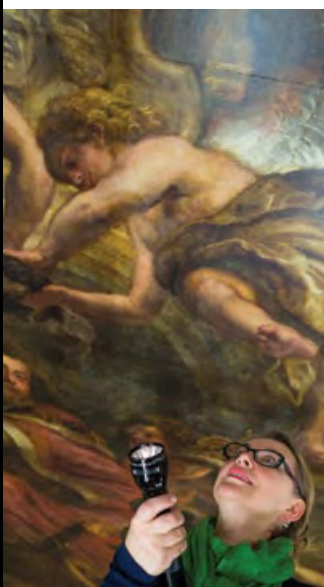
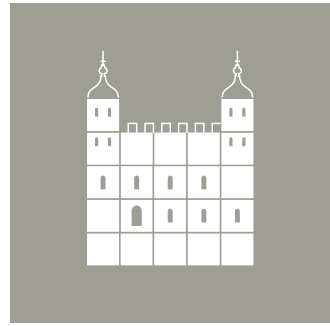
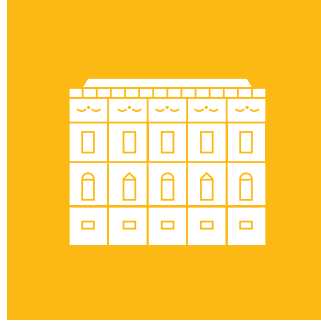
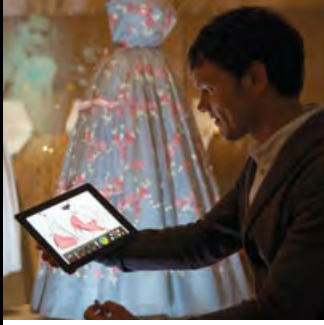


# Historic Royal Palaces



## Annual Review 2013/14







## **Historic Royal Palaces**

Historic Royal Palaces is the charity that looks after:

**Tower of London**

**Hampton Court Palace**

**Banqueting House**

**Kensington Palace**

**Kew Palace**

**Hillsborough Castle**

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.



# Contents

- 06 Welcome to another chapter in our story
- 07 Our work is guided by four principles
- 08 Chairman - reflecting on 2013/14
- 09 Chief Executive - looking ahead
- 10 Hillsborough Castle
- 12 Showmanship
- 18 Guardianship
- 24 Discovery
- 30 Independence
- 38 Money matters
- 39 Visitor trends
- 40 Summarised financial statements
- 42 Trustees
- 43 Directors
- 44 Supporters
- 46 Acknowledgments

**Clockwise from top left:**  
The White Tower, Tower of London; the West Front, Hampton Court Palace; the East Front, Kensington Palace; the South Front, Hillsborough Castle; Kew Palace; Banqueting House.

## **Welcome to another chapter in our story**

After the excitement of the Diamond Jubilee and the Olympics, this past year might have been an anti-climax. However, our all-time record four million visitors, retail sales and membership numbers have given us cause to celebrate. With four crowd-pulling exhibitions, a glamorous, star-studded launch of 'Fashion Rules' and a royal baby at Kensington Palace, life has hardly been quiet! Meanwhile, away from the spotlight we have been planning for the future. New strategies for Learning & Engagement and for Creative Programming & Interpretation are underpinned by an ambitious, five-year digital strategy that will provide an engine of growth for all areas of our work.

2014 also marks the beginning of an exciting new chapter for Historic Royal Palaces as in April we took over responsibility for the management of Hillsborough Castle, HM The Queen's official residence in Northern Ireland.

## **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 six historic 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 2013/14

After the excitement of HM The Queen's Diamond Jubilee and the London Olympics, 2013/14 might have been a quieter year for Historic Royal Palaces. In fact, the last 12 months have seen the charity go from strength to strength.

We have welcomed a record-breaking four million visitors across our palaces, enjoying four exciting new exhibitions. At the Tower of London, in partnership with the Royal Mint Museum, we opened 'Coins and Kings', exploring the 500-year history of the Royal Mint at the Tower. In collaboration with the Royal Armouries, we opened the re-presented 'Line of Kings' in the White Tower, believed to be the oldest continuous running visitor attraction in the world.

Kensington Palace saw a star-studded opening party for 'Fashion Rules: Dress from the collections of HM The Queen, Princess Margaret and Diana, Princess of Wales'. Meanwhile, at Hampton Court, we put six sumptuous and immaculately conserved state beds on display together for the first time in our summer exhibition, 'Secrets of the Royal Bedchamber'.

Our successful partnership with Royal Botanic Gardens Kew (RBGK) to open Kew Palace at no additional charge to Gardens visitors has seen numbers there soar fivefold to 150,000, and we look forward to exploring further Kew's fascinating royal history in coming years as we take on the famous Pagoda.

Finally, in March 2014 we signed a contract with the Northern Ireland Office (NIO) to take on Hillsborough Castle, HM The Queen's official residence in Northern Ireland. This landmark moment for Historic Royal Palaces followed detailed discussions with the NIO, to whom we are greatly indebted, and a great deal of research and planning from our own teams to establish a model that is right for Hillsborough and for Historic Royal Palaces.

As ever, none of these achievements would be possible without the support of a number of important partners. I should like to thank in particular the Royal Household and Royal Collection Trust for their considerable support of our work across all the palaces.

I should also like to pay tribute to the contributions made by all Trustees on Historic Royal Palaces' Board, especially to Ian Barlow, who stepped down as Chair of our Campaign Board after successful completion of our first fundraising campaign and to Malcolm Reading who retires after nine years of significant support particularly for our conservation and project work. A warm welcome goes to new Trustees Bruce Carnegie-Brown (as the new Chair of the Campaign Board) and Val Gooding.

At our inaugural stakeholder reception at the Banqueting House in February 2014, The Rt Hon Maria Miller MP, in her role as Culture Secretary, warmly praised the work of Historic Royal Palaces and its charity model, which enables us to deliver a first class service without call on the public purse. That we are able to move ahead with confidence into 2014/15 is testament to the ongoing generosity of all our donors, sponsors and members, and the hard work of our management, our staff and volunteers; to all of these I offer our heartfelt thanks.

Charles Mackay CBE, **Chairman**



# Chief Executive Looking ahead

2014/15 promises to be an exciting year as Historic Royal Palaces moves from five properties to six, with the addition of Hillsborough Castle. This is the first time in our history that we have taken on a whole new site and it is our first venture outside London. However, we are confident that with its fascinating history, glorious estate and continuing royal residence, Hillsborough Castle is a perfect fit with Historic Royal Palaces' Cause, skills and experience.

Hillsborough offers extraordinary potential: as a major new visitor destination in Northern Ireland, a contributor to the local economy and - through its place at the heart of the peace process - as an inspiration in future learning programmes. Meanwhile, it will continue to fulfil its primary role as the official royal residence in Northern Ireland and residence for the Secretary of State. There's a lot to do there and we have a five-year plan of investment and development to make it happen with help to come from many partners.

Meanwhile, as Britain marks the centenary of the First World War, we are planning at the Tower of London to create a powerful visual commemoration of this pivotal moment in our nation's history. Thousands enlisted at the Tower as one of London's first recruitment centres in 1914. In partnership with the artist Paul Cummins, we will plant 888,264 ceramic poppies in the moat, encircling the Tower in a sea of red, in memory of the British and Colonial forces who lost their lives in the conflict. Through this project we also hope to raise money for a number of services charities.

