

Historic Royal Palaces



Annual Review 2011/12





Historic Royal Palaces

Historic Royal Palaces is the independent charity that looks after the Tower of London, Hampton Court Palace, the Banqueting House, Kensington Palace and Kew Palace. We help everyone explore the story of how monarchs and people have shaped society, in some of the greatest palaces ever built.

We receive no funding from the Government or the Crown, so we depend on the support of our visitors, members, donors, volunteers and sponsors.

Cover: Scenes from the newly re-presented Kensington Palace.

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Welcome to another chapter in our story

The main focus of our work over the last 12 months has been to prepare for opening the remaining three of our four great projects for the Diamond Jubilee and Olympics year – the transformation of Kensington Palace, the re-presentation of the Crown Jewels and the restoration of the Georgian Royal Kitchens at Kew. We had already completed the restoration of the White Tower at the Tower of London. However, our palaces also attracted 3.41m visitors and visitor satisfaction in our summer survey was at an all-time high. Alongside all this activity, we have sustained our programmes of conservation and education work.



Tower of London



Hampton Court Palace



Banqueting House



Kensington Palace



Kew Palace

Our work is guided by four principles

Guardianship:

We exist for tomorrow, not just for yesterday. Our job is to give these palaces a future as valuable as their past. We know how precious they and their contents are, and we aim to conserve them to the standard they deserve: the best.

Discovery:

We explain the bigger picture, and then encourage people to make their own discoveries, in particular, to find links with their own lives and with the world today.

Showmanship:

We do everything with panache. Palaces have always been places of spectacle, beauty, majesty and pageantry, and we are proud to continue that tradition.

Independence:

We have a unique task, and our own point of view. We challenge ourselves to find new ways to do our work. We are an independent charity, not funded by the Government or the Crown, and we are keen to welcome everyone who can support our Cause.

Historic Royal Palaces was established in 1998 as a Royal Charter Body with charitable status and is contracted by the Secretary of State for Culture, Olympics, Media and Sport to manage the palaces on his behalf. The palaces are owned by the Queen on behalf of the nation.

Historic Royal Palaces is governed by a Board of Trustees, all of whom are non-executive. The Chief Executive is accountable to the Board of Trustees.

Chairman reflecting on 2011/12

This was an extraordinarily busy and successful year for everyone associated with Historic Royal Palaces as the major projects that we have been working on over the last few years to celebrate the Diamond Jubilee and Olympics came to a conclusion.

We were greatly honoured by HM The Queen's visit on 15 March to re-open the transformed Kensington Palace. On a lovely spring afternoon, Her Majesty and HRH The Duke of Edinburgh met donors and all the key people associated with the project. They viewed the architectural changes and entirely new layout of the palace and its gardens in advance of the public opening at the end of the month. This has been a project of great complexity running over five years but eventually delivered, with the fundraising campaign target exceeded, on time and to the highest possible quality. I should like to pay tribute to the hundreds of people inside and outside Historic Royal Palaces who made it happen, including especially our colleagues at the Royal Collection.

Two weeks later, we were delighted to receive a visit from HRH The Princess Royal to the Tower of London to open the re-presented Crown Jewels. Also conceived five years ago, this project sets out to tell the story of coronation in our nation's history and uses the most modern techniques to improve the display of these world famous symbols of British monarchy. I am confident that we have achieved that aim; again thanks to all the project team and to our sponsors. Historic Royal Palaces' four major projects to celebrate the Diamond Jubilee also saw the conservation of the iconic White Tower at the Tower of London, and will be completed by the restoration of the Georgian Royal Kitchens at Kew, opening in May. A further highlight of the year was the part we played in responding to the global media interest in the Royal Wedding, in particular through the collection of Royal Wedding Dresses in the Royal Ceremonial Dress Collection.

We also achieved near-record visitor numbers to our five palaces at 3.41m. Alongside the strong performance in all our other commercial activities, this enables Historic Royal Palaces to plan long term development with confidence. This position is a validation of the independent self-funding model that Historic Royal Palaces has become adept at optimising.

In thanking all the trustees, directors, staff, volunteers and members of the Campaign Board for their great efforts this year, I should especially like to record my gratitude to John Hamer who retired from the Board of Trustees after six years' service and to welcome Liz Cleaver as a new Trustee.

Charles Mackay
Chairman



Charles Mackay, Chairman (right) and Michael Day, Chief Executive show HM The Queen around the transformed Kensington Palace.

Chief Executive looking ahead

With our projects at Kensington Palace, the Crown Jewels and the Royal Kitchens at Kew open for visitors, and a fabulous new exhibition for 2012, 'The Wild, The Beautiful and the Damned' at Hampton Court, our challenge now is to market them energetically and make them work operationally, so that as many visitors as possible come to enjoy them.

We have much else to look forward to in this special year. The Tower of London will be at the centre of the Jubilee celebrations as the River Pageant finishes close by; the Yeoman Warders will be on duty in full state ceremonial dress and we will fire a 41-gun Royal Salute to mark the passage of the Royal Barge while we host a community street party on the Wharf for local residents from Tower Hamlets. The Jubilee Diamond will be on special display at the Tower during May, we are hosting a community party at Hampton Court Palace and we are holding an academic conference about the making of the modern monarchy at Kensington Palace.

Our palaces will have key roles in the Olympics too. All the medals will be stored at the Tower and a special ceremony there on 20 July will welcome the Torch to London after its nationwide tour. Then, on the morning of 27 July, the Torch will start its final river journey to the Olympic Stadium from Hampton Court Palace. For us, the big day will be 1 August when Hampton Court Palace will be the venue for the Cycling Time Trials with global television coverage of the event. We will be celebrating this unique occasion by hosting a public party in the evening called Cyclemania!

Our site developments, conservation projects and education and community programmes will continue at the same pace. Among a range of improvements planned for our visitors, a new restaurant on the Tower Wharf will open in July.

At the same time as delivering a brilliant 2012, our thoughts and plans have already turned to the years beyond. Early highlights to look out for include partnerships at the Tower with the Royal Mint on Mint Street, and with the Royal Armouries on the re-presentation of the Line of Kings. We are working towards another significant anniversary in 2014 — the tercentenary of the accession of the first Hanoverian monarch, George I. At Hampton Court, we are undertaking a major project over several years to re-present the Baroque Palace, while at Kensington we plan to re-present the King's State Apartments to tell the story of the early Georgian court. We shall also be re-laying the Orangery garden.

