

Historic Royal Palaces



Annual Review
2012/13





Contents

01	Another chapter in our story
05	Chairman — reflecting on 2012/13
07	Chief Executive — looking ahead
09	A Year in the Life of Historic Royal Palaces
43	Guardianship
44	Discovery
46	An unforgettable spring and summer...
48	Showmanship
51	Independence
54	Money matters
55	Performance indicators
56	Summarised financial statements
58	Trustees
59	Directors
60	Supporters





Another chapter in our story

What a year! The world's eyes were on us as we celebrated The Queen's Diamond Jubilee and played a key role in supporting many Olympic activities and hosting the cycling time trials. Pictures of these wonderful events have been seen around the world by millions; however, we also chose to capture some quieter moments at our palaces, out of the international spotlight and attention. We asked two talented young photographers to record a very special year of our people, our palaces and the gardens, capturing the changes through the seasons. As part of this Annual Review, we present a small selection of their work on the following pages.

Left: Henry VIII adopts the Bradley Wiggins victory pose, August 2012



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 a financially independent charity and welcome everyone who can support us in 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, Media and Sport to manage the palaces on her 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.

Caption: Clockwise from top left: Kew Palace; Kensington Palace, the White Tower, Tower of London; The Great Hall, Banqueting House; East Front, Hampton Court Palace.



**Charles Mackay CBE,
Chairman of the Trustees**

Personal highlight: The Tower salutes as the royal barge *Gloriana* rows by in the Jubilee River Pageant

Chairman reflecting on 2012/13

2012 promised to be a special year and so it proved. Following re-opening by HM The Queen in March, the newly re-presented Kensington Palace had a spectacular first year attracting over 400,000 visitors — well ahead of expectations. Similarly, we were pleased with the public response to the re-presentation of the Crown Jewels at the Tower of London, re-opened by The Princess Royal also in March. Our third project opening was in May at Kew, where the fascinating Georgian Royal Kitchens, virtually untouched for two centuries, are now restored to working condition for visitors to enjoy.

We were delighted that Historic Royal Palaces could also contribute in other ways to the nation's celebration of HM The Queen's Diamond Jubilee. As well as our special exhibition at Kensington Palace telling the story of Queen Victoria's Diamond Jubilee in 1897, we celebrated Jubilee weekend with two big community events. In the Hampton Court gardens, 16,000 local people joined us for The Jubilee Garden Party while at the Tower, we hosted a party on the Wharf for our friends and neighbours from Tower Hamlets as the Constable saluted the Royal Barge.

Historic Royal Palaces played a significant part in the nation's staging of the Olympic and Paralympic Games. The Tower was the venue for the launch of the UK team kit, a safe place to house all the medals and received the Olympic torch on its arrival to London. Meanwhile at Hampton Court, the torch set out from the Maze through the Palace on its final journey down river to the Olympic Park. Then, on 1st August the Palace provided a spectacular backdrop for the Cycling Time Trials and Bradley Wiggins' memorable gold medal. All these events were made possible by the considerable amount of extra work

put in by our staff. This ensured that in 2012 we were able to add wonderful contemporary stories to the Palaces' centuries old histories and create many long-lasting memories.

We welcomed 3.5 million visitors — an all-time record. We also had a record year for Retail, Catering and Functions & Events and celebrated the end of our first fundraising campaign, launched in 2008, with the £20 million target achieved.

In thanking everyone — our donors, sponsors, members, volunteers, staff and trustees who all made this such a special year — I should also like to pay tribute to our partner organisations, and two in particular. First, our work would be greatly diminished without the considerable support that we receive from Royal Collection Trust, who provide the collection for all the Palace presentations and exhibitions, and support us in so many other ways. Secondly, we are very pleased to have reached a new accord with the Royal Botanic Gardens, Kew (RBGK), in which we have agreed in principle to a partnership to restore and provide access to William Chambers' remarkable Pagoda, built in 1762. At the same time, with financial compensation from RBGK, Kew Palace and the Royal Kitchens will in future be open to all Kew Gardens visitors at no extra cost. Lastly, I should like to thank Sue Farr and Sir Adrian Montague, who retire after six years as Trustees, for all their considerable contribution to Historic Royal Palaces and to welcome Louise Wilson to the Board.

Charles Mackay CBE
Chairman

Michael Day, Chief Executive

Personal Highlight: Bradley Wiggins wins Olympic Gold in the Cycling Time Trial at Hampton Court Palace



Chief Executive looking ahead

Even after all the excitement of 2012, the pace of change for Historic Royal Palaces is undiminished. We have much to look forward to: at the Tower of London, in a joint project with The Royal Mint Museum, we have opened up buildings in Mint Street for the first time to present Coins and Kings — a new permanent exhibition telling the fascinating story of the Royal Mint at the Tower. Meanwhile, in the White Tower, our joint project with the Royal Armouries sees a major re-presentation of the Line of Kings. This was first displayed in the 17th century so might be the oldest continuous exhibition anywhere in the world.