The Tower's role in the First World War will be further explored inside in the newly-opened Flint Tower and the North Wall Walk will be open to visitors for the first time. Meanwhile, our 'Glorious Georges' season, launched in April to mark the tercentenary of the Hanoverian accession, continues throughout the summer

and autumn with a number of exciting events at Hampton Court, Kensington and Kew palaces, including a unique performance of Handel's Firework Music, as the culmination for the Thames Festival. We will also open the new Cumberland Art Gallery at Hampton Court in October.

We continue to plan ahead to 2015 and beyond, with work under way on the new Magic Garden at Hampton Court, and a major conservation and interpretation project for the Banqueting House, Whitehall, scheduled for completion in 2018.

Finally, two important strategies developed last year are starting to have an impact on our work across all the palaces. Our restructured Learning & Engagement department is launching a series of inventive and expanded offers for schools, families and community groups to transform the way people explore and learn about the palaces on site, off site and online.

This is underpinned by a significant five-year investment into developing our digital capability - to support all aspects of our work from buildings and collections conservation, research and curatorship, through all our public engagement and visitor-facing activities, and most importantly, to help us reach millions more people beyond the physical walls of our sites.

These are ambitious plans but our strong financial performance in recent years means we face the future with confidence and determination.

Michael Day, **Chief Executive**



## Hillsborough Castle

On 24 March 2014, our Chairman Charles Mackay and Julian King, Permanent Secretary at the Northern Ireland Office, signed contracts for Historic Royal Palaces to take over the running of Hillsborough Castle, the official royal residence in Northern Ireland.

Historic Royal Palaces has worked closely with the Northern Ireland Office over the last year to develop a long-term plan for Hillsborough Castle and its 100 acres of glorious gardens and parkland. The aim is to increase public access, improve the visitor experience and open up the estate for the benefit of the whole community, while securing a sustainable financial future.

This project will also bring significant benefits to the Northern Ireland economy, attracting investment and creating new jobs as well as more opportunities for educational and community programmes at the site.

Importantly, Hillsborough Castle will also continue its role as the official royal residence for HM The Queen in Northern Ireland and residence for the Secretary of State.

Hillsborough Castle is a Georgian mansion house located 12 miles south west of Belfast in the small village of Hillsborough and holds a unique place in the history of Northern Ireland. It served as a venue for both

Hillsborough Castle: its fascinating history and glorious estate offering extraordinary potential at the start of our five-year plan of investment and development.

Historic Royal Palaces' Chairman Charles MacKay and Julian King, Permanent Secretary at the Northern Ireland Office, sign the contract on 24 March 2014, confirming Historic Royal Palaces' responsibility for Hillsborough Castle.



HRH The Prince of Wales plants a tree at Hillsborough to mark the start of Historic Royal Palaces' project. With The Prince are The Rt Hon Theresa Villiers MP, Secretary of State for Northern Ireland, Hillsborough's head gardener Stephen Martelli, now part of our team, and Michael Day, Chief Executive of Historic Royal Palaces.



the formal and informal stages of the Peace Process, including the signing of the Anglo-Irish Agreement in 1985, decommissioning talks in 1999, and the negotiation of the devolution of policing and justice powers in 2010 (The Hillsborough Agreement). Elements of the informal negotiations leading up to the 'Good Friday' agreement were also held at Hillsborough.

It became the official royal residence in Northern Ireland following the Partition of Ireland in 1920. Members of the Royal Family have regularly visited since 1922, using Hillsborough as a ceremonial and personal base in the province. Significantly, the first meeting between HM The Queen and Mary McAleese, then President of Ireland, occurred at Hillsborough in 2009.

# Showmanship

We do everything with panache







The summer of 2013 started with a delightful twirl as 'Fashion Rules' opened on 4 July at Kensington Palace. This glamorous exhibition celebrated Her Majesty Queen Elizabeth II in the 1950s, Princess Margaret in the 1960s and Diana, Princess of Wales in the 1980s. It features 21 fabulous couture dresses, historic film and photographs.

We added a digital dimension to the experience: visitors to the exhibition could enjoy putting the 'rules' into practice themselves with a bespoke version of the award-winning iPad app Paper. This innovative collaboration between Historic Royal Palaces and New York-based software developers Fiftythree enabled visitors to create beautiful fashion illustrations inspired by the dresses, and share them through social media.

At the Tower, the Royal Armouries and Historic Royal Palaces joined creative forces to re-present a White Tower favourite to modern audiences. The splendid, eccentric 'Line of Kings', featuring English monarchs from William the Conqueror to George II on horseback,

**Previous page:**

The Georgian Kings pose for a paparazzi-style photocall in our promotional video for 'The Glorious Georges'.

**Above:**

Rare and exquisite dresses from Her Majesty Queen Elizabeth II, Princess Margaret and Diana, Princess of Wales, displayed in 'Fashion Rules'.

**Above:**

The magnificent 'Line of Kings' in the White Tower, newly restored and still delighting visitors after 300 years on display.

**Above right:**

Christmas at Kensington Palace: we invited families to take part in a festive 'Game of Crowns' event, with games and activities. All who attended were given a beautiful paper crown to decorate, before watching performances by The King's Mummers and singing carols by candlelight. Both palace and gardens were dressed to impress, including a spectacular 10m high Christmas tree.

is probably the longest-running visitor attraction in the world and has been cited in diaries, letters and visitor books going back over 300 years. Many visitor records were unearthed during the two-year preparation for the project, and are among the 500 objects now on display.

Visitors to the Banqueting House during the summer were able to immerse themselves in a historical theatrical experience. 'Tempe Restored' explored the true nature of the masque, its royal supporters and performers and how Inigo Jones created his famous masques for the King. Visitors could try on costumes, learn a dance and witness the director and his cast in action as costumed interpreters 'rehearsed'. On 27 July we staged a one-off sell-out evening event based on the 'Tempe Restored' event.

All was sweetness and light on Valentine's Day 2014 at Hampton Court Palace as we opened the newly-restored 18th-century Chocolate Kitchen, recently re-discovered just off Fountain Court. Once the domain of Thomas Tosier, personal chocolatier to George I, the kitchen is remarkably well-preserved with many original fittings, including stove, equipment and furniture still intact so that visitors can experience exactly how Tosier produced his luxurious velvety royal brew. Throughout the year the Chocolate Kitchen will host Georgian chocolate-making sessions, and visitors can taste various historical drinking chocolates at the nearby Fountain Court Café.

Other visitors were allowed to doze off in the palaces - but this time as part of themed family sleepovers on two sites. At Hampton Court,

**Left:**

Tomas Tosier, George I's chocolate maker prepares for a demonstration in his newly-opened Chocolate Kitchen

'Secrets of the Royal Bedchamber' was the focus, while at Kensington Palace the overnighters celebrated Queen Victoria's birthday. As our first foray into the annual Museums at Night event, these sleepovers proved popular.

On 21 April 2013, the annual 'Tudor Pull' saw The Queen's Row Barge *Gloriana* lead a flotilla of traditional watermen's cutters from Hampton Court Palace to the Tower of London. The oarsmen, belonging to the livery companies of the City of London and in full company regalia, delivered a ceremonial token to the Governor of the Tower for safekeeping.