With our conservation work proceeding at the same pace, an aim to achieve Independent Research Organisation status and an ambition to extend our education reach both on-site and digitally, we are facing the future with optimism.

Michael Day
Chief Executive

Welcome to Kensington.

A palace for everyone, by everyone!

Our great task of transforming Kensington Palace was finally completed in March 2012. This five-year project has absorbed staff and supporters, contractors, conservators, curators and members of the local community as we worked to open up more of the palace for our visitors to enjoy.

The most recent chapter in the story of Kensington Palace is one of repair, reinvigoration and renewal. Five years on from the initial concept meeting, the palace and its grounds have been transformed at a total cost of £13 million, with nearly £7 million from very generous donors. Formally re-opened by HM The Queen in glorious sunshine on 15 March, Kensington Palace opened its doors to the public again a few days later.

This has been the most ambitious undertaking at the palace for a century; and for Historic Royal Palaces, it is a project that has challenged and stretched a large team in a host of new ways, with work intensifying over the past two years.

Starting with the gardens, swathes of obscuring vegetation and many of the high-security fences were swept away to regain 18th-century vistas and restore the prominence of the building within the landscape. To the east of the palace we have laid out a terraced garden, to the north a serpentine walk leads visitors from the Orangery down to the new entrance level, and to the south, a pretty English wildflower meadow evokes the rural past.

Inside the palace, storerooms and offices have been emptied, and an unused courtyard glazed over to create a welcoming orientation space with exciting new shops and a café. Visitors now enter, via an elegant new loggia, into the heart of the building, and ascend the King's Staircase, the Queen's Stair or the Stone Stair, just as visitors in former centuries would have done.

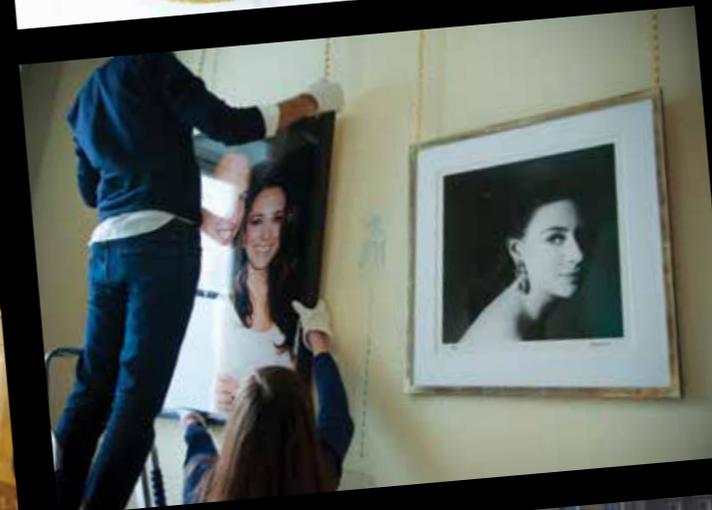
In the 21st century access of every kind is a priority. We have installed a new lift that goes to all floors, and we have improved our disabled visitors' experience in many ways, including describer talks, handling collections, tours in British Sign Language and leaflets in Braille.

A new Clore Learning Centre provides a dedicated space for school groups, family learning and local community activities. As part of our ambition to draw in local people, community groups have worked with us to craft and curate items for the exhibitions.

A team of scientists and conservators has looked after the

**'Captivatingly beautiful,
informative and
historically authentic'**

The Daily Telegraph



**'Kensington is a
crown jewel'**

The Sunday Express





‘Now Kensington Palace definitely merits a special trip’

Time Out

palace and its collections throughout the building work: moving precious objects to temporary storage, monitoring levels of dust and vibration, and protecting in situ objects such as fireplaces. Conservation scientists have ensured that each new material being introduced was safe for use with delicate historic collections. A large range of items has been conserved for display, from Queen Victoria’s baby shoes to fabulous giltwood mirrors and the marble statue of Victoria in front of the palace, sculpted by her daughter Princess Louise.

The new permanent displays have been arranged as separate ‘story zones’, each branching off the central hub space, and each exploring an era in the palace’s story in a different way. The palace re-opened in this Diamond Jubilee year with ‘Victoria Revealed’, a new permanent exhibition telling the story of Queen Victoria’s life in some of the rooms she occupied until her accession. The story is told chiefly in Victoria’s own words and includes many personal items and dress from the Royal Ceremonial Dress Collection. In the intimate Queen’s State Apartments, a new temporary exhibition explores the tragic end of the Stuart dynasty, while in the magnificent Georgian King’s State Apartments, the glittering, gossipy world of the 1720s court is brought to life with theatre and games. A brand new temporary display of dresses belonging to Diana, Princess of Wales, completes the 300-year story.

An intensive programme of staff training (and splendid new uniforms designed in collaboration with Jaeger) will ensure a five-star service to delight customers in 2012 and beyond. More than 70 volunteers are helping us to deliver a great visitor experience.

There is yet more to be done to continue the work on both the gardens and interiors, but the future is bright. A new generation of royalty has come to live at the palace, maintaining a tradition of royal occupancy stretching back over three centuries. For the millions who pass by every year, the building now stands out in its park, restored to its former glory and accessible to all.



Guardianship

Our job is to give these palaces a future as valuable as their past



Left: (from top) 'Royal Beasts' in the Brick Tower; complex and detailing padding and underpinning ensure that historic costumes can be displayed safely for long periods of time, while looking dramatic; significant conservation work took place on Princess Louise's marble statue of Queen Victoria at Kensington Palace. Although the front of the statue is badly weathered and little detail remains on the face, close inspection reveals the beautiful original carvings of her robes.

Right: A major electrical upgrade at Hampton Court Palace means that exhibition lighting can achieve more exciting effects.

Our dynamic light show 'Henry VIII's tapestries revealed' featuring the digitally re-coloured Oath and Departure of Eliezer not only won the Innovation Award at the 2011 Museums & Heritage Awards, but the technology was also used to create a vivid full colour replacement to protect the original tapestry during building works to Great Hall Court. This, plus present-day replicas of the other Abraham tapestries, were digitally printed on linen and hung over the originals in the Great Hall. At 5 x 8m each they are largest ever produced using this technology.

