



Minutes

Meeting name: HRP Trustees Board

Time and date: 9am – 12.30pm, 15 April 2026

Location: Banqueting House

Attendees: Nicholas Coleridge - Chair (NC), Jonathan Bewes (JBe), Lisa Burger (LB), James Chalmers (JCh), Camilla Finlay (CF – from item 2.3), Tom Harris (TH), Caroline Hope (CH), Caroline Michel (CM), Dan Jones (DJ), Tim Knox (TK), Gordon Messenger (GM), John Mothersole (JM)

In attendance: John Barnes (JB), Nicola Andrews (NA), Jane Crowther (JC), Anupam Ganguli (AG), Anna Kimber (AK), Antonia Newman (AN), Tom O’Leary (TO’L), Dan Wolfe (DW - from 2.3), Kathryn Hallet (KH), Stephen Corri (SC), Emma Marley (EM), Abby Flight (AF). Rosie Folkes and Nigel Walley for item 2.4, Rhianon Goddard for item 2.5, Aileen Peirce for items 3.1-2.

1. Opening Business

- 1.1 The Chair welcomed everyone to the meeting, noting that AK was attending in AJ’s stead.
- 1.2 No conflicts of interest were recorded.
- 1.3 The minutes of the previous meeting were approved as a correct record.
- 1.4 The Board noted that actions arising from the previous meeting had been addressed or were include on the agenda for this meeting.

2. Monitoring Performance

2.1 CEO Updates

The Board had received the CEO’s updates for Jan-Mar 2026, noting the impressive range of activity across the palaces. In discussion trustees noted:

- Its congratulations to the team on the successful outcomes of the recent FENRIR exercise

- Significant progress being made on leadership development across the organisation
- Thanks to CF for her assistance with a recent senior appointment in the Palaces & Collections team
- The success of the Apprenticeship Scheme which had seen HRP awarded *Apprentice Employer of the Year 2026* at the Westminster Adult Education Celebration of Apprenticeships in an Awards Ceremony held at The Royal Opera House
- Successful conclusion of recent pay negotiations
- Thanks to TH and JM for their assistance in consideration of a recent commercial opportunity
- Congratulations to the Development Team on continuing success in securing funding for the Tomorrow's Tower programme of work, but noting that longer term strategic objectives would require further significant investment and support
- An update on the Campaign Board
- The huge success of the Inspiring History Teachers award and congratulations to the team on such a powerful initiative

2.2 **Management Accounts**

The Board received and noted management accounts for February 2026 and received a further verbal update on the current position.

2.3. **Softening visitor performance – update and current thinking**

The Board received an update on current softening of visitor performance, noting that this was in line with others in the sector and beyond. The Board agreed a series of principles that would underpin HRP's short, medium and long term responses to the challenge, noting that HRP's commitment to its strategic charitable ambitions remained firm. A further update would be presented at the July meeting.

2.4 **HRP 10-year timeline and plan**

The Board welcomed the opportunity to see an outline of HRP's ten-year programme of work and noted that it would continue to evolve to take account of new challenges and opportunities.

2.5 **Tomorrow's Tower update and designs**

The Board received a paper and presentation on evolving designs for work at the Tower and noted that an investment proposal would be brought to the

July Board meeting. The Board noted its thanks to CF and TK for engaging with the design process on the Board's behalf.

2.6 Hillsborough update

The Board received an update on developments at Hillsborough, provided a steer on next steps, agreed in principle with proposals and looked forward to a more detailed business plan and designs at the July Board meeting.

3. Items for approval

3.1 Re-presentation of the Queen's Route at Kensington Palace

The Board approved an investment in the re-presentation of the Queen's Route at Kensington Palace.

3.2 Exhibition investment decision

The Board received an update on an opportunity for a future exhibition which it approved in principle but noted that a formal request for investment would be brought in due course if appropriate.

3.3 Extension of Schools and Communities Onsite Performers contract

The Board approved an investment to allow for the extension of the communities onsite performers contract at the Tower of London.

4. Items approved previously by email

4.1 Middle Tower Entry, Tower of London

The Board ratified its decision made by email on 23 February 2026 in respect of an investment in the Middle Tower entry at the Tower of London.

4.2 Annual insurance renewal

The Board ratified its decision made by email on 27 March 2026 regarding the annual renewal and payment of HRP's insurance policies.

5. Governance Matters

5.1 Annual Board effectiveness review

The Board received an update on the very positive outcomes of its annual effectiveness review and noted a number of initiatives which would be further developed in the coming months.

5.2 Audit & Risk Committee 10 March 2026

The Board received a verbal update on the Audit & Risk Committee meeting on 10 March 2026, noting and agreeing the signatories on the new investment account.

5.3 Nominations & Governance Committee 1 April 2026

The Board received a verbal update on the Nominations & Governance Committee meeting on 1 April 2026, noting that GM's term had been extended until October 2029 and that an extension of CF's term was recommended and was being discussed with DCMS.

5.4 Summary of key discussions

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