'The Glorious Georges' — our celebration of 300 years since the Hanoverian accession, opened on 17 April 2014 after intense, cross-palace preparation with re-presented State Apartments at Hampton Court and Kensington palaces, a new exhibition celebrating George III at Kew, and a programme of events and festivals at all three palaces.

At Hampton Court visitors are invited to a summer season of glittering entertainment at the court of the new king, George I. They can explore the intense rivalry between the King and his son the Prince of Wales, and the complicated lives of their courtiers through a stunning re-presentation of the Queen's State and Private Apartments: the very rooms the Georgian Court once occupied.

**Centre:**

Our 2013 summer exhibition, 'Secrets of the Royal Bedchamber', at Hampton Court was a great hit with visitors. Apart from the remarkable state beds and their stories, visitors enjoyed lying back on huge mattresses, while being kept wide awake by the spectacular images projected on the ceiling of the Queen's Guard Chamber.

**Above:**

The ninth season of ghost tours at Hampton Court was a sell-out. The tours have evolved over the years; we have added more theatrical touches, atmospheric lighting and an impressive repertoire of spine-chilling tales.





'The Glorious Georges' (clockwise from top); At Hampton Court, a display of items from George I's coronation; fantastical table decorations, beloved of the Hanoverians, created by Joan Sallas, the world's leading authority on historic linen folding; at Kensington, musician mannequins; portrait of Lord Hervey, Vice Chamberlain of the Royal Household, with his purse of office.



Visitors to the King's State Apartments at Kensington Palace will experience the heyday of the palace as King George II and Queen Caroline entertain in lavish style.

Throughout the summer and autumn, the palaces will come to life with specially-commissioned music and dance pieces, illuminations and immersive theatre. This new, bolder style of creative programming, collaborating with a number of exciting artistic partners, marks a fresh new approach for Historic Royal Palaces that we will be developing further in coming years.

# Guardianship

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







A great deal of our work to conserve and present the interiors of our palaces in this past year has been for the celebration of the tercentenary of the Hanover accession and the exhibitions opening at Easter 2014. At Kensington we have been working to return the King's State Apartments to their 1720s appearance. Old wallpaper and tired flooring have been replaced with glorious 'Kensington Crimson' silk wall hangings and wide, solid oak floorboards. A fresh lighting scheme will showcase the newly-cleaned William Kent ceilings. We have also refreshed the panelling of the King's Staircase and, following specialist historic paint research, have restored the Tijou balustrade to its original 1720s colour.

At Hampton Court, we've seen the completion of some long-term major projects, including a decade of research and conservation of the terracotta roundels and Wolsey panel. Over the last year we celebrated 100 years of conservation at the palace, with our conservators launching a blog and giving a series of public talks culminating in October with a sell-out lecture at the Banqueting House on the survival of Rubens' ceiling paintings.

Conservators were also active in the preparation for the new Cumberland Art Gallery, opening in autumn 2014, advising on the installation of masterpiece-friendly heating and lighting systems.

We also acquired a new store at Thames Ditton, which will in due course bring together and safeguard all key non-textile items in our care. Earlier in the year, we were proud to become founding members of the National Heritage Science Forum, with an Historic Royal Palaces' conservation scientist acting as one of the trustees.

Historic Royal Palaces' entire built estate was re-surveyed between 2012 and 2013, and results show that 96 per cent of the estate is in a 'good' or 'fair' condition. The recommendations of the survey, which will now

**Previous page:**

Painstaking conservation work in the Royal Kitchens, Kew ensures that this remarkable 18th-century survival can be enjoyed by future generations.

**Above left:**

The original team of curators and conservators who worked on the roundels, pictured in 2010.

**Above right:**

The glorious Augustus roundel, now in 2014 more closely resembling the sculpture once so admired by Cardinal Wolsey.

**Opposite:**

Conservators and curators at work (clockwise from top left): Examining William Kent's painted ceiling above the King's Staircase, Kensington; cleaning another William Kent ceiling in the King's Apartments; special historic paint used to reproduce original colours in the Royal Kitchens, Kew; conserving the cornice of Queen Anne's State Bed.

be extended to Hillsborough Castle, are being translated into a ten-year plan across all sites.

At Kew, the second phase of work on the Royal Kitchens drew to a close in 2013, with the completion of the newly-fitted out office accommodation, workrooms and staff facilities on the second floor, while casement windows on the first floor were replaced with sash windows to match the existing originals, thus completing the faithful conservation and re-presentation of the building's facades. At Hampton Court, a further phase of structural repairs to Base Court was completed.

In a once-in-a-lifetime project, we have re-introduced a working drawbridge to the Tower of London, which was lowered to welcome visitors in April 2014. The last State of the Estate Survey had identified





**Opposite page:**

The entrance to the Tower of London, photographed in 1915 and below, the new, fully working drawbridge.

the need to replace the drawbridge, so the chance was seized to once again make it a fully operational bridge. After much research, the bridge has been designed to replicate the bridge of 1915 which it replaces, while satisfying the modern traffic needs of the Tower with new foundations and a steel frame at its core.

Also at the Tower, we carried out the fourth and final phase of the North Inner Curtain Wall conservation project, so the Wall Walk will be ready to open to visitors in July 2014. Internally, repair work has been done on the Bowyer Tower, with new lighting and heating installed, leaving the space ready for the forthcoming 'Fortress' exhibition.

In addition to winning two Royal Institute of Chartered Surveyors' London awards in May 2013, the transformation of Kensington Palace was also recognised by the Royal Institute of British Architects, winning the runner-up prize in these prestigious awards.

A wide range of activities have taken place at our palaces to care for our gardens and landscapes. At Hampton Court, we have restored one section of the formal Royal Kitchen Garden in the Tiltyard and two historic glasshouses in the Stud Nursery, alongside obtaining planning permission for our new Magic Garden. Within Home Park, work has started on improving the roads, and final surveys were undertaken in preparation for Site of Special Scientific Interest status. At Kensington Palace, planning has begun for a new Orangery Garden, and the Tower of London's Conservation Management Plan is now fully integrated into future thinking.

The restored Royal Kitchen Garden at Hampton Court Palace nears completion. At the end of the 17th century these were considered the most impressive in England.



# Discovery

Learning is at the heart  
of everything we do

[Home](#)

[Teachers](#)

[Families](#)

[FAQ](#)

## TIME EXPLORERS



**Become a  
Time Explorer**





Log in or Sign up



Teachers

## The Ambassador's Secret Assignment

The Ambassador's Sec...

Are you brave enough to spy on the King of England?



**Choose a mission**

For the newly-minted Learning & Engagement team, 2013/14 was a year of early change in our three-year strategy to transform the scale and impact of learning at Historic Royal Palaces. The team was re-shaped to embark on three major programmes. 'Explorer' — our entire formal and informal learning offer for children and young people, 0-19 years — is delivered through a range of 'missions': on site, off site and online. The Events & Partnerships team include the 'Uncover' team who will deliver an expansion of adult learning across the palaces and a team who organise major events, such as the 'Glorious Georges Family Festivals' planned for summer 2014. Our new Multichannel Production team consolidates our publishing, design and digital skills.