Conservators have also been occupied with a different kind of supporting role. They have developed an innovative way to display costume in a conservation-safe yet dramatic way, using custom-made cutaway Perspex mannequins.

At the Tower of London, we opened to the public the previously inaccessible North Wall Walk and the Brick Tower, which now houses the Royal Beasts exhibition. Work was completed on the Flint Tower and the adjoining section of Curtain Wall. Discovery of some interesting archaeology (the original York stone paving, and remains of buildings beneath that) slowed the work down but we redesigned the scheme to retain these ancient features. Work on the new Wharf restaurant development, opening in July 2012, also revealed historic features including a redundant Victorian sewer.

At Hampton Court Palace we completed a two-year programme of conservation works to Great Hall Court and the surrounding building ranges. A major electrical upgrade in the Queen's and Prince of Wales' Apartments, has



enabled more imaginative lighting schemes for future exhibitions, starting with 'The Wild, The Beautiful and The Damned' in April 2012.

Last year saw the start of a successful collaboration between Historic Royal Palaces and the National Heritage Ironwork Group for their annual student bursaries, funded through the Heritage Lottery Fund's Skills for the Future programme. Eight students supervised by a specialist metals conservator surveyed the Tjou Screens at Hampton Court, as part of a wider project to conserve the metalwork over the next 12 years. It has proved so successful that student placements have now been doubled.

The Royal Kitchens at Kew opened to the public in May 2012. These Georgian kitchens are a unique survival, having been unused and largely unaltered for almost 200 years since the death of Queen Charlotte. The Surveyor of the Fabric Department has led the team to inform the conservation and restoration project and the way the Kitchens have been interpreted for visitors. Work started with the removal of some 20th-century interventions and included extensive floor strengthening, roof repairs and carpentry. Visitors will be able to enjoy creative displays focusing on a specific and poignant day in George III's life and a hosted tour through this lost 18th-century world.

Above: A highlight of the newly opened Royal Kitchens at Kew is the room thought to be where King George III bathed — possibly in this 'tin bath' found during the renovation.

Right: (clockwise from left) A part of the service for deaf visitors to the Tower — signed guided tours; our safeguarding techniques means that a range of events and activities can take place in our palaces, such as this performance by the English National Ballet in the King's Gallery at Kensington Palace; a conservation scientist testing the safety of potential display materials.

Welcome to our new
Chief Yeoman Warder:
Alan Kingshott





Discovery

Learning is at the heart of everything we do



Left: (clockwise from top left) A costume from 'Fabric of Cultures', part of a Palace Explorers intergenerational event. This used fabrics and outfits designed by groups, with professional help, inspired by Kensington Palace collections and stories; amateur archaeologists search for 'treasure' on the Tower foreshore during the Tower of London Archaeology Weekend; children exploring stories of the Banqueting House in our Trafalgar Square marquee as part of the West End Live event; citizenship ceremonies were held at all five palaces, with Kew Palace included for the first time.

Right: Display of the costumes premiered at the 'Fabric of Cultures' fashion show

In both Education and Outreach & Community Involvement (OCI) there has been substantial growth in the number and range of our activities. Income and sponsorship continue to rise, evaluation techniques are improving and partnerships flourish.

The highlights included the continuation of our Palace Explorers project at Kensington Palace and latterly at the Tower, which reaches out to schools and intergenerational groups through both traditional and digital means. We have developed our first schools partnerships — extending a two-way relationship with a local primary school at each of our three main sites — and a range of external partnerships, among them the National Gallery and the Parliament Education service. We were pleased to receive a first Sandford Award for heritage education at Kensington Palace.

There were many family and intergenerational activities within the annual OCI programme, several based around the Royal Wedding or the Royal Beasts exhibition at the Tower. Based in the Clore Learning Centre at Kensington Palace, the OCI team works with the local community, forging relationships and developing new youth and family consultative groups in addition to our existing Access panels.

Following the 2011 Jodi Award for our online signed visitor information films, Hampton Court visitor services were invited to join a European project, working with French and Norwegian museums using new technologies to



improve museum access for deaf people. A Grundtvig grant allows us to research best practice in Europe, with the aim of producing innovative ideas and new staff guidelines for summer 2013.

Curators have written a growing number of papers, including those submitted to the Society of Antiquaries, the National Portrait Gallery and King's College, and articles for the national press. Much time has been devoted to researching and developing content, and negotiating many loans for the forthcoming exhibitions, as well as contributing to HRP books. Curators' adult education sessions, History Days and public talks are much appreciated; after a talk on Kensington Palace to 400 members of the Women's Institute, curators were praised for 'inserting humour into history'. Several media appearances over the year also added to promoting our work to national and international audiences.

Research underpins much of HRP's original work in fields as diverse as conservation, interpretation and development, so we are committed to supporting and strengthening our research culture. In pursuit of our ambition to be awarded Independent Research Organisation status by the UK Research Councils, a Research Strategy Board and Research Management Team now oversees and manages original research in fields ranging from medieval archaeology to cutting-edge scientific conservation techniques.

Above: Artist-in-Residence Natalie Ryde spent six months at Kensington Palace, working with curators to explore historic wallpapers and the printmaking techniques use in their creation. Fragments discovered during building work provided inspiration to create new work with palace community and learning audiences.

Right: (clockwise from top left) Finale event at the Banqueting House in the gracious presence of HRH Duchess of Cornwall, a joint project with the Prince's Foundation for Children and the Arts; summer party at Kensington Palace; a young printmaker at the Tower; a family enjoy an intergenerational event at Kensington Palace





‘The Crown Jewels — the best British history lesson in town’

The Daily Telegraph



It was smiles and congratulations as ‘All the King’s Fools’ won the prestigious Museums & Heritage Award for Educational Innovation. This experimental programme at Hampton Court Palace employs actors with learning difficulties to play the part of Tudor ‘natural fools’.



