



Historic Royal Palaces is the charity that looks after:

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

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 17 June 2020**

Location: **Via videoconference**

Attendees: Rupert Gavin (Chairman), Zeinab Badawi, Lord Houghton, Sarah Jenkins, Jane Kennedy, Tim Knox, Carole Souter, Sir Michael Stevens, Robert Swannell, Dr Jo Twist, Sue Wilkinson, Professor Michael Wood

In attendance: Nicola Andrews, John Barnes, Jane Crowther, Gina George, Rachael Gilleard, Sue Hall, Andrew Jackson, Tom O'Leary, Adrian Phillips, Dan Wolfe

Apologies: None

### 1. Opening business

1.1 The Chairman welcomed Trustees and the Executive to the meeting.

1.2 Regarding conflicts of interest, Jane Kennedy is a Senior Partner of Purcell. Purcell has been selected as the architect for the build of the Orangery Learning Centre at Kensington Palace. Tim Knox is partner of Todd Longstaffe-Gowan and Secretary of Todd Longstaffe-Gowan Ltd, which provides landscape design services for HRP. Todd Longstaffe-Gowan is also an Honorary Patron of HRP. Carole Souter is Chair of the National Trust/University of Oxford Partnership Board. Robert Swannell is Chairman of UK Government Investments.

1.3 The Board noted that the minutes of the May meeting would be reviewed at the Board meeting in July.

### 2. Update

2.1 The Trustees' finance subgroup met on 5 June and the Investment Committee on 12 June.



HRP continues to access the Job Retention Scheme. Some staff have been taken out of furlough to assist with the re-opening of HCP and HCG.

The additional borrowing of £26m (with an 80% government backed guarantee) is in place and awaiting final parliamentary approval.

Nicola Andrews, Andrew Jackson and Tom O'Leary updated on the re-opening preparations. Ticket sales for HCP and HCG are going well. A route has been planned to take in the exterior spaces and gardens; phase 2 would include opening the interiors on a phased basis. Interpretive offer has been kept to a minimum. This is to keep complexity and cost as low as possible at this stage, and also to allow for layering on of interpretation at a later date, to encourage repeat visits. At the Tower of London, opening will be no earlier than 6/7 July, depending on government guidance. The offer will be based on timed tickets and will include a route through the Jewel House. Having only just received notification that the retail and catering outlets can open, the teams are working to get the offer up and running. Pricing has been set based on the teams' views of the offer; at HCG and HCP it is as before, at KP it is the non-exhibition price. This will be monitored closely.

Zeinab Badawi asked about opportunities for schools/ family learning. Consideration is being given to opening up only to schools on certain days in the autumn, and the team will give further thought to how HRP can support and engage with the current and anticipated changes in learning.

### **3. Fundraising**

- 3.1 Dan Wolfe reported that HRP had been pleased with recent donations, including from new donors. Application is also being made to the National Lottery Heritage Fund for £250k. Crowdcast events continue to bring in a small amount of money. A new fundraising app has been commissioned. There is currently a very good retention rate on the corporate partnership and Patrons programmes, although membership is down from 113k to 100k. It is hoped that this will pick up again as a result of the positive media coverage HRP has had recently.

Robert Swannell reported that the Campaign Board had two new members - David Cruickshank and Pim Baxter - and was operating with great energy.

John Barnes reported that the Case for Support to government is near completion.

Noting that other charities were somewhat behind HRP in their planning, Sue Wilkinson suggested that an argument for supporting HRP could be made on the basis of the benefit that HRP could help generate for other organisations by sharing its



knowledge and experience. This will be considered as part of the Case of Support.

#### **4. Cash management**

- 4.1 Sue Hall reported that the team is currently asking banks for costings to utilise the agreed financing facility. Careful modelling is required to determine how to disinvest existing investments in the most advantageous way. The Investment Committee has started a discussion about the appropriate level of reserves that the charity should hold going forward.

#### **5. Staffing**

- 5.1 Jane Crowther updated the Board on the recent actions taken on staffing: discussions with the TUs, communication of the announcement of pay/ hours reduction and the start of the voluntary redundancy (VR) scheme, introduction of the staff feedback forum. The take up of the VR scheme has been encouraging so far, with currently 60 expressions of interest. Some people have also expressed an interest in reducing their hours. Overall, the Executive feel that the announcement and reactions so far have gone very well.

The Executive has started to think about the organisational re-design and will update the Board in July. It is likely that an adhoc meeting of the Board will be required in August to receive the detail prior to any compulsory redundancy scheme.

#### **6. Any other business**

- 6.1 On behalf of the Board, the Chairman thanked the Executive Board and their teams for their continued exceptional work in a very difficult situation.

##### *Inclusivity*

In the context of current inclusivity discourse, Zeinab Badawi asked whether there were any tributes/ statues/ other paintings or artefacts that will require additional interpretation. John Barnes stated that curators were alert to the issue and, if required, artefacts would be contextualised.

##### *Operating model*

Sarah Jenkins reminded the Board that the current situation was an opportunity to pivot away from the current operating model – which is heavily dependent on visits. The Executive agreed that this should be explored further.

Next meeting, 9.30am, 15 July 2020.