We have two important temporary exhibitions in 2013 which tell new stories and show collections not normally available to view: Secrets of the Royal Bedchamber at Hampton Court, features our wonderful collection of State Beds, and Fashion Rules at Kensington Palace brings together costume from the collections of HM The Queen, Princess Margaret and Diana, Princess of Wales.

At the same time, we are planning further ahead. 2014 will see Historic Royal Palaces marking the accession of George I and the start of the Hanoverian dynasty on the British throne. New permanent installations across three palaces will be accompanied by a wide range of programming — live re-enactments, theatre, television, publications, special events and an academic conference. Beyond 2014, we are making longer term plans for major change at all our palaces. We have launched a new £30 million fundraising campaign to enable these plans to happen.

We are also giving particular attention to three important and inter-connected areas of our work. We have set an overall target of 4 million visitors by 2020 including increasing our domestic visitors by 50% and a new strategy is being developed to achieve this. Secondly, we have determined to take all our learning work, including education and outreach, to a new level and wider audience; a new strategy will set out how. Thirdly, we are completing a comprehensive review of all our digital ambitions and setting out a strategy to make the most of future opportunities in this area.

Alongside all this public-facing activity, there are important developments in our conservation and guardianship work. A full State of the Estate Review will be finished during 2013 and will inform our future conservation programmes. We are also aiming to resolve this year the disparate storage of the collections in our care by acquiring a central storage warehouse.

With our finances in good shape after the successes of the last few years and twenty new permanent posts being added to our highly committed and professional staff team, we face these future challenges with confidence.

Michael Day
Chief Executive



The faces behind the camera: Teresa Cos and Jordi Ruiz Cirera who spent a year recording life at Historic Royal Palaces.

A Year in the Life of Historic Royal Palaces

The year 2012 looked set to be a milestone for Historic Royal Palaces, when a series of major undertakings would all reach fruition in the year of both the Diamond Jubilee and the London Olympics and Paralympics. How should that achievement be captured, alongside all the many and varied activities both every day and special across the palaces we care for?

We engaged two young documentary photographers at the start of what will undoubtedly prove to be very promising careers to spend A Year in the Life... with us from spring 2012 to late spring 2013. Jordi Ruiz Cirera from Spain and Teresa Cos from Italy are both graduates of the prestigious masters' course at the

London College of Communication, and they bring their own individual styles and a non-British eye to the people, places and events of this great year. In the course of the engagement both have won international awards for their photography, including the 2012 Taylor Wessing Portrait Prize for Jordi.

It is a special and distinctive record, and a small selection is shown here for the first time.

April 2012

Rubens' painting, *The Apotheosis of James I*,
Banqueting House, Whitehall



May 2012

Statuary in the Rose Garden,
Hampton Court Palace



May 2012

Yeoman Warder's house, The Casemates,
Tower of London



May 2012

Time traveller, East Front Gardens,
Hampton Court Palace



June 2012

Spirit of the 1950s at the Jubilee Picnic,
Hampton Court Palace



June 2012

Jubilee street party on the Wharf,
Tower of London





June 2012

Jubilee street party on the Wharf,
Tower of London



June 2012

Tending the Wiggly Walk,
Kensington Palace

June 2012

The Music Festival, Base Court,
Hampton Court Palace





July 2012

'Lord Nithsdale' escapes from the Tower of London

July 2012

The Rose Garden in bloom,
Hampton Court Palace



July 2012

A tranquil moment at **Kew Palace**



July 2012

Tapestry conservation in the wash building,
Hampton Court Palace



July 2012

Waiting for the Olympic torch to arrive,
Tower of London





July 2012

The dramatic arrival of the Olympic torch,
Tower of London



July 2012

...and everyone captures a memory
Tower of London



July 2012

Olympic rower Sir Matthew Pinsent takes the Olympic torch through **Hampton Court Palace**



July 2012

Replica torch with glowing admirers,
Hampton Court Palace



July 2012

Preparing for the Cycle Time Trials,
West Front, **Hampton Court Palace**

August 2012

Costumed interpreter waits for his cue,
Hampton Court Palace





August 2012

Cyclemania celebrations, East Front Gardens,
Hampton Court Palace



August 2012

BMX riders in Base Court during Cyclemania,
Hampton Court Palace



September 2012

Brick-making conservation workshop,
Hampton Court Palace



September 2012

Baroque brickwork, Privy Garden,
Hampton Court Palace



September 2012

Henry's replica crown,
Hampton Court Palace



October 2012

Costumed interpreter,
Tower of London



November 2012

Statue wrapped for winter, Rose Garden,
Hampton Court Palace



November 2012

Costumed interpreter in the Medieval Palace,
Tower of London



December 2012

A Yeoman Warder at home,
Tower of London



December 2012

Choristers, Chapel Royal,
Hampton Court Palace



January 2013

Lions in winter,
Tower of London



February 2013

Merlin the raven,
Tower of London



March 2013

Wandering minstrels,
Hampton Court Palace

Guardianship

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

'The tapestries are in a deplorable condition' wrote an outraged visitor to Hampton Court...in 1912! The letter appeared in *The Times* and prompted King George V to commission Morris & Co. to set up the Tapestry Conservation Studios at Hampton Court Palace. We celebrated this momentous decision 100 years later with a reception at the Banqueting House in February 2013. Artist Grayson Perry gave the keynote address and in a dedicated section of the website, we continue to explore the work of our conservators through a series of 100-word stories on our 'Conservation100' blog.