Showmanship

We do everything with panache

Left: (clockwise from top left) Masked ball on a magical summer evening at Kensington Palace; ‘Henry VIII and Katherine’ enjoy their Tudor World at Hampton Court Palace; Roxy the Rottweiler-Labrador and his owner won ‘Best Dressed Victorian on Six Legs’ at the ‘Dashing Dog Show’, held at Kensington Palace in June; A memorable night at the Museums and Heritage Awards; the Sovereign’s Sceptre is placed on display at the re-presented Jewel House at the Tower.

Right: On guard — Kendra Haste’s animal sculptures are some of the newest attractions at the Tower.



Animals were a special feature in our live interpretation programme, from stuffed animals displayed in the 1830s ‘Raree Show’ at the Tower, telling the story of the rise and fall of the Royal Menagerie, to the real animals added to the Tudor World at Hampton Court Palace. Henry VIII, Catherine of Aragon and Anne Boleyn as well as assorted courtiers appeared on horseback, birds of prey flew overhead and, for the first time, greyhounds (from Wimbledon greyhound rescue) accompanied the courtiers.

The new Royal Beasts exhibition which opened in May 2011 gave visitors the opportunity to experience the sights, sounds and even smells of the animals in the Royal Menagerie, kept at the Tower for over 600 years. It’s an imaginative, provocative exhibition aimed at families, using interactive and multimedia displays and specially-commissioned animal sculptures by artist Kendra Haste.

Also at the Tower we worked with the Commonwealth War Graves Commission in a moving weekend looking at the Tower in 1914 and 1918. Our experimental programmes continued at Hampton Court Palace: ‘All the King’s Fools’, in which actors with learning difficulties played the parts of Tudor



Above: HRH The Princess Royal meets contractors and staff at the opening of the re-presented Crown Jewels at the Tower.

Right: The Imperial State Crown of India is placed in its new position in the Jewel House.

'natural fools', was integrated into both the daily interpretation and education programmes. It was supported by seminars showcasing our findings to academics and heritage professionals.

We also built on our experimental work last year to present King Henry VIII dining in appropriate style on food cooked in the historic kitchens over Christmas. Much to the chagrin of the other interpreters, Henry (authentically) dined on the seven courses alone!

To test the appetite for baroque events we showcased a weekend called 'The Other Palace', in which the whole interpretation moved to 1689 and the visit of William and Mary. We had Restoration theatre, music including a superb counter-tenor, a fully dressed carriage, dancing, and beautifully-clad aristocrats. The weekend augurs well for our plans to focus on the baroque palace in the next two years.

At the Tower, the re-presented Jewel House opened its doors to visitors on 29 March 2012. Those waiting to see the Crown Jewels now queue in a more organized way in front of the Waterloo Block, before entering to enjoy the new experience, which includes improved interpretation, animated films and stirring music as well as much improved displays of the coronation regalia.

The Fusilier Museum at the Tower re-opened in April 2011 after a major capital redevelopment. This followed the signing of a Memorandum of



Above: Adult themes and sensuous paintings in the new art exhibition, 'The Wild the Beautiful and the Damned', at Hampton Court Palace.

Understanding between Historic Royal Palaces and the museum trustees. The museum, which is managed by an independent charitable trust, tells the fascinating stories of the British infantry regiment raised at the Tower in 1685. It now offers a further, free attraction for our visitors.

At Hampton Court, after months of loan negotiation and design planning, we were ready to launch a provocative new temporary art exhibition, 'The Wild, The Beautiful and The Damned', exploring the nature of beauty, sexual politics and power at the glittering court of Charles II. Opened in April 2012 and running until September, it brings together the various 'Beauties' portraits of Charles' mistresses and his long-suffering wife, to hang with John Michael Wright's towering portrait of the libidinous King.

During the summer of 2011, we carried out a trial opening of the Banqueting House aimed at attracting more day visitors. The palace was open all day for seven days a week, with a 'pop-up' café in the Main Hall. A programme of live interpretation and outreach activities was offered throughout the period. Following this success we will be opening the Banqueting House again in the summer of 2012.



Independence

We challenge ourselves to find new ways to do our work.



Left and above: Some of our spectacular marketing posters from 2011/12. We ran an audience-led marketing campaign for Hampton Court Palace, with a traditional poster and adshel campaign for day-trippers and tourist markets, including the engaging BIG poster competition for the family market. We chose a great winner — see centre!

Even with so much focus on preparing for 2012, visitor numbers at our palaces are up in 2011/12 at 3,410,000 — bringing in £42.8m of visitor income. And we know they have had a good time: we achieved the highest-ever composite results for staff friendliness and helpfulness, and for enjoyment of visit.

As part of this we also enjoyed a record-breaking year for income generated through Travel Trade clients, from whom we are on target to achieve £12.5m income through admissions, guided tours and Royal Pass sales, with growth seen at both the Tower and at Hampton Court.

Retail had a very good year too; new displays and fresh ranges of merchandise tempted visitors to spend more in our shops and online, peaking in our best-ever week in July. Online shoppers enjoyed a revamped web shop, with new features and an e-newsletter for subscribers.

Our decision to invest more in marketing activity is paying off. Quarterly visitor exit surveys show that our marketing is engaging and persuasive, as increasing numbers of people cite marketing as their prompt to visit.

We saw continued growth in web performance, with larger number of visitors to our website, increased online conversion and sales. Our search engine optimisation work means HRP comes first in more searches, and we've seen similar improvements in 'pay per click' activity for functions & events.

Additional investment also allowed us to extend our reach to the domestic market, resulting in a rise in domestic visitors at the Tower.

The highlight of the fundraising year was exceeding the target for Kensington



Palace. We are immensely grateful to all our donors and supporters of our campaign, which raised £7m including, most recently, the Rothermere Foundation, the Gosling Foundation, the Hobson Charity and The Richard Edward Marvin Everett Trust. Most notable this year was the extraordinarily generous gift from Mr Mark Pigott OBE, which took us over the finishing line. This will enable us to bring the north range rooms at Kensington Palace into use as temporary exhibition galleries for modern themes.

In the meantime, our Patrons' Scheme recruited its 77th member and Telecity and CH2M joined as Corporate Supporters.