We were delighted when our book *At the King's Table*, co-published with Merrell in October, was featured in the *Telegraph's* 'Top Ten cook books for Christmas.' To coincide with the Georgian celebrations, we published at Easter 2014 *A Really Useful Guide to the Georgians* — a curator-written canter through the reigns of all four monarchs, their lives and fascinating times. For younger readers and their parents, we published the beautifully-illustrated *Royal Bedtime Stories*, ten classic fairytales re-told with true stories from our palaces woven in.

Our new online Image Library was launched ([www.images.hrp.org.uk](http://www.images.hrp.org.uk)) and will provide staff and external customers with access to thousands of unique images. A digitisation project will continue to see new images added every month. A cold store for the most vulnerable photographs has been created, which will greatly prolong their life.

We took great pleasure in the success of our first round of curatorial interns, who started in 2010. They have all gone on to great jobs in the heritage field, including one who has stayed on at Historic Royal Palaces. Our 2012-14 intake has done valuable work on the chapels at the Tower of London, the Banqueting House conservation plan and on the development of the Georgian Chocolate Kitchen at Hampton Court.

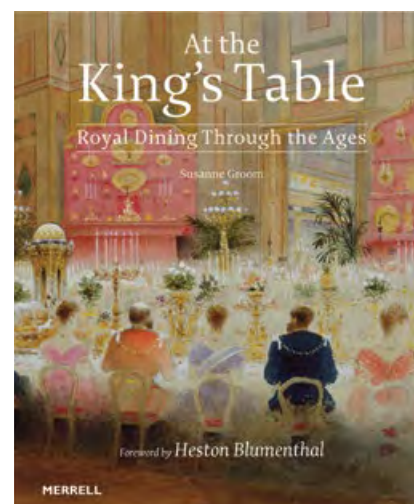
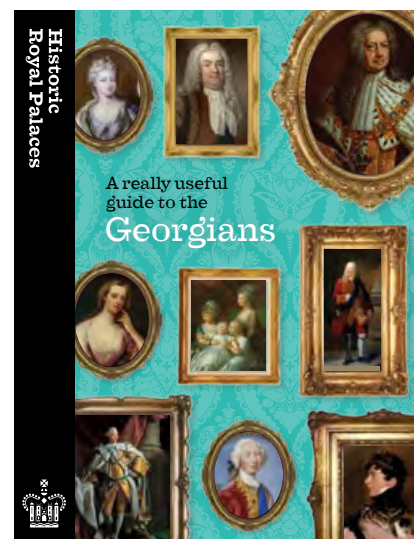
As part of our ambition to achieve Independent Research Organisation status for Historic Royal Palaces by 2020, we appointed a new Head of Research in October 2013, established a system of writing time to allow curators to produce work for peer-reviewed publications and have trained staff in the use of Endnote, an automatic referencing software for the 10,000 items in the curators' library.

Historic Royal Palaces' curators, conservators and PR team worked together to see the palaces and collections featured in a number of television documentaries, including BBC Two series 'Fit to Rule: How Royal Illness Changed History', conceived and presented by

**Previous page:**

Screenshot of one of the new digital 'missions', piloted at Hampton Court in May 2014.

The wonderful world of the Georgians, royal dining through the centuries and classic fairytales told with a twist featured in our new books.





**Above:**  
Chief Curator Lucy Worsley receives an honorary doctorate from the Open University.

**Below:**  
Young Time Explorers enjoy a digital mission during the pilot phase.

Lucy Worsley; a BBC Four programme devoted to the exhibition 'Secrets of the Royal Bedchamber', and a three-part BBC Four series, The 'First Georgians' to coincide with our 'Glorious Georges' season. A further partnership series with the BBC, 'Majesty and Mortar: Britain's Greatest Palaces', presented by Dan Cruikshank, features a number of curatorial and conservation projects.

When not giving expert commentary in front of the camera, curators also devoted time 'backstage' to supporting exhibitions and scouring primary sources to inspire several visitor experiences, including the Banqueting House presentation of the masque, 'Tempe Restored'. They also worked with Royal Collection colleagues to arrange exciting loans for the new Cumberland Art Gallery at Hampton Court Palace, opening in autumn 2014.

In September, Chief Curator Lucy Worsley was presented with an honorary doctorate from the Open University for her 'exceptional contribution to education and culture', which Lucy described as a 'huge honour'. In another ceremony, Terry Gough, Head of Gardens and Estates, was presented with an honorary doctorate from the University of Essex in recognition of his services to the landscape and garden design industry, and also for sharing his knowledge and expertise with staff and students of Writtle College over the past ten years.





This year we acquired some fascinating historic objects for our collections. This 18th-century gentleman's embroidered waistcoat (above) will form part of the display at Kensington Palace as will a newly-purchased pair of Queen Victoria's silk stockings. A rare menu book produced for George II by one of his favourite chefs was acquired at auction in February 2014. Not recommended lunchtime reading, it features roast puffin (very fishy) and other Georgian delicacies served up for the King.

**Left:**

A detail showing the glorious embroidery of this Georgian gentleman's waistcoat, now on display at Kensington Palace.

**Right:**

We recently acquired this unusual portrait of Frederick, Prince of Wales's eldest daughter Augusta as an infant, painted by Charles Phillips. It was commissioned by the Prince to emphasise his patriotism, as represented by the figure of Britannia, and is very possibly a rare life portrait of a real baby.



A rare menu book, created by one of George II's favourite chefs, which gives a fascinating insight into 18th-century royal dining.

The 13 Day of June 1737 Their Maj Dinn

Potage Dorree  
Peepers w<sup>h</sup> Pease  
Beef fricandou smart  
Lamb fricassy & Gullet  
Pallatine  
The Mutton & Cuc<sup>r</sup>  
For Beans & Artichokes Fryd  
Grm Strudel & Resoles  
Tarts  
2 Pulletts  
6 Pheast - No

Supper  
No mutton cold & Salad  
Pulle Chicks  
Pease w<sup>h</sup> Lottee  
Eggs w<sup>h</sup> Cheese  
2 Pulletts bro<sup>d</sup> Vett<sup>r</sup>  
Cherry Pudding  
Apricock Tart Grm  
2 Ducklins  
L. Beef

June 14 1737 Their Majesties Dinn

Potage Pease Fr. & Cab  
2 Punges a Mad or bo & fry  
3 Pullets Fryd w<sup>h</sup> Rise  
Pigeons w<sup>h</sup> Lettice  
Chickens Eye Cold & Pickl

Harech Venison  
Artichokes w<sup>h</sup> Oyle  
Touzz hot  
Touzz  
Chapon & Pattys  
Gooze ro  
Blaues  
Peepers w<sup>h</sup> Pease  
Lamb 6 Pulletts w<sup>h</sup> Pease  
Pease w<sup>h</sup> Pease  
Bollard meat  
Pheast  
Lettice

June 15 1737  
Potage Jam  
Mutton w<sup>h</sup> Pease  
Lamb but - Gou  
Chickens Fricandou  
Pulletts Fryd  
Lm beat ro & ha  
Ghine Salmon bro  
Ragou Melle &  
Goding Eye Grm  
1 Pheasant  
4 Peepers 4 Pigeons

Supper  
Mutton Galimaf  
Pulletts a Pel & beef & no  
Lm Flourdore  
Pease w<sup>h</sup> Pease  
Artichokes  
In Salad  
Cherry Pudding  
ro 2 Pheast  
June 16 1737 Their Majesties Dinn

Potage Pease  
Pulletts Fryd  
Lamb en Breune  
Chickens Fryd  
Patty Pheast  
Beef ro Cut  
Pease & Lettice  
Lm beat ro & ha  
Chapricot Dur  
6 Quails  
Lettice

# Independence

We challenge ourselves to  
find new ways to do our work







This has been an important year for Kew Palace and the Royal Kitchens at Kew. Our new partnership with the Royal Botanic Gardens, Kew made possible access at no additional charge for Gardens visitors to the palace. The uptake was sensational – a fivefold increase to 150,000.