This year also saw textile conservators complete many years of work on our unique collection of state beds, including the replica counterpane for Queen Caroline's bed and digitally-printed textiles to restore the original beauty of the velvet on Queen Anne's bed. Both state beds, along with four other rare examples, are part of the 'Secrets of the Royal Bedchamber' exhibition at Hampton Court Palace, which opened in April 2013.

We have recently completed the move of the Royal Ceremonial Dress Collection from Kensington Palace to Hampton Court, in an apartment which was previously the home of the Embroiderers' Guild. Working together with the image library staff, we have installed a cold store to arrest the deterioration of the thousands of historic images held in our collection. We welcomed our first funded scholar in Heritage Science who will work with us for the next two years, supporting scientific research on the environmental conditions of the Hampton Court tapestries.

At the Tower of London, the White Tower was named as winner of the Royal Institution of



Left: Artist Grayson Perry chats with conservators after his keynote speech at the Conservation100 reception in Banqueting House.

Below: Conservators install a spinning wheel similar to one owned by Queen Charlotte in the drawing room at Kew Palace.



Chartered Surveyors (RICS) London project award, both in the conservation category and overall project of the year. At Hampton Court, Queen Anne Boleyn's Gateway was shortlisted from 239 entrants in the 2012 Wood Awards, and won the award in the Small Project category. The judges described the project as an 'intelligent, sympathetic solution which was beautifully resolved'.

The second phase of the conservation programme of the Tjou Screen at Hampton Court was successfully completed, providing National Heritage Ironwork Group students with valuable practical experience, while the repairs to the Buttery roof are now well underway. Although identified as a priority in the nearly-completed State of the Estate review, the work was deferred so that the palace looked its best for the Jubilee and Olympics. The project also includes work on Scullery Court, in preparation for it becoming part of the visitor route.

It has been a good year in the palace gardens: following the opening of the Royal Kitchens at Kew, the small kitchen garden was finished, recreating the trends of the era and where we intend to grow produce for demonstration in the kitchens at Kew and Hampton Court. We were delighted when the transformed garden at Kensington Palace won the Georgian Group Architectural Award for Best Restoration of Georgian Urban Landscape 2012.

Meanwhile the transformation of Kensington Palace, completed in March 2012, was recognised with two RICS London Awards and was shortlisted for another from the Royal Institute of British Architects.

Discovery

Learning is at the heart of everything we do

Since the opening of the Clore Centre at Kensington in April 2012, the new learning spaces have been

further developed and are now in regular use by a variety of education and community groups. We had a particularly busy autumn at Hampton Court: schools and college visitor numbers were significantly higher than last year.

During the latter part of the year, the Access and Learning Department under the direction of a newly-appointed Chief Learning and Engagement Officer started to create a new strategy and re-shape the future of learning and engagement across the palaces. The new Learning Strategy will be a step-change in ambition and scale, building on the strong foundation of existing offers and creative ideas with new and improved programmes for on and off-site projects. The strategy will unfold fully over the next three years with a variety of palace-based, national and digital offers for audiences of all ages.

There were exciting family and intergenerational activities throughout the year within the outreach and community involvement programme, many based around the Jubilee Weekend. Other creative projects included the making of a 'Community Bed'. Several groups worked with artist Sophie Layton to create this impressive object for display at Hampton Court to coincide with the 'Secrets of the Royal Bedchamber' exhibition. Elsewhere, the Banqueting House opened free as part of Silver Sunday, a celebratory London-wide event for the elderly, while a big focus on Early Years audiences, including work in National Storytelling Week, culminated in the Story Walk at Kensington Palace.

While visitors danced the day away this summer at our annual Kensington Palace party event — this time Jubilee-themed — younger visitors took to their (camp) beds at Kew Palace for a sleepover. The first 'Kew Snooze' in October was voted a great success; we hope to expand our programme of 'lates', starting with a children's storytelling event and then an adult sleepover at Hampton Court Palace in May 2013.

A powerful new direction for HRP's learning strategy.



A rare 1928 image of the Tower of London Moat in flood, one of thousands of images from our archives now being digitised as part of the Image Library project.



Chief Curator Lucy Worsley, recognised by the Historical Association for 'bringing history to life'.