In August, we announced that De Beers Family of Companies, with the Diamond Trading Corporation and Forevermark, was to be the exclusive sponsor of the project to re-present the Jewel House at the Tower of London. This very significant sponsorship has allowed us to tell the story of the Jewels and their fascinating history as never before, all in time for the Diamond Jubilee.

Membership went from strength to strength as we neared the 50,000 mark. As ever, members were treated to special insights and events, including authors' talks, lunchtime lecture and a book club.

After our three-yearly Investors in People re-assessment in June 2011 we were pleased to learn that not only had we retained our IiP status but also, that HRP is now formally recognised as a Bronze Investor in People, achieving

Above: Online viral games, including the popular 'Royal Beasts', continue to engage and help spread our stories to a global audience. Our newest game, 'William's Hot Chocolate Challenge', was launched in January 2012 and already has had 160,000 unique players.

Right: Chief Curator Lucy Worsley at Hampton Court Palace during filming for the new BBC 4 series, 'Harlots, Housewives and Heroines: A 17th-century History for Girls'.



a ranking within the top 3 per cent of all IiP-recognised organisations.

The overall results of our biennial staff survey, conducted in September 2011 with a satisfying 87 per cent response rate, were excellent. Staff opinion continues on a positive upward trend and, more than ever, people believe HRP is a great place to work.

The palaces continue to feature as filming locations. The major feature film, *Jack the Giant Killer*, due for release in 2013, and popular television programmes such as 'Time Team' at Kew Palace and the 'Great British Bake Off' at Hampton Court Palace, were particular highlights, while the Tower provided the setting for a Diamond Jubilee-themed documentary 'Queen and Country' filmed in 3D for the History channel and presented by Historic Royal Palaces' Trustee, Sir Trevor McDonald.

A new BBC documentary series looking at the world of women at court in the 17th century was filmed across the palaces. The series was presented by HRP's Chief Curator Lucy Worsley and includes guest contributions and expertise from our other curators; it will air in May, tying in with our Hampton Court exhibition 'The Wild, The Beautiful and the Damned'.

The Royal Wedding provided us with an unparalleled media opportunity to reach an international audience. The online content we created around this historic event provided an excellent way for the public to see and experience the collection of historic royal wedding dresses and see items normally kept in



Top: Learn to cook Tudor style with one of our popular YouTube videos.

Above: In 1815, King George III was sent a bottle of Spey's Royal Choice by his friend Lord Byron to celebrate the poet's wedding. In 2011, we introduced this exclusive whisky, developed under licence, to our palace shops where it has proved very popular with visitors.

store. Our YouTube videos, Royal Wedding Dresses and Royal Wedding Cakes, together generated nearly 16,000 hits. The royal wedding dresses book has sold well at all palaces. We also created 'The other royal weddings' blog that offered a chance to discover the spectacles, scandals and romances of centuries of royal weddings past. Proactive PR campaigns for the re-opening of Kensington Palace and the re-presentation of the Crown Jewels at the Tower culminated in a blaze of national and international publicity in March 2012.

The year ended with a last push for all staff at all the palaces, as our preparations for the Diamond Jubilee year neared completion. There are major improvements and exciting new offers at our main palaces: a re-presented Jewel House, a ground-breaking art exhibition and a transformed palace at Kensington. Many attractions will be competing for the Olympic visitor income but we are quietly confident that the quality of what we offer, our strong PR and media campaigns will attract some of the millions of extra visitors to Britain this year. We are looking forward to an eventful summer!



Great covers!

June saw the launch of *The Really Useful Guide to Kings and Queens of England*. The beautifully photographed *Crown Jewels*, co-published with the Royal Collection and Thames & Hudson, arrived in the autumn of 2011. The softback version followed in spring 2012, to coincide with the re-presentation of the Jewel House. Three new publications celebrate the re-opening of Kensington Palace: adult and children's guidebooks — *Discover Kensington* and *Kids' Kensington* — and *Victoria Revealed: 500 facts about the Queen and her world*. To accompany the new exhibition at Hampton Court opening April 2012, we have co-published with Scala the sumptuous *Beauty, Sex and Power: A Story of Debauchery and Decadent Art at the Late Stuart Court (1660-1714)*.

Money matters

The 3.41m visitors who spent a day out at one of our palaces in 2011/12, generated admissions income of £42.8m — 62 per cent of our revenue. This was a 4 per cent increase on visitor numbers in 2010/11 and the highest number in over ten years.

We saw the benefit of the high visitor numbers in our shops and cafes, both of which make a significant contribution to income. Retail in particular generated the highest income achieved in any year in Historic Royal Palaces' history.

Our functions and events business also had a very successful year and income grew by 13 per cent from 2010/11.

Fundraising has continued to attract generous donations for our major projects and we were able to complete the campaign for the first phase of our work at Kensington Palace. We also secured an exclusive sponsor for the re-presentation of the Jewel House at the Tower of London.

All of this activity was achieved within budgeted expenditure and we have maintained our free reserves target of £5m. This is equivalent to about one month's expenditure but fulfils a deliberate strategy, endorsed by the Trustees, to concentrate income on achieving our charitable objectives.

The strong financial performance in the year has meant that we are able to designate more funds towards the cost of projects within our ambitious strategy for the next ten years, including the re-presentation of the Baroque Palace at Hampton Court and major conservation work at the Banqueting House.

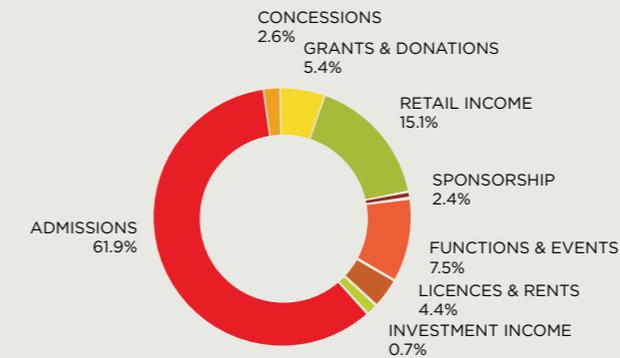
The full statutory accounts were given an unqualified audit opinion on 28 June 2012 and will be filed with the Charity Commission. The full statutory accounts can be obtained from our website www.hrp.org.uk or by writing to:

The Chief Executive's Office

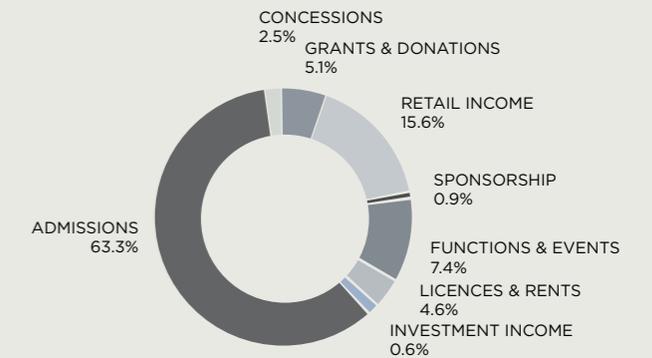
Historic Royal Palaces
Hampton Court Palace
Surrey
KT8 9AU

Our performance is measured by the Secretary of State by submission of the annual Strategic Plan and by this report.

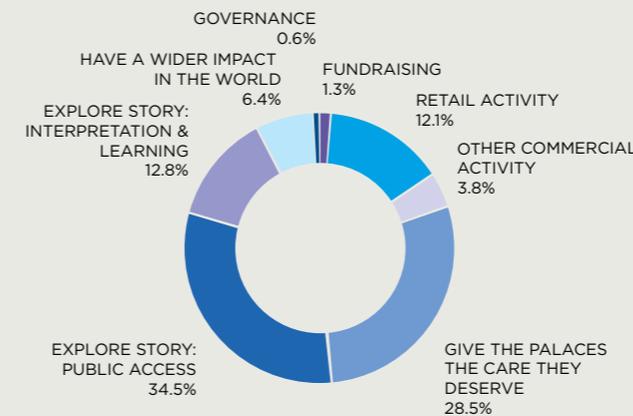
Income 2011/12 (Total £69 million)



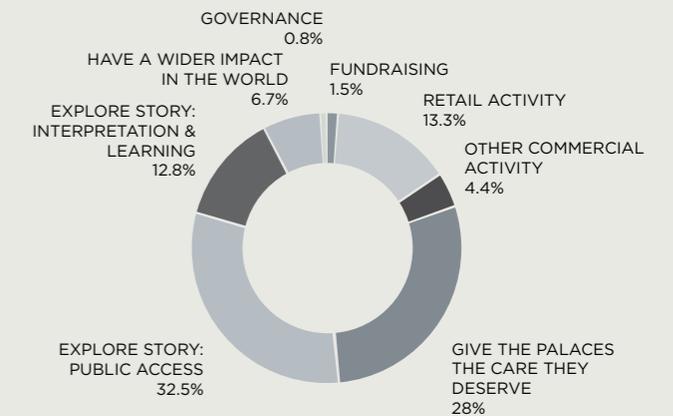
Income 2010/11 (Total £62 million)



Expenditure 2011/12 (Total £70 million)



Expenditure 2010/11 (Total £60 million)



Visitor trends

	2007/08 (000's)	2008/09 (000's)	2009/10 (000's)	2010/11 (000's)	2011/12 (000's)
Tower of London	2,128	2,130	2,403	2,409	2,582
Hampton Court Palace	499	473	624	554	590
Kensington Palace	273	243	259	245	186
Banqueting House	17	24	23	27	27
Kew Palace	58	31	29	30	25
Total	2,975	2,901	3,338	3,265	3,410

Financial accounts

Consolidated Statement of Financial Activities for the year ended 31 March 2012

	Total 2011/12 £000	Total 2010/11 £000
INCOMING RESOURCES		
Incoming resources from generated funds:		
Voluntary income	3,711	3,197
Grants and donations		
Activities for generating funds:		
Retail income	10,441	9,711
Functions and events	5,186	4,579
Licences and rents	3,009	2,814
Sponsorship	1,701	588
	20,337	17,692
Investment income	478	377
Incoming resources from charitable activities:		
Admissions	42,767	39,445
Concessions	1,777	1,558
Total incoming resources	69,070	62,269
RESOURCES EXPENDED		
Costs of generating funds:		
Fundraising	918	946
Retail activities	8,466	7,918
Other commercial activities	2,692	2,642
	12,076	11,506
Charitable activities:		
Give the palaces the care they deserve	19,985	16,716
Transform the way visitors explore their story:		
Public access	24,216	19,398
Interpretation and learning	8,960	7,622
Have a wider impact in the world	4,490	4,021
Governance costs	428	480
	58,079	48,237
Pension finance (income) / costs	(507)	(58)
Total resources expended	69,648	59,685
Net incoming/(outgoing) resources before transfers		
	(578)	2,584
Actuarial gain/(loss) on pension plan	(1,955)	1,830
Net movement in funds	(2,533)	4,414
Fund balances brought forward at 1 April	32,393	27,979
Fund balances carried forward at 31 March	29,860	32,393

Summary Consolidated Balance Sheet as at 31 March 2012

	Group 2012 £000	Group 2011 £000
Fixed assets	13,637	10,610
Net current assets	18,200	23,072
Total assets less current liabilities	31,837	33,682
Provision for liabilities and charges	(110)	(275)
Pension plan liability	(1,867)	(1,014)
Net assets	29,860	32,393
Represented by:		
Restricted funds	4,041	6,360
Unrestricted funds		
Pension plan General fund	(1,867)	(1,014)
	27,686	27,047
Total funds	29,860	32,393

The summary financial statements of Historic Royal Palaces were approved by the Trustees and the Accounting Officer on 18 June 2012 and signed on their behalf by:

Charles Mackay
Chairman of the Board of Trustees

Michael Day
Chief Executive & Accounting Officer

Independent Auditor's Statement to the Trustees of Historic Royal Palaces

I have examined the summarised financial statements of Historic Royal Palaces for the year ended 31 March 2012 on pages 30-1.

Respective responsibilities of the Trustees, the Chief Executive and the Auditor

The Trustees and the Chief Executive as Accounting Officer are responsible for preparing the summarised financial statements.

My responsibility is to report to you my opinion on the consistency of the summarised financial statements with the full annual financial statements. I also read the other information contained in the Annual Review and consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the summary financial statements.

