



**HISTORIC ROYAL PALACES**

# CHAIR OF TRUSTEES APPOINTMENT



**SPACE TO STIR AND BE STIRRED**

**TOWER OF LONDON • HAMPTON COURT PALACE • BANQUETING HOUSE  
KENSINGTON PALACE • KEW PALACE • HILLSBOROUGH CASTLE AND GARDENS**

# Welcome from the CEO and current Chair

Thank you for your interest in becoming our new Chair.

We are a team of people who love and look after six of the most wonderful palaces in the world.

We create space for spirits to stir and be stirred. We want everyone to feel welcome and accepted. We tell stories about the monarchs you know and the lives you don't. We let people explore and we set minds racing. We are an independent charity, and we aim to inspire positive change in everyone who visits our magnificent palaces.

Our strategy is based on the simple but profound idea that we will root our work, more than ever, in our charitable purpose and the public benefit we bring, with a bold ambition to be for everyone, whoever and wherever they are. It will mean taking our work to new levels of reach and inclusion, investing in the programmes that will achieve this, and in the palaces, collections and content that we want everyone to enjoy. It will also mean pushing faster at the sustainability of our sites and our charity so that we can play our part, with everyone, in the challenge of climate change.

As our new Chair working closely with the Chief Executive and the leadership team, you would lead the Board of Trustees to help achieve this.

We are excited to share this opportunity and look forward to hearing from you and, perhaps, welcoming you to our Board.

**John Barnes and Carole Souter**

# ABOUT HISTORIC ROYAL PALACES



# About Historic Royal Palaces

Historic Royal Palaces (HRP) is the independent charity responsible for the management of six royal palaces and their associated content and landscapes.

HRP is custodian of some of Britain's most iconic historic buildings, being responsible for the care, preservation, and presentation to the public of:

- The Tower of London
- Hampton Court Palace
- Kensington Palace
- The Banqueting House at Whitehall
- Kew Palace with its Royal Kitchens, Queen Charlotte's Cottage and The Great Pagoda
- Hillsborough Castle in Northern Ireland

The five London palaces are owned by His Majesty The King in Right of Crown and held for the benefit of the nation by Government through the Department for Culture, Media and Sport. Hillsborough Castle is owned by Government through the Northern Ireland Office and is The King's Official Residence in Northern Ireland.

HRP was established by Royal Charter in 1998. Since this time, HRP has been responsible for the five London palaces under contract with the Secretary of State for Culture, Media and Sport. Responsibility for Hillsborough Castle under a lease from the Northern Ireland Office since April 2014, has been a seminal shift in the scope of HRP's work; extending the geographic focus as well as bringing a new historical dimension to the sites managed.

We are also an independent research organisation, and our aim is to present the history of the palaces in a transparent and balanced way, always informed by rigorous research.

We believe that our work is enriched by the involvement of a wide range of people and perspectives, so we work with a broad range of organisations and communities, to bring the stories of the palaces to life.

The organisation is governed by the Board of Trustees, all of whom are non-executive. There is also an Executive Board, comprising the Chief Executive and eight Directors, responsible for the day-to-day management and strategic development of the organisation. The overall aim and purpose of Historic Royal Palaces is expressed in our cause, why we do what we do – *We stir every spirit, to inspire and provoke change.*

**To support our cause, our work is organised into four strategic aims:**

Two derive from our Royal Charter:

- Give the palaces a future as bright as their past
- Create unique and memorable experiences, onsite, offsite, and online

Two are instrumental, enabling us to fulfil our Charter:

- Nurture a culture that unites us behind our cause
- Generate the money to help our charity thrive

**The cause is supported by a set of principles that underpin the way we work. They are a guide to help us achieve our ambitions as an organisation.**

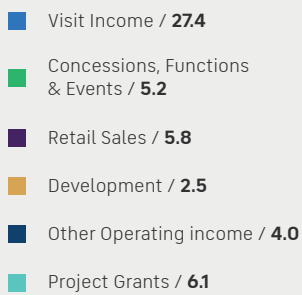


Further information about HRP is available at: [www.hrp.org.uk](http://www.hrp.org.uk)