Timed to ride the crest of the Jubilee wave, curators organised an international conference in June at Kensington Palace, where over 120 academics including keynote speakers Professor Sir David Cannadine and Professor Maya Jasanoff from the USA, and the Courtald Institute's Professor Aileen Ribiero, considered 'The making of a monarchy for the modern world'.

In addition to writing a variety of articles and speaking at external conferences, curators kept a high media profile, working with the press office to provide a constant stream of interviews, tours and recordings for television and radio. 'Harlots, Housewives and Heroines: A 17th-Century History for Girls' presented by Lucy Worsley and featuring several curators, was screened on BBC4 in April 2012 to coincide with the Hampton Court Exhibition 'The Wild, the Beautiful and the Damned'. Lucy was nominated twice for a Royal Television Society Award and given an honorary fellowship of The Historical Association for her role in bringing history to life.

Work has begun on the massive task of digitising the image library archive. We have been trawling through a collection of some 175,000 historic and contemporary images in various formats, including rapidly deteriorating negatives, which will now be placed in cold storage. Work so far has confirmed the variety, breadth and quality of the imagery, which will be available as an amazing resource and present a unique insight into Historic Royal Palaces for the rest of the world. We have also produced a popular fold out *Palaces of London* guide with Walker books. Research work has started in preparation for two major palace monographs co-published with Yale, on the Tower and Kensington Palace, which will eventually be the leading works on the two palaces.



Scenes from the Tower and Hampton Court through the Jubilee and the Olympics.



An unforgettable spring and summer...

APRIL The Tower hosts the launch of London 2012 Festival: the nationwide cultural programme around the Olympics.

MAY The Tower receives the Jubilee Diamond Crystal for safekeeping, brought to us in a special ceremony by Bruno Peek, Pageant Master of The Queen's Diamond Jubilee Beacons. It is displayed at the Tower as the centrepiece of the De Beers' sponsored exhibition, and is seen by many thousands of visitors before being used by The Queen to light the National Beacon in a spectacular ceremony in The Mall.

JUNE The three main palaces swing into action for the Jubilee weekend. On Saturday 2nd, a free 50s-style Jubilee Garden Party at Hampton Court attracts over 16,000 people who enjoy music, games, picnics and dancing in the East Front Garden, where there is even a nostalgic Sooty and Sweep show! On Sunday it is cold and rainy: undaunted, over 500 Tower Hamlets residents plus special guests brave the damp and chill to attend a riverside street party on the wharf, with a fabulous view of the River





Pageant. As the Royal barge passes, the Wharf cannon sounds a 41-gun salute and the Constable of the Tower formally salutes the barge, to huge cheers from the crowd. On Monday it's the turn of Kensington Palace, where Café Court comes alive with music and Jubilee-themed stalls, including a retro sweet shop and Victorian food. Over 2,600 people visit the palace (one of our busiest days since the opening) where they also enjoy the 'Jubilee - a view from the crowd' temporary exhibition.

JULY Much excitement at the Tower on 2nd July as the Olympic medals arrive for safekeeping, presented to Lord Coe and the Constable by Rio Tinto. Then on 20th July, even more excitement as the torch arrives at the Tower by Royal Navy helicopter, is abseiled down on to Tower Wharf by Royal Marines, then is run around the walls by Dame Kelly Holmes. The torch is presented to the Constable, Mayor of London Boris Johnson and Lord Coe and later that evening the Olympic flame lights the lantern used during a very special Ceremony of the Keys. A week later, the torch arrives at Hampton Court at dawn. Despite the early hour, huge crowds throng the streets and gardens to cheer as torchbearers including rower Sir Matthew Pinsent take the torch

through the Maze and the palace, before it is rowed on the new royal barge Gloriana to the Olympic Park that night for the opening ceremony. Camera crews from around the world broadcast live from the Tower as one of the capital's most iconic locations. On 28th and 29th July, with cheering crowds lining the route, the cycling road races pass Hampton Court Palace and the palace stays open throughout all the excitement and disruption.

AUGUST All eyes are on us for the high spot - the Cycling Time Trials at Hampton Court on 1st August. The palace looks terrific and the crowds are enormous. The day is perfectly capped by Bradley Wiggins' great victory, with the celebratory photographs of him on the West Front going around the world. That same evening, hundreds of spectators and local residents attend the Cyclemania party at the palace, where for a special £5 ticket price they enjoy exhibitions, films, music, circus performances, picnics and much posing on the Olympic 'thrones'. Visitors enjoy these so much that we persuade LOCOG to leave them in place for a further ten days! Three weeks later Hampton Court sets the scene once more when wheelchair tennis champion Peter Norfolk OBE is announced as flagbearer for the GB Paralympic team.



Showmanship

We do everything with panache

Amidst preparations for the Jubilee and Olympic events, we continued our programme of exhibitions and events, thanks to heroic teamwork by staff across all departments and palaces.

