HISTORIC ROYAL PALACES

Minutes

Meeting name: HRP Trustees Board

Time and date: 9am – 12.30am, 9 July 2025

Location: Cambridge Cottage, Kew Gardens

Attendees: Nicholas Coleridge - Chair, Lisa Burger, James Chalmers, Camilla Finlay, Tom Harris, Dan Jones, Gordon Messenger, Caroline Michel, Sarah Jenkins, Jo Twist.

In attendance: John Barnes, Nicola Andrews, Jane Crowther, Anupam Ganguli, Andrew Jackson, Antonia Newman, Tom O'Leary, Adrian Phillips, Dan Wolfe, Stephen Corri, Emma Marley

Guests: Rosie Folkes for item 3.4

Apologies: Jonathan Bewes, Tim Knox.

1. Opening Business

1.1 The Chair welcomed Caroline Michel to her first Board meeting as a trustee and thanked Sarah Jenkins and Jo Twist for their service noting that this would be their last Board meeting.

1.2 The Board also noted their thanks to Adrian Philips who was retiring from his role but also their congratulations to him and Tim Knox on their recent awards of LVO and CVO respectively.

1.3 No conflicts of interest were recorded.

1.4 The minutes of the previous meeting were approved as a correct record.

1.5 The Board noted that actions arising from the previous meeting had been addressed or were included on the agenda for this meeting.

2. Monitoring Performance

2.1 Chief Executive's Reports April - June 2025

The Board had received the reports for April to June 2025. In discussion Trustees noted:

- Their thanks to Dan, Caroline and Camilla for taking part in the *In Conversation* series.
- That advanced bookings for Banqueting House were very encouraging.
- That the outcomes from new approaches to festivals at Hampton Court would be reviewed in due course.
- A number of pledges for the Tomorrow's Tower projects had been received and HRP's new apprenticeship scheme was resonating well with supporters and had also been nominated for a number of awards
- The membership of the Campaign Board was being reviewed and a number of additions had been made.
- Thanks to Sarah Jenkins for speaking at the staff awards event.
- Recognition for the work of Laura Hutchinson and her team.
- The new strategy, *to be a charity for everyone*, was being lived and evidenced throughout HRP's work.
- The importance of maintaining the quality of the visitor experience especially at sites where visitor numbers were high.
- The value of telling the story of our conservation work as it happens so visitors can see it in the context of the history of the palaces and understand how their contribution was making the work possible.

2.2 Management Accounts

The Board had received the management accounts and noted a further summary at the meeting.

2.3 Financial Designation

The Board received and approved the recommended financial designations for the 2024/25 surplus.

3. Main items

3.1 Annual Report & Accounts 2024/25

The Board received HRP's annual report and accounts for 2024/25 and noted that as there remained one unresolved matter, they were approved in principle, but that final approval would be delegated to the Audit & Risk Committee.

3.2 People Report

The Board had received HRP's annual People Report and were pleased to note the significant amount of work undertaken and progress made across a range of areas to reflect HRP's strategic ambitions.

3.3 Safeguarding Update

The Board received and discussed an update on Safeguarding, noting its critical importance to the organisation and the strength of the processes and practices in place but also the need to continue to keep this in focus. The Board noted that HRP's work in this area had also been subject to a recent internal audit by RSM to ensure measures in place were robust and that the outcomes had been reviewed by the Audit & Risk Committee.

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3.4 Strategy Metrics and reporting

The Board received and discussed an update on HRP's emerging strategic reporting framework, noting this would ensure a tighter focus on measuring the impact of strategic initiatives and in particular the six changes envisaged in the new strategy over the next three years. The framework remained a work in progress and Trustees looked forward to further updates as the approach was developed.

4. Items for discussion and approval:

4.1 Tower World Heritage Site Management Plan

The Board approved the WHS Management Plan 2025-30 and Action Plan 2025-26 for submission to UNESCO.

4.2 Approval of a grant for the conservation of the Mantegna gallery

The Board noted the new memorandum of cooperation with the World Monuments Fund and were pleased to approve the acceptance of a grant in support of the conservation, re-presentation and interpretation of the Mantegna Gallery at Hampton Court.

4.3 Hampton Court Mantegna Gallery Investment

The Board approved an investment to support conservation of the Mantegna Gallery at Hampton Court.

4.4 Hampton Court Electrical Mains Investment

The Board approved an investment in electrical mains infrastructure upgrades at Hampton Court.

4.5 Hampton Court Home Park stables

The Board approved an investment in support of the conservation of Home Park stables at Hampton Court.

4.6 Outline investment approval for new Christmas Public Programme at Hampton Court

The Board approved an investment in principle for a new Christmas public programme at Hampton Court, noting that a detailed proposal would return in due course.

4.7 Tower of London Military Guard payment

The Board approved payment to the Ministry of Defence for the Military Guard at the Tower in 2025/26.

4.8 Modern Slavery Act statement for 2025

The Board approved HRP's modern slavery statement for 2025.

4.9 Ice Rink re-tender

The Board formerly ratified its previous approval of a proposal to re-tender for the ice rink at Hampton Court.

5. Governance:

5.1 Composition of working groups and trustee roles

The Board received and approved a recommendation from the Nominations & Governance Committee on changes to the composition of committees, working groups and individual trustee roles. The Chair noted the value of the committee framework and thanked trustees for their dedication and commitment.

5.2 Finance & Investment Committee meeting 21 May

The Board received a verbal update from the Finance & Investment Committee meeting of 21 May.

5.3 Audit, Risk & Assurance Committee meeting 2 July

The Board received a verbal update from the Audit & Risk Committee meeting of 2 July.

5.4 Summary of key discussions from working groups

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