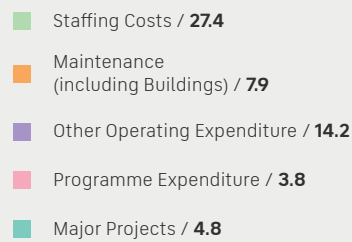
# Visitor & Financial Information

## 2021/22 Performance Visits 1.486m

### Income (£51.0m)



### Expenditure (£57.9m)

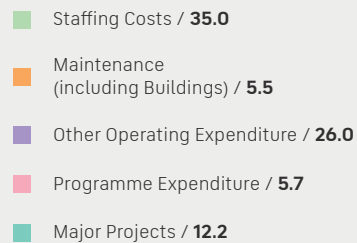


## 2022/23 Forecast Visits 3.438m

### Income (£96.7m)



### Expenditure (£84.4m)



# New Projects for 2023

## APRIL **Crown to Couture at Kensington Palace**

An exhibition featuring contemporary radical outfits worn to high profile events such as the Met Ball and the Oscars, inspired by the trail-blazing fashion of the 18th century Georgian Court.



## MAY **Project Spirit at the Tower of London**

A multi-media exhibition telling the story of the Crown Jewels and Coronations to the present day, including enhancements to the Treasury itself.



## JUNE **Stableyard Gallery at Hillsborough Castle**

A new temporary exhibition space opening with 'Life Through a Royal Lens' tracing the relationship between the British Royal Family and the medium of photography over 180 years.



# Our ambition

We are a self-funded charity and, like many others, we were severely affected by the Covid-19 pandemic; the palaces were closed for long periods and we made significant financial losses in 2020/21 and 2021/22. However, we are now well on the road to recovery, seeing visitor numbers return and regaining our financial stability.

The break to normal activity during the pandemic gave us a rare opportunity to reassess our work and restate our ambition as a charity. Our cause remains to stir every spirit, to inspire and provoke change. Our strategy is to root our work, more than ever, in our charitable purpose and the public benefit we bring, with a bold ambition to be for everyone, whoever and wherever they are.

## **Being for everyone should, ultimately, mean that:**

- There are no financial, physical, or intellectual barriers to visiting or accessing our content
- There is universal access to the palaces in our care, along with their collections, and content
- We are reaching every school in the UK
- Our audiences and our people are representative of UK society
- We are open to multiplying the public benefit that we bring with new sites and opportunities

As well as, of course, keeping on doing the things that we already do well and investing in them: welcoming visitors, conserving and researching our palaces and estates, putting on extraordinary exhibitions and events.

We have also begun to reflect the renewed focus in our plans for 2023–24 to signal clearly our intent, such as:

- Increasing the proportion of our spend that impacts our beneficiaries, delivering more charitable and public benefit year on year
- Developing wide ranging activities to mark the Coronation so that we can play our part in national events and bring more people to the palaces
- Increasing investment in our education programmes so that we can reach all schools in the UK
- Increasing investment in digital content that reaches beyond our walls
- A dedicated programme of work to improve accessibility across all our sites
- Activities that will extend our reach onsite, offsite, and online



# THE ROLE

# The Role

The previous Chair, Rupert Gavin, concluded seven years in office on 4 July 2022. Carole Souter, who has nearly seven years' experience as a Trustee of HRP is currently serving as the Interim Chair. The new Chair will lead the Board of Trustees as we pursue a renewed focus on our charitable purpose and the public benefit that we bring.