Advertising and PR campaigns, particularly for 'Fashion Rules', helped drive more visitors than ever to the palaces. The 'Performing for the King' campaign, the first of its type for the Banqueting House, proved particularly successful, while at the Tower, the Crown Jewels campaign, supported by a 'Magical History Tour' poster, also helped to drive record visitor numbers to the Tower in the summer and the quieter autumn period.

The advertising was supported by new online content that brought the on-site experience to life. In addition, we carried out a refresh of our website ([www.hrp.org.uk](http://www.hrp.org.uk)) to improve the user experience and showcase the best that the palaces have to offer.

#### Previous page:

All is not what it seems! Performers gather for the masque 'Tempe Restored' at the Banqueting House in July 2013, an immersive theatrical experience for visitors that culminated in a sell-out, one-off performance.

#### This page:

A selection of advertising for this year's exhibitions and events.





Meanwhile, the past year has seen the development of a new Domestic Market Strategy, which aims to significantly increase domestic visitors across all the palaces. This strategy is based on our newly-created Historic Royal Palaces Culture Segments. Working with Morris Hargreaves McIntyre, we undertook detailed research to understand better the behavioral motivations of all our visitors and grouped them into priority segments.

This valuable new audience insight will inform all our programming and communications strategies over the next three years, enabling us both to reach new audiences and encourage more repeat and cross palace visits.

Our biennial staff survey was carried out in September 2013. The headline results show that staff continue to believe Historic Royal Palaces is a great place to work, with very high engagement levels,

exceptional sense of charitable purpose and high confidence in the Executive Board. There were some opportunities for improvement highlighted around the impact of high levels of activity and change that are being addressed through a staff-generated action plan, which includes ways to improve staff enablement and to manage pressure, while continuing to develop the leadership skills of our managers.

It was another record-breaking year for Travel Trade. Day visits through Travel Trade and Group Travel organiser clients were at an all-time high, with 1.4m visitors generating an income of £16m, exceeding the latest forecast. We saw significant growth from our key traditional overseas markets, both long haul and European, while the emerging markets of Brazil and India look stronger. The sales team were delighted to receive the 2013 UK Inbound Award for the Best Individual Attraction for the Tower of London, voted for by members of the inbound travel industry, which recognises the work by Historic Royal Palaces' staff towards delighting overseas as well as domestic visitors.

The Retail team had another great year of record sales achieving over £12m. A new strategy is developing offsite business, including licensing and the online shop. The refurbishments to the Beefeater and Ravens shops at the Tower have resulted in increased sales, while the smart new Palace Shop at Hampton Court has created a brighter, more appealing space.





**Above:**

'The Glorious Georges' theme interpreted for each of the three palaces, portraying Hanoverian history where it happened!

**Far left:**

The former Barrack Block shop at Hampton Court Palace was smartly refurbished and renamed as the 'Palace Shop'.

**Left:**

An inspired collaboration between Historic Royal Palaces Enterprises and fashion retailers Hobbs has, to date, resulted in two limited collections, produced under licence in October 2013 and May 2014 and sold in a number of Hobbs shops, including the flagship Covent Garden store and online shop. This floral jacquard dress is from 'Collection No 2', which is now also available in the US at selected branches of Bloomingdales.

This past year saw the launch of our second major fundraising campaign. 'The Next Chapter in our Story' sets an ambition to raise £30m by 2018, the 20th anniversary of Historic Royal Palaces' foundation. In January, Bruce Carnegie-Brown took over as Chair of the Campaign Board from Ian Barlow to lead this. As ever, membership remained central to our fundraising in 2013/14. We exceeded the 70,000 members target and are set on a course to reach the landmark of £2m revenue. Members were given a unique insight into our work through events and private views, all designed to show what a difference membership continues to make.

The first major gifts, grants, sponsorships and pledges of 'The Next Chapter' were secured, including Estée Lauder Companies' sponsorship of the 'Fashion Rules' exhibition (opened with a star-studded reception, hosted by Estée Lauder Companies and *Harper's Bazaar*); The Foyle Foundation's support of the new Cumberland Art Gallery at Hampton Court, the DCMS Wolfson Museum and Galleries Improvement Fund's support of the re-presentation of the King's State Apartments at Kensington Palace together with donations from the Mallinckrodt and Schroder Foundations and a major pledge of support from The Gosling Foundation for the Magic Garden project at Hampton Court. We also received a significant legacy bequest and, as ever, were fortunate to have the support of patrons, legators, event attendees and other donors.

Our Corporate Partnerships programmes continued to attract and retain considerable support, with notable additions during the year from KPMG, Swiss Re and Berkeley Law. The Constable of the Tower, The Lord Dannatt led the campaign to restore the Chapel Royal of St Peter ad Vincula with the launch of The 1535 Society, presided over by the Archbishop of Westminster and the Bishop of London. Our programme in the USA continued to gain momentum with visits by Yeoman Serjeant Bob Loughlin, Dr Lee Prosser and Susanne Groom.

With just under nine months warning we were ready for the huge international media attention surrounding the birth of Prince George in July 2013. Kensington Palace was in the international spotlight and we worked with our colleagues in the Royal Household and the Royal Parks to manage the world's media on site. The press team and curators were on hand to provide the historical context of royal births and the royal history of Kensington.

It was a good year for feature filming at the palaces, in what is becoming an increasingly valuable revenue stream for us.

Kermit, Miss Piggy and pals popped up at the Tower during 2013 for scenes in *Muppets Most Wanted*, which opened in March 2014, while *A Little Chaos* starring Kate Winslet and directed by Alan Rickman was filmed at Hampton Court in May 2013.

In addition to documentaries on BBC Two and BBC Four, the palaces also featured in a number of wider television projects including 'Dr Who' and 'The Apprentice', expanding our reach to wider mainstream audiences. We capitalised on these major profile opportunities with live social media activity, reaching audiences of millions.

We continued to expand our social media presence through the year. We launched on new social media platforms Google+, Tumblr and Instagram, while our existing Twitter and Facebook channels reached more people than ever. A wealth of new content, including live Twitter tours and YouTube films, prompted more activity and engagement with our stories.

In February 2014, we held a very successful inaugural stakeholder reception at the Banqueting House, Inigo Jones' magnificent Palladian building with Rubens' extraordinary ceiling paintings. Key partners, donors and stakeholders heard about our progress and future plans from our Chief Executive, Michael Day; more about the Banqueting House from Lucy Worsley, and in a speech on the importance of heritage, warm praise for us and our work from Maria Miller, the former Secretary of State for Culture, Media and Sport.

All this means we move forward with confidence and anticipation into another exciting year for Historic Royal Palaces.

A Rubens'-eye view of guests enjoying the inaugural stakeholder reception held at the Banqueting House in February 2014. The main hall, with its fabulous Rubens ceiling paintings has been used for a variety of glittering functions in the past year, and continues to play an important part in raising money for our charitable work.



