



Minutes

Meeting name: HRP Trustees Board

Time and date: 9am – 11.30am, 5 November 2025

Location: Tower of London, Royal Armouries

Attendees: Nicholas Coleridge - Chair (NC), Jonathan Bewes (JBe), Lisa Burger (LB), James Chalmers (JCh), Camilla Finlay (CF), Tom Harris (TH), 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), Andrew Jackson (AJ), Antonia Newman (AN), Tom O’Leary (TO’L), Dan Wolfe (DW), Kathryn Hallett (KH), Stephen Corri (SC), Emma Marley (EM), Abby Flight (AF). Alison Lightbown attended for item 3.1.

1. Opening Business

- 1.1 The Chair welcomed John Mothersole to his first Board meeting as a trustee, and Kathryn Hallett who was acting as the lead for Palaces and Collections until Melissa Hamnett joins in January 2026.
- 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 July to September 2025, noting the huge and very impressive range of activity across the palaces. In discussion trustees noted:

- An update on the strength of security measures across the palaces, but also the need for all staff to remain vigilant in the face of evolving external threats

- The impact of HRP's new strategy and how this was shaping our activities across the palaces and especially the fantastic work HRP teams were doing to engage and build relationships with local communities and external stakeholders to help further inform and shape our work
- A number of changes to the HRP senior leadership team
- Gratitude to Dan Jones for his support for the *Inspiring History Teachers* award
- The enormous success of HRP's apprenticeship programme
- Thank you to the Chair for hosting the Board and Executive Team on 30 September
- An update on commercial activity, noting the very positive performance of retail and catering operations
- A number of existing and potential partnerships to help further grow HRP's profile with new audiences
- Major fundraising successes in support of the *Tomorrow's Tower* initiative and congratulations to the development team

2.2 Management Accounts

The Board received and noted management accounts to September as well as a verbal update on the current position. Trustees noted a number of variances due to phasing within projects and the overall positive position but that HRP's ambitious longer term strategic objectives would require further significant investment and support.

2.3 Draft Q2 forecast

The Board received an update and in discussion noted the ongoing challenge of delivering complex major projects, especially those with a range of external stakeholders, and the effect this had on forecasting, noting that this remained an area under review by the Executive.

3. Updates

3.1 Education update

The Board received a presentation on HRP's schools strategy noting the ambition to reach every school in the UK with its work and congratulated the education team on their work towards this objective.

3.2 Update on AI adoption

The Board received a presentation on the adoption of AI across HRP's work, noting the need to ensure AI was used in those areas where HRP's charitable impact would benefit, but also that risks and tensions were managed systematically as new approaches were considered.

3.3 Update on major projects

The Board received a presentation on a range of major building projects across the palaces, noting that the team had prioritised the need to minimise the impact for visitors while work was ongoing and to use building and conservation work as an opportunity to engage visitors with HRP's strategy where this was possible and practical.

3.4 Tomorrow's Tower

The Board received an update on the Tomorrow's Tower project and approved the recommendation to proceed with a bid for further support for the project.

3.5 Banqueting House, City Deal

The Board received an update on the Banqueting House and City Deal initiatives.

4. Items for approval

4.1 Major gift

The Board approved the receipt and proposed recognition of a major gift.

4.2 Big Bahooey investment

The Board approved an investment in the Big Bahooey festival at Hampton Court.

4.3 Media buying investment

The Board approved a proposed investment in HRP's media buying.

4.4 Data Protection policy

The Board approved HRP's new data protection policy.

4.5 Audit & Risk Committee's update terms of reference

The Board approved the Audit & Risk Committee's updated terms of reference.

4.6 Major gift

The Board ratified the decision it had made by email to accept a major gift and the associated naming of spaces at TOL.

4.7 NLHF phase 2 bid

The Board ratified the decision it had made by email in respect of NLHF Phase 2 bid in support of Tomorrow's Tower (Education project in Waterloo Block).

4.8 City Deal project, appointment of consultants

The Board ratified the decision it had made by email to appoint consultants for Hillsborough's City Deal project.

5. Governance Matters

5.1 Audit & Risk Committee – 14 October 2025

The Board noted a verbal update on the 14 October Audit & Risk Committee meeting.

5.2 Summary of key discussions

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