Basis of opinion

I conducted my work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. My report on Historic Royal Palace's full annual financial statements describes the basis of my opinions on those financial statements and the Trustees' Report.

Opinion

In my opinion the summarised financial statements are consistent with the full financial statements and Trustees' Report of Historic Royal Palaces for the year ended 31 March 2012.

Amyas C E Morse
Comptroller and Auditor General
28 June 2012

National Audit Office
157-197 Buckingham Palace Road
Victoria
London, SW1W 9SP

Trustees

Charles Mackay, Chairman

Chairman of Production Services Network Limited (from 2009 until April 2011), and a Member of the Business Board of the House of Habib and a Member of the Insead Advisory Council. He was Chairman of TDG plc (2000-08), and of the Eurotunnel Group (2001-04), having been Deputy Chairman since 1999 and a non-executive director since 1997. He was Senior Independent Director of Johnson Matthey plc (1999-2008) and a member of the Board of INSEAD (2000-2011). Other former non-executive directorships have included HSBC Holdings, British Airways, Thistle Hotels (where he was Deputy Chairman) and Gucci Group. He is also Trustee of The Development Trust (for the mentally handicapped). He was until 1996 Group Chief Executive and Deputy Chairman of Inchcape plc, the international marketing and services group. Previously he worked with BP, McKinsey, Royal Pakhoed and the Chloride Group.

Sir Alan Reid KCVO

(Deputy Chairman)

Keeper of the Privy Purse and Treasurer to The Queen since 2002. Also Receiver General of the Duchy of Lancaster. Formerly Chief Operating Officer for KPMG in the UK, his career at KPMG included being Global and European Chairman for Management Consulting, and Global and European Chief Financial Officer. Sir Alan is Chairman of Royal Collection Enterprises Ltd, a Trustee of the Royal Collection Trust and Chairman of The Queen’s Silver Jubilee Trust. He is also involved with various other charities including the RNLI of which Sir Alan is a Trustee and Treasurer.

Sophie Andreae DSG, FSA

An experienced historic buildings professional, who is also a Trustee of the Greenwich Foundation and a Council Member of the National Trust. She was a Member of St Paul’s Cathedral Fabric Advisory Committee (1991-2011) and a Trustee of the Georgian Group (1992-2011). Prior to this, she served as Head of London Division of English Heritage, before being appointed Commissioner of the Royal Fine Art Commission and of its successor body, the Commission for Architecture and the Built Environment (CABE), where she served two terms before standing down in 2004. She is a Member of the Institute of Historic Building Conservation.

Dawn Austwick OBE

Chief Executive of the Esmée Fairbairn Foundation. She was Deputy Director of the British Museum, and was Project Director of Tate Modern (1995-2000). Formerly she was Principal Consultant at KPMG, Theatre Manager of the Half Moon Theatre and Projects Co-ordinator at Arts & Business. Dawn is the Chairman of Foundations Forum and is a Member of the independent Philanthropy Review. Dawn is a Director of Big Society Capital. She has an MBA from the London Business School and an honorary doctorate from London Metropolitan University.

Ian Barlow DL

Retired from KPMG in March 2010 after over 36 years with the firm latterly as Senior Partner, London. He is Chairman of WSP Group plc and a non-executive Director of Smith & Nephew plc, The Brunner Investment Trust plc and PA Consulting Group. He is also Chairman of The Racecourse Association, the trade association for Britain’s 60 racecourses and a board member of Her Majesty’s Revenue and Customs. Ian is Chairman of our Campaign Board.

Liz Cleaver (since 27th May 2011)

An experienced media professional with a long and distinguished career at the BBC. Here she fulfilled a variety of roles from radio and television production to launching BBC Knowledge, the forerunner of BBC 4, setting up the interactive capability for all factual and learning programmes and as Controller, BBC Learning, responsibility for the BBC’s learning output and activity.

Before moving to the BBC, Liz originally worked as a History teacher. Liz is currently a Digital Consultant, Chair of The Reading Agency, a Trustee of Crisis and also a Trustee of the Royal Free Charity.

General the Lord Dannatt GCB CBE MC DL

159th Constable of the Tower of London, following 40 years in the British Army. Final appointment was as Chief of the General Staff (2006-2009). He is a Trustee of the Royal Armouries; Trustee, the Windsor Leadership Trust; President and Founder Patron, Help for Heroes; Patron, Royal British Legion Norfolk; Patron, Hope and Homes for Children; Patron, Street Child of Sierra Leone; President, ABF / The Soldier’s Charity Norfolk; Vice Patron, St Dunstan’s; Member of the Appeal Board, Combat Stress; President of YMCA Norfolk and President of the Norfolk Churches Trust. He is a Senior Adviser to a number of companies in the defence and security sectors and Chairman of the Durham Global Security Institute Strategic Advisory Board. He is a Crossbench member of The House of Lords and a Deputy Lieutenant for the counties of Greater London and Norfolk.

Sue Farr

An Executive Director of Chime Communications plc since 2003 and prior to this European Managing Director of Golin/Harris. Formerly

Director of Corporate Communications for Thames Television plc (1990-93) and Director of Marketing for the BBC (1993-2000). A Director of The Marketing Society since 1984, she was the first woman Chair in 1991-92. She was Chairman of The Marketing Group of Great Britain in 1999-2001 and remains a Council Member and Secretary. A Non-Executive Director of Motivcom plc since 2008, she also joined the Board of Dairy Crest plc in 2011.

John Hamer (until 26th May 2011)

An education consultant, Deputy Chairman of AlphaPlus Consultancy Ltd and special lecturer in the School of Education at Nottingham University. He worked as a teacher in primary and secondary schools in Manchester, Sussex and Canada before joining HM Inspectorate as a history, assessment and secondary education specialist. He was an education policy adviser to the Heritage Lottery Fund (1997-2000). He is also an author, an adviser to the Council of Europe and the Historic Houses Association and was Chairman of the Heritage Education Trust (2000-2009). He is a trustee /governor for two schools.