At Hampton Court, six sumptuous state beds went on show in 'Secrets of the Royal Bedchamber'. The exhibition, which runs until November 2013, exposes the power, passion and politics of the royal bedroom, and features the world's largest and rarest collection of early state beds. As part of the exhibition, The Prince of Wales' apartments are open to the public for the first time in 20 years.

At the Tower, 'Coins and Kings: The Royal Mint at the Tower' explores another aspect of royal power and propaganda in a new permanent exhibition opened in May 2013, which has transformed the lower part of Mint Street to recreate aspects of the Mint on the site where it operated for over 500 years.

A provocative version of Aphra Benn's *The Rover* at Hampton Court used promenade theatre to explore the disturbing themes of 'The Wild, The Beautiful and the Damned' exhibition. Meanwhile our evening *Salacious Gossip* tours were well received and will be repeated in 2013 to tie in with 'Secrets of the Royal Bedchamber'.

Our season of 'lates' at Kensington Palace saw the palace doors re-opened after dark, immersing our visitors in worlds of Georgian decadence and Victorian music-hall. These culminated in the Midwinter Ball on 13 December, when 200 gorgeously-attired people stepped into the sinister side of Christmas for an evening of 'unseasonal revels' — including live music, magic, performance and spectacle.



Left: Wheelchair tennis champion and Paralympic flagbearer Peter Norfolk OBE at Hampton Court Palace.

Below: A White Tower warder tests a coin clipping device in 'Coins and Kings: The Royal Mint at the Tower' exhibition.



'Jubilee — a View from the Crowd' exhibition at Kensington Palace opened over the summer of 2012, and explored how Queen Victoria's Jubilee was marked by her subjects. Among fabulous objects from all over the Empire were a number of more homely souvenirs acquired by our curators; the Victoria-emblazoned mugs, plates and souvenir tablecloths bought by ordinary people and passed down through families. Objects from many community projects added a celebratory air, including 500 pieces of bunting, a stained glass effect chandelier and hundreds of fabric flowers made for the triumphal arch for the entrance to the exhibition.

Right: Henry VIII's replica crown went on show at Hampton Court in September, when hundreds queued to see it.

Below: A model of St Paul's Cathedral, part of the 'Jubilee — View From the Crowd' exhibition at Kensington Palace, in which visitors could wander through a scaled-down 19th-century London.



The final piece of the re-presentation of Hampton Court's Tudor Palace was put in place in September. Working with former royal jeweller Harry Collins and two goldsmiths, we created an accurate replica of Henry VIII's crown, that was destroyed on Cromwell's orders in the 1650s, along with all the other Crown Jewels. This fabulous, gem-encrusted object was installed in the Royal Pew within the Chapel Royal, attracting so many visitors that a temporary queuing system had to be installed along the processional route.

Visitors to Kensington will soon be able to admire two fabulous new dresses that belonged to Diana, Princess of Wales: we recently acquired a romantic black Bruce Oldfield gown and a pink Catherine Walker sheath dress, worn by the Princess in the 1980s. In July 2013 we will be showcasing dresses worn by HM The Queen, Princess Margaret and Princess Diana in a new exhibition — 'Fashion Rules' in the Pigott Galleries.

At the Banqueting House, a small permanent display about the execution of Charles I opened to coincide with the anniversary of the King's execution on 30th January 1649. It tells the story of the events leading up to his death, and as visitors climb the stairs they can read of the events that led ultimately to the Civil War. A film shows the King's last hours, and heightens the effect of gazing up at Rubens' magnificent ceiling painting, celebrating what Charles believed was the unassailable divine right of kings.



Left: A dramatic presentation for Queen Caroline's State Bed at Hampton Court and below, the magnificent bed featured in the exhibition poster.



Independence

We challenge ourselves to find new ways to do our work

We have been smashing visitor targets at Kensington Palace in the first year of opening the new palace! We welcomed more than 400,000 people, double the level of previous years. The 2013 Easter Weekend drew in huge crowds across the palaces, with 14,500 visitors at the Tower on Good Friday. Everyone was clearly enjoying themselves, even in the cold weather, and front of house teams did a superb job, managing the crowds in a calm and orderly manner.

Despite the tough economic climate, our functions and events business also had its best ever year and income grew by 16%. On Tower Wharf, the Perkin Reveller restaurant opened its doors in September 2012 to acclaim from both diners and critics. Catering had its most successful year to date.

Below: Tudor cookery in Hampton Court's kitchens remains highly popular with visitors.



We have reached a new accord with the Royal Botanic Gardens Kew in which we have agreed in principle to a partnership to restore the Pagoda in Kew Gardens, with the aim of providing better public access. Meanwhile, with financial compensation from RBGK, Kew Palace, the Royal Kitchens and Queen Charlotte's Cottage will be open to Kew Gardens visitors at no extra cost.