## Money matters

The number of visitors that spent a day out at one of our palaces in 2013/14 increased by 15% to 4.0m, the highest number in our history. We saw growth in visits to all palaces across the year, but the most significant change was at Kew Palace where Royal Botanic Gardens visitors could enter the palace for no additional charge for the first time. This resulted in a fivefold increase in visitor numbers at Kew to 150,000.

Admissions income for 2013/14 was £51.9m – 65% of total income and an increase of 15% from 2012/13.

The increase to income has been added to by another strong year for the Retail and Functions & Events businesses, income from catering and other concessions, and sponsorship, all of which contributed to a 4% increase in generated funds.

Fundraising has also had another successful year; attracting generous donations for our major projects. Income from grants and donations in the year reached £3.4m. This was the first year of our second major five-year fundraising campaign, 'The Next Chapter in our Story' which set an ambition to raise £30m by 2018.

All of this activity was achieved within budgeted expenditure and we have maintained our free reserves target of £5m.

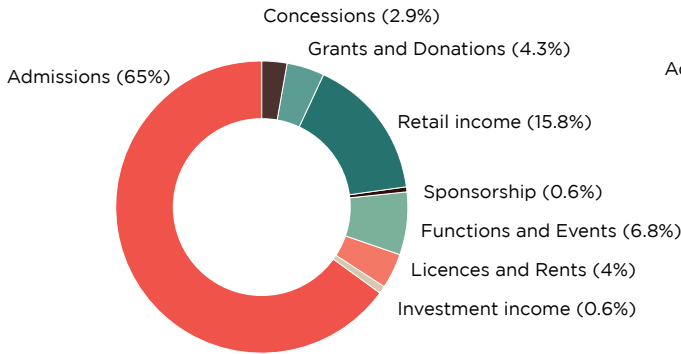
The strong financial performance in the year has meant that we are able to designate more funds towards the cost of projects within our ambitious strategy for the next three years and beyond, including conservation of the Banqueting House, new entry arrangements at the Tower of London and for a programme of work at Hillsborough Castle to increase public access, improve the visitor experience, and open up the estate for the benefit of the whole community.

The full statutory accounts were given an unqualified audit opinion on 23 June 2014 and will be filed with the Charity Commission. The full statutory accounts can be obtained from our website [www.hrp.org.uk](http://www.hrp.org.uk) or by writing to:

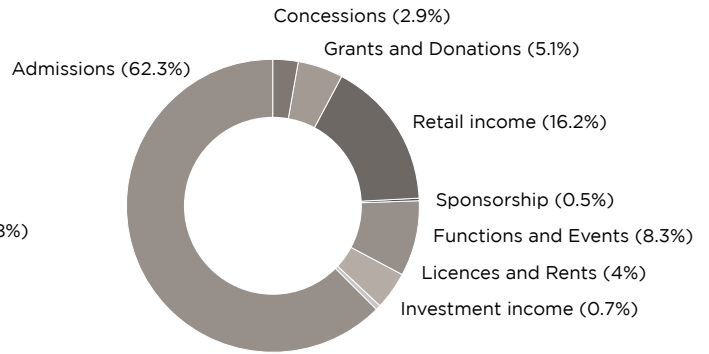
The Chief Executive's Office  
Historic Royal Palaces  
Hampton Court Palace  
Surrey  
KT8 9AU

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

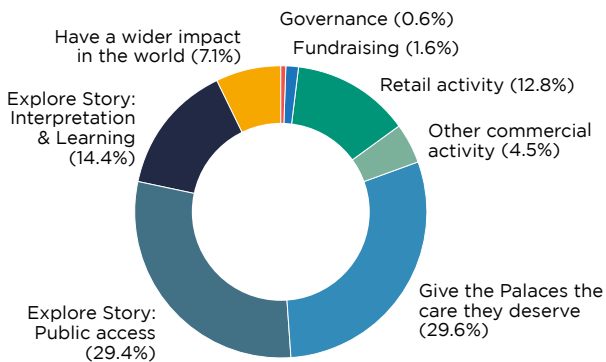
**Income 2013/14**  
(Total £80 million)



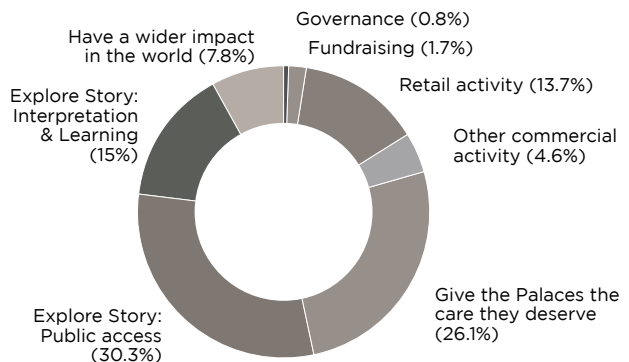
**Income 2012/13**  
(Total £72 million)



**Expenditure 2013/14**  
(Total £77 million)



**Expenditure 2012/13**  
(Total £66 million)



## Visitor trends

	2009/10 (000's)	2010/11 (000's)	2011/12 (000's)	2012/13 (000's)	2013/14 (000's)
Tower of London	2,403	2,409	2,582	2,507	<b>2,859</b>
Hampton Court Palace	624	554	590	524	<b>562</b>
Kensington Palace	259	245	186	405	<b>408</b>
Banqueting House	23	27	27	31	<b>51</b>
Kew Palace	29	30	25	31	<b>152</b>
<b>Total</b>	<b>3,338</b>	<b>3,265</b>	<b>3,410</b>	<b>3,498</b>	<b>4,032</b>

## Consolidated Statement of Financial Activities for the year ended 31 March 2014

		Total 2013/14 £000	Total 2012/13 £000
<b>INCOMING RESOURCES</b>			
<b>Incoming resources from generated funds:</b>			
Voluntary income	Grants and donations	3,414	3,711
Activities for generating funds:	Retail income	12,634	11,701
	Functions & Events	5,449	6,020
	Licences and rents	3,186	2,853
	Sponsorship	488	388
		<b>21,757</b>	<b>20,962</b>
Investment income		419	503
<b>Incoming resources from charitable activities:</b>			
	Admissions	51,857	45,079
	Concessions	2,341	2,101
<b>Total incoming resources</b>		<b>79,788</b>	<b>72,356</b>
<b>RESOURCES EXPENDED</b>			
<b>Costs of generating funds:</b>			
	Fundraising	1,219	1,099
	Retail activities	9,834	9,059
	Other commercial activities	3,478	3,043
		<b>14,531</b>	<b>13,201</b>
<b>Charitable activities:</b>			
	Give the palaces the care they deserve	22,765	17,238
	Transform the way visitors explore their story:		
	Public access	22,557	19,988
	Interpretation and learning	11,031	9,922
	Have a wider impact in the world	5,464	5,127
<b>Governance costs</b>		<b>472</b>	<b>489</b>
		<b>62,289</b>	<b>52,764</b>
<b>Pension finance (income)/costs</b>		<b>(373)</b>	<b>(487)</b>
<b>Total resources expended</b>		<b>76,447</b>	<b>65,478</b>
<b>Net incoming/(outgoing) resources before transfers</b>		<b>3,341</b>	<b>6,878</b>
	Actuarial gain/(loss) on pension plan	<b>(1,153)</b>	<b>(613)</b>
<b>Net movement in funds</b>		<b>2,188</b>	<b>6,265</b>
<b>Fund balances brought forward at 1 April</b>		<b>36,125</b>	<b>29,860</b>
<b>Fund balances carried forward at 31 March</b>		<b>38,313</b>	<b>36,125</b>