Sir Trevor McDonald OBE

The television presenter who in the past has anchored ‘News at Ten’ and led ITV’s flagship current affairs programme, ‘Tonight with Trevor McDonald’. He has enjoyed a long and distinguished news career, interviewing some of the world’s most high profile leaders such as Nelson Mandela and George Bush. More recently he has presented the documentaries ‘Secret Caribbean’ and ‘Secret Mediterranean’. He serves in a number of charitable organisations including DePaul Trust, Action for Children, Friends of Barnes Hospital, Missing People and Leukaemia & Lymphoma Research. He was Chancellor of South Bank University from 2002- 2009.

Jonathan Marsden LVO FSA

Director of the Royal Collection and Surveyor of The Queen’s Works of Art (since May 2010). He was Deputy Surveyor of The Queen’s Works of Art from 1996 until 2010, with curatorial responsibility for the decorative arts. He is a Council Member of the Attingham Trust. He was a Trustee of the Georgian Group for ten years until 2005 and is currently a Trustee of the Art Fund, the City and Guilds of London Art School, the Royal Yacht Britannia Trust and the Household Cavalry Museum Trust. He is a Governor of a primary school in North Lambeth.

Sir Adrian Montague CBE

Chairman of 3i (since July 2010); Chairman of Anglian Water Group (since March 2009) and Chairman of CellMark Investment AB, the forest products marketing group based in Gothenburg, Hurricane Exploration plc and a Director of Skanska AB, the Swedish international engineering and construction group. He is Senior Independent Director and Deputy Chairman of the Green Investment Bank. He was Chairman of British Energy Group plc (2004-2009) and of Friends Provident plc (2004-2009).

Malcolm Reading

Chairman of Malcolm Reading Consultants, a strategic architectural consultancy, which specialises in heritage masterplanning and the selection of contemporary designers. He is a Chartered Architect and a Fellow of the Chartered Society of Designers. He was Director of Architecture and Design with the British Council (1991-96) and is a Fellow of the RSA since 1992. He has provided advisory services to the UK Supreme Court and the Foreign and Commonwealth Office and was the architectural adviser to the British Antarctic Survey for Halley VI, the new

UK base on Antarctica. He is an Honorary Fellow of the Royal Geographical Society and is also the Chair of the Tower of London World Heritage Site Consultative Committee and is a Trustee of Edinburgh World Heritage.

Directors

Michael Day

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John Barnes

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Palaces Group Director (until 8th April 2011)

Paul Gray

Palaces Group Director (from 8th August 2011)

Richard Harrold OBE

Tower Group Director (since 18th April 2011)

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A full register of interests is available from the Trust and Company Secretary.

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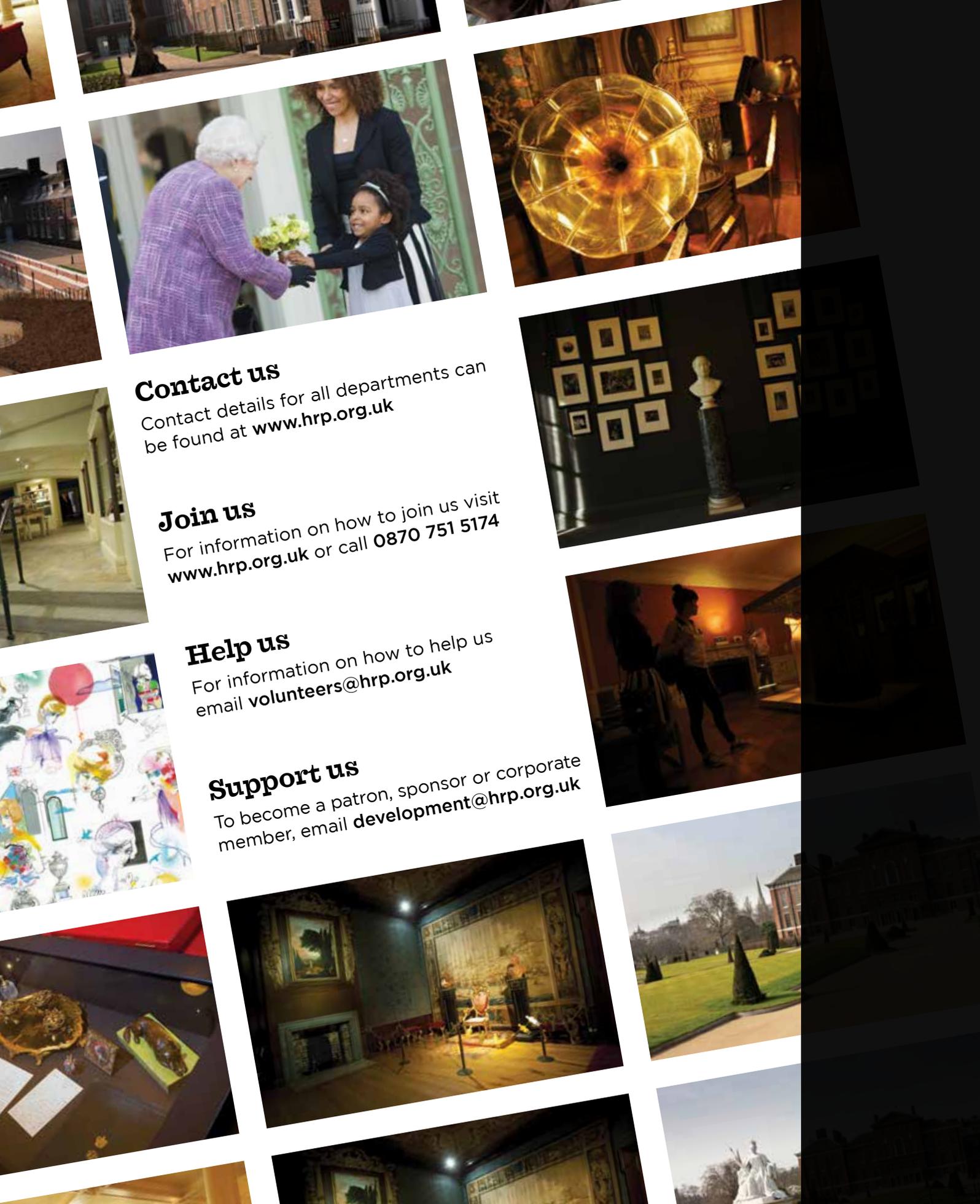
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^{*} Made to Historic Royal Palaces Inc
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