Enthusiastic feedback from visitors and mystery shoppers confirmed the growing success of our Five Star Service at Kensington and Kew, and the 'Good to Great' visitor welcome programme at the Tower. Work continues to ensure our staff make every visit memorable, warm and welcoming. Summer visitor survey results were very good, with value for money particularly high — markedly so at the Tower and Hampton Court. The investment in leadership development across the charity, in particular the intensive leadership programme for all senior management, demonstrates our continued commitment to staff development.

Retail had their best year ever, with good planning and team co-ordination, excellent products and customer service helping to achieve record sales. The Kensington shop is performing particularly well, with the flagship Tower store reaping the benefit of its major re-development. The Medieval Palace shop at the Tower was re-launched as the Ravens Shop, a dedicated children's store, while the Beefeater Shop had a facelift. Designed to complement the new corporate and palace icons, the handsome new retail icon is now appearing on a growing range of our products and licensed items.

2012/13 saw the completion of our first major fundraising campaign. We exceeded the £20m target ahead of time thanks to a combination of major donations from individuals, trusts and foundations and corporate supporters as well as our members, patrons and legators getting behind our Cause and our ambitions. A programme of private views, dinners and receptions were designed to say

Historic Royal Palaces
KEW PALACE

Open from 10 April 

Have you been charmed by Kew Palace?

Come and discover George III's idyllic family home
in the heart of Kew Gardens.





Kew Palace is situated within Kew Gardens. To access the palace a Kew Gardens ticket needs to be purchased.

www.hrp.org.uk


PLANTS PEOPLE POSSIBILITIES

'thank you' and 'we couldn't have done it without you'. And what a time to be part of the 'Historic Royal Family'! The Jubilee and Olympic Year was what we had been working towards for the last five years, with Kensington Palace, the Jewel House, White Tower and Royal Kitchens at Kew all at the forefront of those celebrations — made possible, in whole or in part, thanks to fundraising.

It might, therefore, be no surprise to hear that Membership scaled new heights in 2012/13; by the year end Historic Royal Palaces had 64,000 members. Membership has contributed around 25% of our overall campaign target proving, as ever, that Membership does make a difference!

In the meantime, our patrons, USA and legacies programmes were successfully refreshed and relaunched, with our 90th patron recruited and a number of US Lecture tours being organised. Our corporate partnerships programme saw the advent of a new keynote relationship with Royal Salute whisky and new relationships with Savoir Beds and citizenM Hotels. Our first successes of 'Campaign II' were also secured with a major gift from the DCMS/ Wolfson Museums and Galleries Improvement Fund and the appeal to restore and re-present the Chapel of St Peter ad Vincula neared the £1m mark.

We launched the year with a major advertising campaign to support the new Kensington Palace, the Crown Jewels and 'The Wild, the Beautiful and the Damned' exhibition, which saw our distinctive advertising feature prominently across London's media spaces.

Online marketing has expanded; on average we have driven nearly 13% more unique visitors to our website and online sales have increased by 19%. We've also broadened its reach by launching the mobile site, and developed new content, including the family-friendly Palace Kids area.

At Hampton Court, we ran a series of local campaigns

Left: Part of our major advertising campaign saw the palaces marketed through a series of inviting posters that appeared all over London.

Right: A Yeoman Warder interviewed during a live broadcast of the NBC 'Today' show from the Tower

to support the public programme. It was pleasing to see growth of support in the 'market on our doorstep', with over 16,000 visitors joining us for the Jubilee Garden Party at the palace.

We have been evolving our visual identity, and produced a new, expanded guide for staff and external partners — *Brand Matters!* — combining brand, tone of voice, Palace Personalities, web and social media all in one publication, supported by an online 'hub'. We've also produced a very smart new series of corporate and wedding hire brochures, which showcase the palaces as exceptional meeting venues.

Supporting the marketing strategy, the re-opening of Kensington Palace was widely covered in UK and international media. The palaces maintained a high media profile through the summer with the Jubilee and Olympics as the press office facilitated filming and interview requests for numerous international media, including a three week partnership with US broadcaster NBC, reaching hundreds of millions of people worldwide.

Meanwhile we continue to deliver high quality TV programming. The palaces featured in a number of programmes for BBC Two's Tudor season and a BBC Two series, 'Fit to Rule: How Royal Illness Changed History', presented by Lucy Worsley was broadcast in April 2013.

Feature filming at the palaces also continues to deliver income and enhance profile. After filming *Jack the Giant Slayer* at Hampton Court in 2009, the international press launch was held at the palace in February 2013 and further major feature films are in production for 2014.

Our impact on social media continues to grow; we've reached hundreds of thousands of people with evocative digital content, thought-provoking conversations and live interactions on Facebook, Twitter and YouTube.

Particular highlights have included launching the 'oldest timeline on Facebook' for the Tower of London which also featured in offline media including the Metro and is shortlisted for a Chartered Institute of Public Relations award.

As this work gains pace and more digital and creative opportunities open up, a team of staff across all departments are working towards a comprehensive new digital strategy, to ensure we take advantage of these new technologies and consider how they might help us in our visitor offer, conservation, learning and creative storytelling across the palaces and in the wider world.



