



HISTORIC ROYAL PALACES

Minutes

Meeting name: HRP Trustees Board

Time and date: 9am – 11.30am, 16 April 2025

Location: Hillsborough Castle

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), Sarah Jenkins (SJ), Jo Twist (JT).

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)

Apologies: Caroline Michel

1. Opening Business

- 1.1 The Chair welcomed Dan Jones and Tom Harris to their first Board meeting as trustees. Caroline Michel had also joined the Board and would be present at the next meeting in Kew.
- 1.2 The Chair thanked the Hillsborough team for their hospitality and expertise in hosting the Board's meeting and events on the previous day.
- 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. Reflection on the visit to Hillsborough

Trustees discussed their reflections on the visit and received an update on the plan for future work at Hillsborough and how it reflected HRP's wider strategic ambitions to optimise public and charitable benefit.

Trustees were pleased with the level of ambition inherent in plans and looked forward to further discussions as their impact was realised.

3. Monitoring Performance

3.1 CEO Report's February – March 2025

The Board had received the CEO's reports for February to March 2025. In discussion Trustees noted:

- The success of the recent sustainable markets initiative hosted at Hampton Court and how this had provided opportunities for HRP to begin to develop partnerships in support of its strategic sustainability ambitions.
- An update on conservation work at the Tower.
- That HRP had paid the first instalment of its CRF loan.
- A number of significant development successes and congratulated the team accordingly.

3.2 Draft year end results

The Board received and noted the draft year end results as well as a verbal update on the current position. Trustees noted that although HRP's position remained strong, the uncertain global economic climate and the impact this was having on visitor trends generally prompted continuing control of costs and caution and flexibility in managing budgets.

Trustees also noted it would be vital to maintain HRP's strong financial position in order to enable delivery of its very ambitious strategic objectives as it sought to ramp up its charitable and public benefit. The Board would be kept informed of the position through regular updates and at each of its meetings.

3.3 Update on gardens and estates

The Board received a presentation on HRP's gardens and estates, noting in particular the need to focus on developing a sustainable approach in this area. The Board looked forward to further updates on this work at a future meeting.

3.4 Conservation update

The Board received an update on conservation work across the palaces and collections, noting the significant programme of work in progress and planned and thanked the team for their skill in managing such a complex and demanding programme.

4. Items for approval

4.1 Great Gatehouse Investment Decision

The Board approved an investment in conservation of the Great Gatehouse at Hampton Court.

4.2 Tomorrow's Tower Project Management

The Board approved an investment in external project managers to support the capital projects at the Tower.

4.3 Matters Reserved for the Board

The Board approved the schedule of matters reserved noting this was presented for approval as a matter of course on an annual basis.

4.4 Cleaning contract

The Board ratified the decision it had made by email on 20 February in respect of the re-tendering of HRP's catering contract.

4.5 Executive Team remuneration policy

The Board ratified a decision it had taken by email on 28 February to change its policy in respect to the remuneration of the Executive Team.

5. Governance Matters

5.1 Audit Risk & Assurance Committee 13 March 2025

The Board noted a verbal update of the Committee's 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.