## Summary Consolidated Balance Sheet as at 31 March 2014

	Group 2014 £000	Group 2013 £000
<b>Fixed assets</b>	<b>25,024</b>	14,311
<b>Net current assets</b>	<b>15,794</b>	23,542
<b>Total assets less current liabilities</b>	<b>40,818</b>	37,853
Creditors: amounts falling due after more than one year	<b>(24)</b>	-
Provision for liabilities and charges	<b>(574)</b>	(314)
Pension plan liability	<b>(1,907)</b>	(1,414)
<b>Net assets</b>	<b>38,313</b>	36,125
Represented by:		
Restricted funds	<b>2,113</b>	3,944
Unrestricted funds	<b>(1,907)</b>	(1,414)
Pension plan General fund	<b>38,107</b>	33,595
<b>Total funds</b>	<b>38,313</b>	36,125

The summary financial statements of Historic Royal Palaces were approved by the Trustees and the Accounting Officer on 16 June 2014 and signed on their behalf by:

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

Michael Day  
**Chief Executive and 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 2014 on pages 38-39.

**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 2014.

Amyas C E Morse  
**Comptroller and Auditor General**  
23 June 2014

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 Limited 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 HM The Queen since 2002 and 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 Limited, a Trustee of the Royal Collection Trust and Chairman of The Queen's 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 from 1991 to 2011 and a Trustee of the Georgian Group from 1992 to 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 Big Lottery Fund since October 2013. She was Chief Executive of the Esmée Fairbairn Foundation 2005 to 2013 and formerly Deputy Director of the British Museum and Project Director of Tate Modern from 1995 to 2000. Previously, she was Principal Consultant at KPMG, Theatre Manager of the Half Moon Theatre and Projects Co-ordinator at Arts & Business. She is a Board member of Go On UK and was a Director of Big Society Capital during its start-up phase from 2011 to 2013. She has an MBA from the London Business School and an honorary doctorate from London Metropolitan University.

### Ian Barlow DL

(until 31 December 2013)

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, The Brunner Investment Trust plc and Foxtons 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.

### Bruce Carnegie-Brown

(since 1 January 2014)

Bruce Carnegie-Brown is Non-Executive Chairman Aon UK Limited from 2012 and Chairman of Moneysupermarket.com Group plc since April 2014. He is also Non-Executive Director of Santander UK plc, Senior Independent Director of Close Brothers Group plc and a Trustee of Shakespeare's Globe Trust. Bruce was previously Managing Partner of 3i Group plc, CEO of Marsh Limited and a Managing Director of JP Morgan. He is an Honorary Fellow of the Chartered Institute of Bankers and was both President and Chairman of the IFS School of Finance.

### 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 Four, 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 from 2006 to 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; Army President, The Not Forgotten Association; Governor, Sutton's Hospital in Charterhouse, President, ABF / The Soldier's Charity Norfolk; President of YMCA Norfolk, Veterans Norfolk and President of the Norfolk

Churches Trust. He is a Senior Advisor 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.

### **Val Gooding CBE**

(since 1 August 2013)

Val Gooding is currently Chairman of Premier Farnell plc, and a Non-Executive Director of Tui Travel plc and Vodaphone plc, She is also a Trustee of the English National Ballet. She was also Lead Non-Executive Director at the Home Office from 2011 to 2014. She was previously Chief Executive of Bupa for 10 years until 2008 and served as Deputy Chairman and Trustee of the British Museum for eight years. Her earlier career was in general management, customer service and marketing roles at British Airways, where she was latterly Director Business Units, and Director Asia Pacific. She has also served on several public and private company boards as Non-Executive Director.

### **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.

### **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, Leukaemia & Lymphoma Research, and The Queen's Trust. He is President of Surrey County Cricket Club. He was Chancellor of South Bank University from 2002 to 2009.

### **Sir Adrian Montague CBE**

(until 30 June 2013)

Chairman of 3i; Chairman of Anglian Water Group and a non-executive Director of Aviva plc. He was Chairman of CellMark AB, the forest products marketing group based in Gothenburg (2008-2012) 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).

### **Malcolm Reading FRSA**

(until 3 April 2014)

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 from 1991 to 1996 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 is also 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 Limited, an international marketing and sponsorship company, and following London's successful bid, was appointed as the Client Services Director for the 2012 Olympic and Paralympic Games.

A Non-Executive Director 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 and the International Women's Forum; and an award winning contributor to the European Sponsorship Association.

## **Directors**

### **Michael Day**

Chief Executive

### **John Barnes**

Director of Conservation & 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 & Development

### **Graham Josephs**

Human Resources Director

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

## Supporters

**Historic Royal Palaces is grateful to all those who gave their support in 2013/14**

### The King's Presence Chamber

#### The Court Leadership Circle

Anon  
The Cadogan Charity  
The Clore Duffield Foundation  
De Beers Group of Companies  
Forevermark  
The Late Sir Paul Getty  
The Gosling Foundation  
Eric Hotung CBE  
Man Group plc Charitable Trust  
Mr Mark Pigott KBE  
The Members of Historic Royal Palaces

#### Platinum Key Holders

Fidelity UK Foundation  
Mrs Aud Jebesen  
Man Group plc  
Royal Salute  
The Garfield Weston Foundation  
The Wolfson Foundation

#### Gold Key Holders

3i  
The H.B. Allen Charitable Trust  
Energy Invest  
Estée Lauder Companies  
The Richard Edward Marvin Everett Trust  
The Foyle Foundation  
J Paul Getty Jnr Charitable Trust  
The Hobson Charity  
HSBC Private Bank (UK) Limited  
Marsh and McLennan Companies  
Basil Samuel Charitable Trust  
The Wolfson Foundation

#### Silver Key Holders

The Art Fund  
The Bradbury Foundation  
British Gas  
Mr and Mrs Bruce Carnegie-Brown  
The Clothworkers' Foundation  
Diamond Trading Company  
The Eranda Foundation  
Harvey's of Edinburgh Ltd  
Johnson Matthey Plc  
Kevin and Penelope Lomax  
John Lyon's Charity  
Charles and Annmarie Mackay  
Mamma Mia!  
Mitie Group  
Mitsubishi Electric  
Paulo and Caroline Pereira  
Mr and Mrs Neil Record  
Mr and Mrs Hamish Ritchie  
The Rothermere Foundation  
The Sackler Trust  
Mr and Mrs Peter Smedvig  
Michael Uren OBE