## Key accountabilities

- Board leadership: agreeing agendas for and chairing main Board meetings; Board effectiveness and Trustee appraisals, appointment/renewal of trustees; chairing the Nominations & Governance sub-committee, membership of the Finance & Investment sub-committee, and occasional attendance as observer at other board sub committees.
- Working with the Chief Executive and Executive Board Directors: supporting and holding the Chief Executive to account, setting and reviewing annual objectives, routine working meetings (every two to three weeks), regular phone calls/emails for consultation and sharing information, support and guidance as required. Plus, occasionally working with Directors and senior managers when the Chair's experience would be helpful.
- Fundraising: Leading (with others) prospect cultivation and donor stewardship at a senior level; building a group of Trustees that is committed to fundraising at Board and individual level.
- Visible leadership: inside and outside HRP – attending and speaking at HRP previews, openings, events; visits to projects, staff visits; attending external events on behalf of HRP.
- Senior stakeholder and partner relationships: acting as an ambassador for HRP, building and maintaining relationships with key stakeholders and partners (ie. His Majesty the King and other members of the

Royal Family, government especially The Department for Digital, Culture, Media & Sport and Northern Ireland Office; secretaries of state and ministers; chairs of other organisations.

## Term of office

Trustees' appointments are for three years. They may serve second terms, if approved, and have this extended further in exceptional circumstances.

## Time commitment

The time commitment is around one day per week (including attendance at events), spread across the year. The main Board meets four times a year (plus one for the accounts if necessary) and there are main sub committees covering Nominations, Finance & Investment, People and Audit & Risk, as well as other committees and working groups, which usually meet two or three times a year and to which the Chair is invited but may not always attend.

## Office support

It is assumed that the Chair will have their own office and administrative support for business and interests beyond HRP, and for personal arrangements and convenience. However, HRP will provide the support necessary for Board matters, Chair's correspondence and the provision of necessary documentation.

# Our governance and our board

The Board of Trustees is responsible for the conduct and aims of the charity, although much of this is delegated to the Chief Executive on a day-to-day basis. The Chief Executive is also accountable to Parliament as Accounting Officer.

The Board consists of a Chair and eleven Trustees, chosen for their skills and experience. All are non-executive and unpaid.

The Chair is appointed by HM The King on the advice of the Secretary of State. Four Trustees are appointed by HM The King, of whom three are *ex-officio* appointments: the Director of the Royal Collection; the Keeper of the Privy Purse and the Lord Chamberlain (unless he chooses not to take up the appointment, in which case HM The King may appoint someone to take his place, as currently). The remaining seven Trustees are appointed by the Secretary of State, two of whom are *ex-officio*; the Constable of the Tower of London and the Chair of the Campaign Board.

## Here are our current Board Members:



### **Lisa Burger CBE**

Lisa Burger is a leader of the UK theatre sector and theatre producer. She stepped down as Joint Chief Executive of the National Theatre in mid-April 2022 after a 20 year career during which she has been instrumental in expanding the NT's reach.



### **Camilla Finlay**

Camilla was appointed to the post of Cathedral Architect to Exeter Cathedral in 2012 and Surveyor to the Fabric of Worcester Cathedral in 2014. She is a member of the Cathedral Fabric Commission for England (CFCE).



### **Sarah Jenkins**

Sarah is the Managing Director of Saatchi and Saatchi London, one of the biggest and most successful agencies in the UK, clients include BT, HSBC, Direct Line Group, Visa and Proctor & Gamble.



### **Tim Knox**

Tim Knox was appointed Director of the Royal Collection by HM The Queen in 2018. Previous to that he was Director and Marlay Curator of the Fitzwilliam Museum between 2013 and 2018, where he made a number of important acquisitions and planned the Museum's masterplan, New Ways In. He was Director of Sir John Soane's Museum in London between 2005 and 2013.



### **General Sir Gordon Messenger, KCB DSO\* OBE DL**

General Messenger retired as the UK's Vice Chief of Defence Staff in 2019, after over 36 years' service in the Royal Marines. His career was notable for becoming the first Royal Marine to be promoted to 4\* rank for over 50 years, and the first member of the naval service to be awarded a Bar to the Distinguished Service Order since the Korean War.