Money matters

The 3.5m visitors that spent a day out at one of our palaces in 2012/13 generated admissions income of £45.1m – 62% of our revenue. This was a 2.5% increase on visitor numbers in 2011/12 and the highest number in our history.

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

Our functions and events business also had its best ever year and income grew by 16% from 2011/12.

Fundraising has continued to attract generous donations for our major projects and we were able to complete our first, five-year fund-raising campaign, exceeding our £20m target.

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.

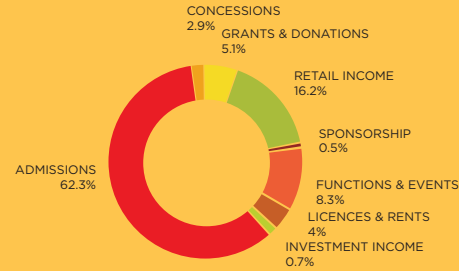
The strong financial performance in the year has meant that we are able to designate more funds towards the cost of projects within our ambitious strategy for the next ten years, including the re-presentation of the Baroque Palace at Hampton Court, a new facility for the storage of our collections and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

The full statutory accounts were given an unqualified audit opinion on 20 June 2013 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:

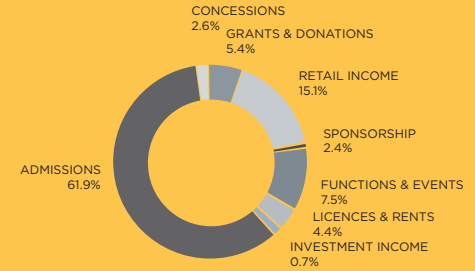
The Chief Executive's Office
Historic Royal Palaces
Hampton Court Palace
Surrey
KT8 9AU

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

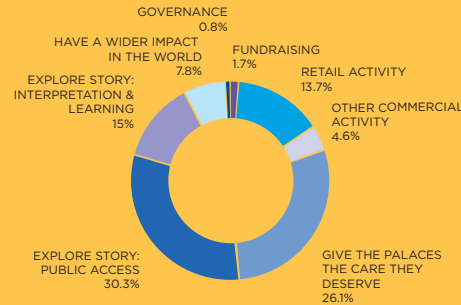
Income 2012/13
(Total £72 million)



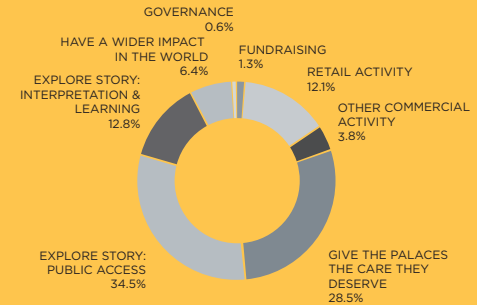
Income 2011/12
(Total £69 million)



Expenditure 2012/13
(Total £66 million)



Expenditure 2011/12
(Total £70 million)



Visitor trends

	2008/09 (000's)	2009/10 (000's)	2010/11 (000's)	2011/12 (000's)	2012/13 (000's)
Tower of London	2,130	2,403	2,409	2,582	2,507
Hampton Court Palace	473	624	554	590	524
Kensington Palace	243	259	245	186	405
Banqueting House	24	23	27	27	31
Kew Palace	31	29	30	25	31
Total	2,901	3,338	3,265	3,410	3,498

Consolidated Statement of Financial Activities for the year ended 31 March 2013

		Total 2012/13 £000	Total 2011/12 £000
INCOMING RESOURCES			
Incoming resources from generated funds:			
Voluntary income	Grants and donations	3,711	3,711
Activities for generating funds:	Retail income	11,701	10,441
	Functions and events	6,020	5,186
	Licences and rents	2,853	3,009
	Sponsorship	388	1,701
		20,962	20,337
Investment income		503	478
Incoming resources from charitable activities:			
	Admissions	45,079	42,767
	Concessions	2,101	1,777
Total incoming resources		72,356	69,070
RESOURCES EXPENDED			
Costs of generating funds:			
	Fundraising	1,099	918
	Retail activities	9,059	8,466
	Other commercial activities	3,043	2,692
		13,201	12,076
Charitable activities:			
	Give the palaces the care they deserve	17,238	19,985
	Transform the way visitors explore their story:		
	Public access	19,988	24,216
	Interpretation and learning	9,922	8,960
	Have a wider impact in the world	5,127	4,490
Governance costs			
		489	428
		52,764	58,079
Pension finance (income) / costs		(487)	(507)
Total resources expended		65,478	69,648
Net incoming/(outgoing) resources before transfers		6,878	(578)
	Actuarial gain/(loss) on pension plan	(613)	(1,955)
Net movement in funds		6,265	(2,533)
Fund balances brought forward at 1 April		29,860	32,393
Fund balances carried forward at 31 March		36,125	29,860

Summary Consolidated Balance Sheet as at 31 March 2013

	Group 2013	Group
	£000	2012
		£000
Fixed assets	14,311	13,637
Net current assets	23,542	18,200
Total assets less current liabilities	37,853	31,837
Provision for liabilities and charges	(314)	(110)
Pension plan liability	(1,414)	(1,867)
Net assets	36,125	29,860
Represented by:		
Restricted funds	3,944	4,041
Unrestricted funds		
Pension plan	(1,414)	(1,867)
General fund	33,595	27,686
Total funds	36,125	29,860

The summary financial statements of Historic Royal Palaces were approved by the Trustees and the Accounting Officer on 17 June 2013 and signed on their behalf by:

Charles Mackay CBE
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 2013 on pages 56-7.

