



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: **Monday 18 June 2018**
Location: **Boardroom, New Armouries, Tower of London**

Attendees: Rupert Gavin (Chairman)
Zeinab Badawi
Bruce Carnegie-Brown (by phone)
Ajay Chowdhury
Lord Houghton
Jane Kennedy
Carole Souter
Sir Michael Stevens
Sue Wilkinson
Louise Wilson (by phone)

In attendance: John Barnes, Sue Hall, Tom O’Leary, Dan Wolfe, Rachael Gilleard
Nigel Cook, Terry Crowdy, Andy Jefford, Andrew Favell (item 3), Caroline Rand (items 4 and 5).

Apologies: Professor Sir David Cannadine (Deputy Chairman)
Tim Knox

1. Opening business

1.1 The Chairman welcomed Trustees to the meeting.

1.2 Apologies were noted from David Cannadine and Tim Knox.

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. Tim Knox is the partner of Todd Longstaffe-Gowan. Todd Longstaffe-Gowan Ltd provides landscape design services for HRP.

1.4 The minutes of the last meeting were reviewed. With an alteration to reflect Jane Kennedy’s absence, the minutes were agreed. From the actions: The Lost Palace post-project review is available and will be circulated, HRP’s e-learning packages have been made



available, the comparison of spend between ToL and BHW will be circulated.

2. Audit and Risk Committee Annual report and Opinion

- 2.1 The Board noted the report of the Audit and Risk Committee and the opinion that HRP has a 'good' framework of governance, risk management and control, which is well embedded in most areas to support the achievement of HRP's objectives.

3. Head of Audit and Risk Annual Report and Opinion

- 3.1 Trustees heard the reports and opinions of the Advisors as follows:

Head of Internal Audit overall opinion - good

Internal Audit - satisfactory

Risk Management - satisfactory

Security - good

Health, Safety and Environment - good

Sustainability - good

Fire and emergency planning - good

- 3.2 Comments and questions on each area were:

Internal audit/ risk management

The Chairman asked what standards HRP is aiming to meet.

Andy Jefford replied that HRP aims to comply with the Institute of Internal Auditors standards. The team is also subject to external review every five years.

Security

The overall 'good' opinion is against a backdrop of a challenging year in the wider world. HRP has had no major incidents and implemented the installations of the tiaras at Kensington Palace successfully. Of the measures agreed by Trustees in summer 2017 some are in place, with some still in progress.

Lord Houghton asked about the quality of liaison with other parties. Nigel Cook judges this to be good on all levels - national and local - including the Police force, security service, Home office, and local Police forces. HRP has appropriate reach where it is required.

Health, Safety and Environment

The overall 'good' opinion is based on 83% of the actions from the audits being complete. All environmental policies were updated in the last year, CO₂ emissions have reduced and the sustainability strategy has been completed and will be presented to Trustees in September.



Zeinab Badawi asked about the use of plastics. HRP is no longer using plastic straws, which have been replaced by a compostable variety, and has a plan to remove all plastic packaging for food.

The Chairman asked that Trustees receive the RIDDOR report, which was received by the Audit and Risk Committee.

Jane Kennedy asked why there were more near misses this year than before. Andrew Favell explained that this subject has been targeted at staff induction training, and hence has more visibility, which is positive as it helps HRP to know where to focus attention.

Jane Kennedy also asked about food waste. HRP's catering contractor, CH&Co., separate and weigh waste, which highlights the issue of and the need for reduction.

Fire and emergency planning

Terry Crowdy explained that fire risk assessment surveys of all sites have been carried out, as have audits of related maintenance items. HRP has been subject to a number of regulatory inspections, with no significant feedback. There have also been visits from HRP's insurers. In terms of emergency planning, a big initiative in the last year was the implementation of an alert cascade system; able to send messages simultaneously to large numbers of staff.

Sir Michael Stevens noted that there had recently been two significant fires during development works at the Mandarin Oriental in London and the Glasgow School of Art- a time of significantly increased risk. How does HRP ensure fire safety during development work? Terry Crowdy responded that the key learning HRP has gleaned from analysis and talking to other professionals is that daily close-down procedures are key, and must be followed rigorously. Also, that fire compartmentation must not be compromised. He is a member of the Institution of Fire Engineers special group for heritage, which shares information and review procedures. The extent to which fire risk is incorporated into HRP's programme plan depends on the scale of the project. Typically, he will be involved at the early stages to direct the standards that are required from the outset. HRP also has a Fire Strategy that states HRP's philosophy and is used in the tender process. He also visits project sites at regular intervals.

Jane Kennedy and Sir Michael Stevens suggested that a combined night time surveillance/ fire safety inspection regime could be implemented. Terry Crowdy explained that temporary fire alarm systems were used and HRP does ensure that these are activated at night time.



With regard to the White Tower, fire compartmentation is challenging, but we are looking at the options for water misting. This work is ongoing.

The Board considered that, given HRP's responsibilities, there was benefit in further considering risk management and compliance during development projects.

The Board approved the report and thanked the Advisors for their work over the last year.

4. National Audit Office completion report

- 4.1 Trustees noted the report, which gave an unqualified audit opinion.

Bruce Carnegie-Brown noted the three internal control matters raised, and asked about the management response to these. Sue Hall explained that HRP agrees with the recommendations and will be working with the NAO to review processes and procedures in both organisations.

5. 2017/18 Financial Statements

- 5.1 The Board noted that the 2017/18 Financial Statements had been reviewed by the Audit and Risk Committee on 7 June, and agreed that the Chairman and Chief Executive should now sign them.

6. Annual Review

- 6.1 The Board noted the near-final version of the Annual Review. John Barnes asked for Trustees' final comments by 22 June. Trustees gave feedback and also provided comments outside the meeting. Subject to some minor changes, the Annual Review was agreed.

7. Monitoring performance

- 7.1 The Board noted the Chief Executive's monthly report. John Barnes explained that the car park at Hillsborough Castle was not yet complete, and other elements of the project were behind schedule. This will be reported on further at the next meeting. The Hillsborough Castle subgroup is to receive a copy of the latest programme management report.



8. 1918 commemoration at the Tower of London

- 8.1 Trustees received the report, which provided further detail on the proposal and responses to information requested by them at their last meeting.

Trustees expressed their views on specific aspects of the project, including: the title, the need to include a range of voices in the piece, ensuring a powerful experience from Tower Hill, the expectation that the budget will not be exceeded, clarity on how HRP will manage its resources to accommodate the project, the need to ensure that operational risk is minimised and the need to ensure that the Media and PR team is properly supported to deliver against all of its other projects, especially Hillsborough Castle. Specific items for further work by the team are:

1. reports on fire, emergency planning, and health and safety and confirmation that permissions have been sought (and in due course received) from the relevant local authorities and statutory bodies;
2. confirm delivery timetable for candles;
3. analyse the impact of *Poppies* on visit numbers;
4. confirm pricing strategy.

Assuming that the critical issues are resolvable within the timeframe and that Trustees comments are taken into account, Trustees supported the proposal.

9. Register of Interests

- 9.1 The register of interests of both Trustees and Directors was noted.

10. Any other business

- 10.1 Trustees noted the timetable for the Board effectiveness review.

Next meeting: 18 July, Hillsborough Castle.