### **Carole Souter CBE, Interim Chair**

Carole was Chief Executive of the Heritage Lottery Fund from 2003 to 2016 and Chair of the Board of Visitors of the Oxford University Museum of Natural History, and Master of St Cross College, University of Oxford. Carole is a Trustee of the Oxford Preservation Trust, the Horniman Museum and the London Emergencies Trust, and a Lay Canon of Salisbury Cathedral. She is also Chair of the Sulgrave Manor Trust.



**Sir Michael Stevens CVO,  
Deputy Chairman**

Sir Michael Stevens is Keeper of the Privy Purse, Receiver General of the Duchy of Lancaster. He is also a Trustee of The Royal Collection Trust and the Military Knights of Windsor. Sir Michael was Finance Director of The Royal Collection Trust from 1995 to 2014. He was a Governor and Member of Council, King Edward VII Sister Agnes Hospital from 2010–2019 and Chairman of the hospital’s Audit and Investment Committee 2013–2019.



**Robert Swannell CBE**

Robert Swannell is a former investment banker with Schroder and Citigroup, and businessman who was the Chairman of HMV (2009–11) and Marks & Spencer (2011–17). He was Chairman of UK government investments, responsible for corporate fiancé and governance for HMG. Among many non-executive and charitable positions, Robert was Chairman of The Royal National Children’s SpringBoard Foundation, a Trustee of Teach First and a visiting Fellow at the University of Oxford, Said Business School.



**Dr Jo Twist OBE**

Jo is CEO of Ukie, the trade body for UK games and interactive entertainment, making the UK the best place in the world to make, sell and play games. She is also Deputy Chair of the British Screen Advisory Council, London Tech Ambassador, Chair of the BAFTA Games Committee and BAFTA Trustee, an Ambassador on the Mayor of London’s Cultural Leadership Board, and Creative Industries Council member.



**Sue Wilkinson OBE**

Sue has held a number of prominent roles within the arts and education. She was Chief Executive of the Reading Agency from January 2014 to July 2019. Prior to this she was Director of UK Academic and Government Alliances at Elsevier.



**Professor Michael Wood OBE**

Michael Wood is a historian and film maker who for forty years has brought history alive for viewers and readers in Britain, the US and worldwide. He is the author of highly praised and bestselling books on English history including number one best sellers In Search of the Dark Ages, Domesday, and The Story of England.

# Candidate Profile

**All candidates will need to demonstrate in their application the majority of the following essential criteria:**

- Senior leadership experience in at least one of the charitable, public, academic or business sectors
- Well-developed understanding of the principles of corporate governance, with an understanding of the complexities and subtleties of large non- profit organisations
- The ability to chair organisations successfully at Board level
- Excellent communication skills with the ability to represent Historic Royal Palaces with confidence to current Trustees, Government and key stakeholders
- Genuine care about Historic Royal Palaces, its cause and fields of interest and show commitment to heritage generally
- A commitment to preserving cultural heritage, and improving education and understanding of British and World history and
- A commitment to improving opportunities for people throughout the UK and access to people from low socio-economic backgrounds.

# HOW TO APPLY



# How to apply

Because this is a public appointment candidates will need to apply via DCMS using the details below. If you need any further information or would like an initial discussion about the role, please contact HRP directly using the contact details below.

We look forward to hearing from you!

## How to apply

### To apply, please send:

- a CV of not more than two sides of A4
- a supporting statement of not more than three sides of A4, providing examples and setting out how you meet the criteria
- The Diversity Monitoring Form which must be completed by clicking this link, before submitting your application – please note this replaces the previous PDF monitoring form
- and the Declaration of Interests Form.

Completed applications should be emailed to: [publicappointments@dcms.gov.uk](mailto:publicappointments@dcms.gov.uk). Please put 'Historic Royal Palaces - Chair' in the Subject line.

If you have any questions about the appointments process, please contact Victoria Watts, Campaign Manager at DCMS ([victoria.watts@dcms.gov.uk](mailto:victoria.watts@dcms.gov.uk)).

If you would like further information or to speak about the role itself, please contact Stephen Corri, Governance and Planning Manager at Historic Royal Palaces ([stephen.corri@hrp.org.uk](mailto:stephen.corri@hrp.org.uk)).