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 Palaces 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 2013.

Amyas C E Morse
Comptroller and Auditor General
20 June 2013

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

Trustees

Charles Mackay CBE Chairman

Charles Mackay is Chairman of the Board of Trustees of Historic Royal Palaces, a Member of the Business Board of the House of Habib, a member of the Advisory Council of INSEAD and a Trustee of the Development Trust (for the Mentally Handicapped). He was Chairman of Production Services Network Ltd from 2009 to 2011, of TDG plc from 2000 to 2008 and of Eurotunnel Group from 2001 to 2004 (having been Deputy Chairman from 1999 to 2001 and a Non-Executive Director from 1997). He has also served on the Boards of HSBC, British Airways, Johnson Matthey (Senior Independent Director), Thistle Hotels (Deputy Chairman), Gucci and INSEAD among others. He was Chief Executive of Inchcape plc between 1991 and 1996, having been Executive Chairman of Inchcape Pacific from 1986 to 1991. He worked previously with BP, McKinsey, Pakhoed Holding and Chloride. He has lived and worked in Continental

Europe, Asia and Africa as well as the UK.

Sir Alan Reid GCVO 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, a Council Member of the National Trust and Architectural Advisor, Auckland Castle 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 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 a non-executive Director of Smith & Nephew plc and The Brunner Investment Trust plc. He is the lead non-executive Board Member, chairing the Board of Her Majesty's Revenue and Customs. He is also Chairman of The Racecourse Association, the trade association for Britain's 60 racecourses and a member of the China British Business Council Board. Ian is a past Chairman of WSP Group plc and Director of PA Consulting Group. Ian is Chairman of our Campaign Board.

Liz Cleaver

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, Chair at Wac Arts 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; 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. Until 2012, he was also a Trustee of the Windsor Leadership Trust.

Sue Farr
(until 31 March 2013)

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.

Sir Adrian Montague CBE
(until 30 June 2013)

Chairman of 3i; Chairman of Anglian Water Group and since January 2013, a non-executive Director of Aviva plc. He was Chairman of CellMark AB,

the forest products marketing group based in Gothenburg (2008-12) and is a Director of Skanska AB, the Swedish international engineering and construction group. He was Chairman of British Energy Group plc (2004-2009) and of Friends Provident plc (2004-2009).

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, Queen's Silver Jubilee Trust. He is President of Surrey County Cricket Club. He was Chancellor of South Bank University from (2002-2009).

Jonathan Marsden CVO 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 and the Royal Yacht Britannia Trust

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. Trustee of Edinburgh World Heritage and Chair of the Tower of London World Heritage Site Consultative Committee.

M. Louise Wilson FRSA
(Since 12 June 2013)

Louise established her career at Accenture and gained her marketing and commercial expertise at Procter & Gamble, Pepsi-Co and The Coca Cola Company. Louise founded Signature Sponsorship Ltd, an international marketing and sponsorship company, and following London's successful bid, was appointed as the Client Services Director for the Olympic and Paralympic Games.

A member of the Council of the University of Nottingham and a Trustee on the DRET Academy Trust, Louise is a Fellow of the Royal Society of Arts and The College of St George, Windsor Castle; a Board member of The Marketing Group of Great Britain; member of the

International Women's Forum; and an award winning contributor to the European Sponsorship Association.

Directors

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Chief Executive

John Barnes
Director of Conservation and Learning

Tania Fitzgerald
Finance Director

Gina George
Retail Director

Paul Gray
Palaces Group Director

Richard Harrold OBE
Tower Group Director

Danny Homan
Director of Communication and Development

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

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Historic Royal Palaces is grateful to all those who gave their support in 2012/13

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Historic Royal Palaces is immensely grateful to those many others whose invaluable help and support has not been recorded in these pages.

Historic Royal Palaces

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* Made to Historic Royal Palaces Inc
† Member of the Executive Committee of the Campaign Board

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Historic Royal Palaces

Historic Royal Palaces is the charity that looks after:

Tower of London
Hampton Court Palace
Banqueting House
Kensington Palace
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 raise all our own funds and depend on the support of our visitors, members, donors, sponsors and volunteers.



Contact us

Contact details for all departments can be found at www.hrp.org.uk

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