



HISTORIC ROYAL PALACES

Minutes

Meeting name: HRP Trustees Board

Time and date: 9am – 11.30am, 6 November 2024

Location: Tower of London, New Armouries

Attendees: Nicholas Coleridge - Chair (NC), Lisa Burger (LB), James Chalmers (JCh), Camilla Finlay (CF), Tim Knox (TK), Gordon Messenger (GM), Mike Stevens (MS)

In attendance: John Barnes (JB), Nicola Andrews (NA), Jane Crowther (JC), Anupam Ganguli (AG), Andrew Jackson (AJ), Antonia Newman (AN), Tom O’Leary (TO’L), Adrian Phillips (AP), Dan Wolfe (DW), Stephen Corri (SC), Emma Marley (EM), Abby Flight (AF)

Rachel Mackay (RM) for item 3.5, Laura McCorry (LM) for item 3.1.

Apologies: Sarah Jenkins, Jonathan Bewes, Michael Wood, Jo Twist

Guest: Andrew Aston, *Boardroom Apprentice* (AA).

1. Opening Business

- 1.1 The Chair welcomed attendees to the meeting, noted his immense gratitude to Mike Stevens who was attending his last HRP Board meeting and welcomed James Chalmers to his first meeting. In addition the Board noted that it would be Andrew Aston’s last meeting as Board apprentice and were pleased to receive his positive feedback on the experience.
- 1.2 Emma Marley and Abby Flight were also welcomed to the meeting.
- 1.3 No conflicts of interest were recorded.
- 1.4 The minutes of the previous meeting were approved as a correct record subject to them being updated to reflect that Camilla Finaly had been in attendance.
- 1.5 The Board noted that actions arising from the previous meeting had been addressed or were include on the agenda for this meeting.

1.6 The Board noted that trustee recruitment was underway and that a number of candidates had so far been identified, with interviews to be scheduled early in the new year.

1.7 The Board noted that a lunch for retiring trustees, Mike Stevens, Michael Wood and William Fall, would be held to coincide with the February Board meeting.

2. Monitoring Performance

2.1 CEO Report's July – October 2024

The Board had received the CEO's reports for July - October 2024. In discussion the Board noted:

- Its agreement to the recommendation that Lucy Worlsey be offered appointment as an Honorary Ambassador of HRP.
- That work to capture HRP's full reach/engagement with visitors (onsite, offsite and online) was under way. The data would continue to evolve and be reported through the impact monitoring framework which would support HRP's new strategy.
- Noted that Anna Kimber had been appointed as the new Deputy Governor at the Tower and would begin in post in January.
- The £1 ticket scheme continued to be a success and allowed many new audiences within and outside London to engage with HRP.

2.2 Management Accounts

The Board received and noted the September 2024 management accounts as well as a verbal update on the current position. Trustees were pleased to note HRP's continuing strong performance but also the need to maintain tight control of costs as HRP shaped to deliver its new strategy.

2.3 Q2 Forecast

The Board received an update on the Q2 forecast, noting the very positive trends and increased focus on planned maintenance spend in the coming months.

3. Hillsborough Castle

The Board received an update on ambitious plans to continue to develop Hillsborough Castle and gardens, and the role it would play in supporting delivery of HRP's new organisational strategy. The Board congratulated the team on their approach, supported the proposed direction and looked forward to further updates and to seeing the work in action during their visit in April 2025.

4. Operating Plan: 3 year objectives and activities

The Board received an update on the developing of HRP's three-year charitable objectives and supporting activities, noting formal proposals would be recommended to the Board in February 2025 following review of the budgets by the Finance Committee.

5. Schools and community strategies

The Board received an update and presentation on HRP's ambitious new schools and community outreach and engagement programmes. Trustees enthusiastically supported the new programmes and looked forward to seeing further updates on the impact of this work in future.

6. Visitor Experience – People Make Palaces

The Board received a presentation on HRP's new Visitor Experience Academy noting the range of positive feedback from visitors and HRP's continuing focus on placing the visitor experience at the centre of its work, especially as it looked to engage with new and more diverse audiences.

7. Commemorative event in 2025 for 80th anniversary of end of WW2

The Board approved a recommendation to mark the 80th anniversary of the end of WW2 at the Tower from May through to November 2025.

8. Tower of London - Middle Tower and Causeway investment

The Board approved an investment in the conservation of the Middle Tower and Moat at the Tower of London.

9. Kensington Palace - South and East facade investment

The Board approved an investment in the restoration of the South Façade of Kensington Palace.

10. Tower of London - St Peter Ad Vincula Chapel Roof & Window investment

The Board approved an investment in external repairs to the St Peter Ad Vincula Chapel Roof and Window.

11. Digital Video Guides – confirmation of approach

The Board received an update on a new approach to the development of HRP's digital video guides. Trustees supported the new approach and looked forward to an investment recommendation in due course.

12. Hampton Court - fire alarm system investment

The Board approved an investment in the Hampton Court Fire alarm system.

13. Tower of London - Moat prototype investment

The Board approved investment into a prototype scheme for the moat at the Tower of London which would explore the transformation of the moat into a natural environment for the enrichment of the public, schools and communities. Further investment would be required to complete the full scheme and this would be put to the Board in due course.

14. Final approval of annual report and accounts 2023-24

The Board noted that the calling of the general election had meant HRP's accounts for 2023-24 were not laid before Parliament prior to the Summer recess. Further adjustments had been made to the accounts to reflect further work by the NAO, all of which had been agreed with the Audit, Risk and Assurance Committee. The duly adjusted accounts, recommended by the Committee, were received and approved by Trustees.

Governance Matters

15. Nominations & Governance Committee meeting– 16 September

The Board received a verbal update on the Nominations & Governance Committee meeting on 16 September. Trustees noted that James Chalmers would succeed Mike Stevens as Deputy Board Chair, Lisa Burger had been appointed as Senior Independent Director. In addition, Trustees noted that terms of reference for Board committees would be reviewed and the Board's performance evaluation process was under way and would conclude with a report back to the Board in February.

15.1 Code of Conduct for Trustees

The Board approved a new Code of Conduct for Trustees.

16. Audit, Risk & Assurance Committee meeting – 17 October

The Board received a verbal update on the Audit, Risk and Assurance Committee meeting from 17 October. Trustees noted the progress made on addressing cyber related risk and that the strategic organisational risk register would be brought to the February Board meeting for review.

17. Summary of key discussions

The Board noted a summary of key discussions from the various working groups meetings since the last Board meeting.