The closing date for applications is 10 March 2023

# Further information

Because this is a public appointment there is some further information that will be important for candidates:

## Diversity and inclusion

We want to ensure any appointee is committed to promoting diversity, in its broadest possible sense. This will include embedding a commitment to the principles of levelling up and championing opportunity for all across the organisation, helping to ensure that the organisation is one in which a genuinely diverse range of views can be expressed, without fear or favour.

We ask all applicants to complete a diversity monitoring form. We hope you will help us by providing this information. Your data is not disclosed to the panel, but allows us to constantly evaluate any potential barriers to becoming a public appointee and what we can do to encourage a more diverse field to apply.

## Disability Confident

We guarantee to interview anyone with a disability whose application meets the minimum criteria for the role. By 'minimum criteria,' we mean that you must provide evidence in your application, which demonstrates that you meet the level of competence required under the majority of the essential criteria.

If you wish to apply under this scheme, state this in the covering email or letter when submitting your application. This will in no way prejudice your application.

## Reasonable adjustments

If you would like a confidential discussion regarding any reasonable adjustments ahead of making your application or during the process, please contact us.

## About DCMS

Our department operates at the heart of government on some of the UK's biggest economic and social issues. Our mission is to drive growth, enrich lives and promote the UK to the world. We champion innovation and creativity. From the Arts to Artificial Intelligence, a quarter of UK businesses are in our sectors, and are among the fastest growing of our economy. Emerging technology is opening up new possibilities for human endeavour and self-expression. But we need to harness it, create new norms for the online world and build a strong civil society so that the benefits are shared by all. Our actions over more than 25 years of DCMS have become woven into the fabric of our nation. Today we continue to shape the world we want to live in – building a future fit for everyone.

DCMS is a ministerial department, supported by 45 agencies and public bodies.

## If you are not completely satisfied

We aim to process all applications as quickly as possible and to treat all applicants with courtesy. If you have any complaints about the way your application has been handled, please contact [publicappointments@culture.gov.uk](mailto:publicappointments@culture.gov.uk).

## Supporting information

This appointments process adheres to the Cabinet Office Governance Code on Public Appointments, which is regulated by the Commissioner for Public Appointments.

All applicants are expected to abide by the Seven Principles of Public Life and the 12 Principles of Governance.

## Eligibility Criteria

You cannot be considered for a public appointment if:

- you become bankrupt or make an arrangement with a creditor
- your estate has been sequestrated in Scotland or you enter into a debt arrangement programme under Part 1 of the Debt Arrangement and Attachment (Scotland) Act 2002 (asp 17) as the debtor or have, under Scots law, granted a trust deed for creditors;
- you are disqualified from acting as a company director under the Company Directors Disqualification Act 1986;
- you have been convicted of a criminal offence, the conviction not being spent for the purposes of the Rehabilitation of Offenders Act 1974 (c. 53);
- you become subject to a debt relief order or a bankruptcy restrictions order;
- you fail to declare any conflict of interest.

## Conflicts of Interest and Due Diligence

If you have any interests that might be relevant to the work of the organisation, and which could lead to a real or perceived conflict of interest if you were to be appointed, please

provide details in your application. If you have queries about this and would like to discuss further please contact the Public Appointments Team.

Given the nature of public appointments, it is important that those appointed as members of public bodies maintain the confidence of Parliament and the public. If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment, or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the Advisory Assessment Panel and provide details of the issue(s) in your application. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media.

As part of our due diligence checks we will consider anything in the public domain related to your conduct or professional capacity. This will include us undertaking searches of previous public statements and social media, blogs or any other publicly available information. This information may be made available to the Advisory Assessment Panel and they may wish to explore issues with you should you be invited to interview. The information may also be shared with ministers and the Cabinet Office.

## Expenses

Expenses incurred by external candidates during the recruitment process will not be reimbursed, except in exceptional circumstances, and only when agreed in advance.

