine (Deputy Chairman)  
Zeinab Badawi  
Bruce Carnegie-Brown  
Ajay Chowdhury  
Lord Houghton  
Tim Knox  
Carole Souter  
Sue Wilkinson  
Louise Wilson

In attendance: John Barnes, Sue Hall, Graham Josephs, Tom O'Leary, Dan Wolfe, Rachael Gilleard

Apologies: Jane Kennedy, Sir Michael Stevens

1. Opening business
  - 1.1 The Chairman welcomed Trustees, and Tim Knox to his first meeting as a Trustee.
  - 1.2 Apologies were noted from Jane Kennedy and Sir Michael Stevens.
  - 1.3 Jane Kennedy has previously 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. Tim Knox notified the Board that he is the partner of Todd Longstaffe-Gowan. Todd Longstaffe-Gowan Ltd provide landscape design services for HRP.
  - 1.4 The minutes of the last meeting were reviewed and agreed. An item on gift aid will be added to the forward action list and will be brought to Trustees in September.



2. Monitoring Performance

- 2.1 John Barnes drew Trustees' attention to the fact that Nicola Andrews has been appointed as the new Palaces Group Director. He also reminded Trustees that a new restaurant, Sargeant's Mess, had opened at the Tower of London.

Trustees noted the update on the work to review the Cause, and that this will be brought to them later in the year. This process will involve staff and customers as well as Ajay Chowdhury and Sue Wilkinson as Trustees.

The London Living Wage update was noted and will be discussed again in September.

All Trustees appreciated receiving the biennial report on buildings conservation and improvements, and were impressed by the volume and quality of workmanship.

Trustees noted the report on GDPR preparedness.

Louise Wilson asked that thanks be passed to the teams for the recent Sotheby's reception at Kensington Palace and the Jewish history event at the Tower of London.

2.2 *Financial reports*

Trustees noted the financial report, in particular that HRP ended the financial year 2017/18 £4m better than budget. Noting the receipt of a substantial legacy, Trustees discussed how such donations could be appropriately recognised.

3. Operating Plan, Operating Budget and designations from 2017/18

- 3.1 Sue Hall explained the changes that have been made to the Operating Budget, to reflect comments made by Trustees in March.

Louise Wilson was pleased to see the change to the marketing budget and re-iterated the need to focus on the domestic visitor market. She felt that the 'big shift' planned at the Tower of London was not reflected in the finances. John Barnes explained that the sum was indicative at this time, and that further work would be done on the proposition over the coming months.

- 3.2 The Operating Budget 2018/19 and designations were agreed.



4. Digital report

- 4.1 Trustees received a report on the delivery of the digital transformation programme to date and plans for technology investment in the future. Trustees recognised the amount of work that has been done in the programme, and thanked the teams for all their efforts. Trustees commented as follows:

Organisational change management is the most difficult part of digital transformation; how is HRP going to effect this? Dan Wolfe explained that there has already been a step change in approach and understanding in HRP, and governance across the organisation is now managed through the Digital Channels Board. The positive results indicate that HRP's approach is the right way forward. We are reflecting on the need for a dedicated resource to support the Digital Channels Board.

KPIs relating to best in class organisations will be shared in future updates.

Earlier software problems with the Digital Visitor Guide (DVG) have been dealt with and HRP now has best-in-class software. Whilst recognising the value of the DVGs, both Sue Wilkinson and Tim Knox reminded the Board of the importance of the palaces, and that understanding and appreciation of them needs to be linked with a digital experience.

HRP has done some customer journey mapping, and would be grateful for Ajay Chowdhury's support in this area.

The Board thanked Nikolai Segura and Graham Josephs for leading and managing the digital transformation programme.

5. 1918 commemoration

- 5.1 The Board discussed the current proposal; the overall concept, execution, charging proposal, donations, links to other organisations, timetable and budget. The Board decided to proceed with the event, subject to further work to be reported back to Trustees in June, and was supportive of the preparatory work. .

6. Annual Review

- 6.1 The Board received a draft of the Annual Review. Louise Wilson asked the team to consider how the images will appear in a digital format.



7. Thames Ditton Collection Store (TDCS)
  - 7.1 The Board noted the report, which explained the use of the TDCS, and how use of more rooms at Hampton Court Palace will be made possible by moving items to the TDCS. The report identifies that it is necessary to remove further items from certain rooms which are necessary for the enhancement of the Tudor Story. This can be accommodated by adding more racking in the TDCS. If more space is required at Hampton Court Palace the use of the TDC will be further evaluated. Trustees agreed the recommendation in the report.
8. HRPE Ltd
  - 8.1 The AGM was noted and it was agreed that John Barnes would represent HRP's interests at the AGM.
9. Register of Interests
  - 9.1 The year-end register of interests was noted.
10. Board effectiveness review
  - 10.1 The Board agreed to appoint Campbell Tickell to carry out a Board effectiveness review, using a survey-based approach.
11. *Directors and the Head of Governance withdrew from the meeting and Trustees discussed the findings of the Remuneration Committee.*

Next meeting: 18 June, Tower of London.

*ACGani*