#### Bronze Key Holders

Anon  
Marylyn Abbott  
AECOM  
Aviva plc  
CB Richard Ellis  
Ian and Judy Barlow  
Berkeley Law  
Bloomberg L.P.  
The B.G.S. Cayzer Charitable Trust  
CH2M Hill  
Chivas Brothers Limited  
Sir John Cass's Foundation  
Cushman & Wakefield  
Deutsche Bank  
Elior  
Eversheds  
William and Olga Fall  
Mr and Mrs Ronald Freeman  
Freshfields Bruckhaus Deringer  
G4S  
Mr Guillermo Garcia  
The Getty Foundation  
Goldman Sachs  
Alderman Alison Gowman  
The Charles Hayward Foundation  
HISTORY  
Miss Peggy Hui  
Graham and Amanda Hutton  
Impressions of China Ltd  
KPMG LLP  
The KT Wong Foundation  
Charles and Nicky Manby  
The Mallinckrodt Foundation  
The Mercer Family  
The Netherby Trust  
Ordnance Survey  
Paulson Europe LLP  
The Pilgrim Trust  
Prudential plc  
Rabobank  
The Radcliffe Trust  
Royal Bank of Scotland plc  
Royal Commission for the Exhibition of 1851  
Russell Reynolds Associates  
Mr and Mrs Allen Sanginés-Krause  
Bjorn Saven  
The Schroder Foundation  
John and Annie Short  
Dr Helmut and Prof Anna Sohlen  
Julian Stoneman Productions  
Swiss Re  
Telety Group  
The 29th May 1961 Charitable Trust  
Towers Watson  
WRA Charitable Trust

#### Honorary Members

Angela Heylin OBE LVO  
The Rt Hon the Lord Inge of Richmond KG GCB DL & Lady Inge

## Grants, Awards and Donations

### The Magic Garden

The Gosling Foundation  
Historic Royal Palaces, Inc. Appeal

### Baroque Palace at Hampton Court Palace

DCMS Wolfson Museum and Galleries Improvement Fund  
The Foyle Foundation

### Chapel Royal of St Peter ad Vincula

The Dowley Charitable Trust  
The Foyle Foundation  
The Hobson Charity  
Graham and Amanda Hutton  
ICAP plc  
Mrs Aud Jebesen  
The Kirby Laing Foundation  
The Leathersellers' Company Charitable Fund  
Charles and Annmarie Mackay  
Professor Anthony Mellows OBE TD and Mrs Elizabeth Mellows  
Dr John Meredith  
Peter Parker TD  
Mr Mark Pigott KBE  
The Joseph Rank Foundation  
Bjorn Saven  
Richard Walduck OBE DL  
Louise Wilson  
Michael Uren OBE

### Kensington Palace (2014 - 2018)

Anon  
DCMS Wolfson Museum and Galleries Improvement Fund  
The Mallinckrodt Foundation  
The Schroder Foundation

### Welcome to Kensington - a palace for everyone

Heritage Lottery Fund  
Marylyn Abbott  
Anon  
Ian and Judy Barlow  
Broadley Charitable Trust  
The Cadogan Charity  
Bruce and Jane Carnegie-Brown  
The BGS Cayzer Charitable Trust  
The Clore Duffield Foundation  
Coutts Charitable Trust  
Jean-François and Janet Cristau Development Securities plc  
The Richard Edward Marvin Everett Trust  
William and Olga Fall  
Fidelity UK Foundation  
The Foyle Foundation  
Mr and Mrs Ronald Freeman\*  
The Garfield Weston Foundation  
J Paul Getty Jnr Charitable Trust  
The Margaret Giffen Charitable Trust  
The Gosling Foundation  
Historic Royal Palaces, Inc.  
The Hobson Charity  
Andre and Rosalie Hoffmann

Mrs Nancy Irsay\*  
Kevin and Penelope Lomax  
Charles and Annmarie Mackay  
Mitsubishi Electric  
The Netherby Trust  
Paulo and Caroline Pereira  
Mr Mark Pigott KBE\*  
Mr and Mrs Hamish Ritchie  
The Rothermere Foundation  
Royal Commission for the Exhibition of 1851  
The Basil Samuel Charitable Trust  
Allen and Lorena Sangines-Krause\*  
Nicholas Segal and Genevieve Muinzer  
Mr and Mrs Peter Smedvig  
Julian Stoneman Productions  
Dr Helmut and Prof. Anna Sohlen  
Swarovski  
The Wolfson Foundation  
The KT Wong Foundation

## Conservation & Learning

The Eranda Foundation  
Father Thames Trust  
Historic Royal Palaces, Inc.  
John Lyon's Charity  
The SITA Trust  
The Thames Landscape Strategy  
Mrs Deborah Williams - in support of Gardens apprentices via WRAGS

## Corporate Support

### Premier Partner, the re-presentation of the Jewel House at the Tower of London (2012)

De Beers Group of Companies  
Forevermark

### Gold Corporate Members

Harvey's of Edinburgh Ltd  
Steria Limited

### Full Corporate Members

Bloomberg L.P.  
Johnson Matthey Plc  
KPMG LLP  
Marsh & McLennan Companies  
Swiss Re

### Associate Corporate Members

citizenM Hotels  
Mitie Group  
Rabobank

### Royal Partners

HISTORY US  
Impressions of China Ltd

### Sponsors

3i  
Dtex Systems  
Estée Lauder Companies  
Mitsubishi Electric  
Royal Salute  
Savoire Beds

**Palace Partners**

Berkeley Law  
Civil Service Club  
The Comets  
Defra SSA  
Embassy of Finland  
Embassy of the Russian Federation  
Endeavour Energy UK Ltd  
EV Bullen  
Gazprom Marketing & Trading  
HMRC/RCSL  
John Lewis Partnership  
Kingston University London  
Lazard  
Nikon UK Limited  
Oamps Insurance  
Smith & Williamson  
State Street  
Waitrose Ltd

**Patrons****Honorary Patrons**

Dr Tracy Borman  
George Clarke  
Sarah Gristwood  
Adam Hart-Davis  
Todd Longstaffe-Gowan  
Grayson Perry  
Liza Picard  
Alison Weir  
Dr Kate Williams

**Great Watching Chamber**

WRA Charitable Trust  
Mr Ian Barlow DL  
G. Garcia  
John Hobbs

**Great Hall**

Anon  
Mr Dimitry Afanasiev  
Nick Segal and Genevieve Muinzer  
The Beefeater Club of the United States\*  
Luke and Joanna Meynell

**Courtyards and Cloisters**

Anon x 3  
Ramesh Bhimsingh in honour of 'Historic Royal Palaces' Education and Outreach Programmes\*  
Dr and Mrs Stuart Blackie  
Peter and Diana Butler  
Mary Carpenter  
Susan Cook  
Julietta Dexter  
Charles and Renee Evans\*  
Anne Herd  
Mr and Mrs Ian Gascoigne-Pees  
Golden Bottle Trust  
Dr and Mrs Steven Groves  
Mr and Mrs Anthony Hall  
Richard Harrold  
Mr Glenn Hurstfield  
Carol Jablonsky\*  
David Jackson  
Mr G.J. Low  
The Hon Mrs Virginia Lovell  
Mr and Mrs Henry Lumley  
The National Magazine Company Limited  
Ben and Louise Monaghan

Mr and Mrs Vinton  
Andrew and Christine Redpath

**Kitchens and Cellars**

Anon x 5  
Judy Abbott  
Lewis Stetson Allen\*  
Anne Brereton  
Mr and Mrs Donald Carlton Burns\*  
The Rev'd William Cameron and The Hon Mrs Cameron  
Mr Nigel Clarke  
Miss Joan Cottle  
Michael Day  
C-E Eliot Cohen's Charitable Settlement  
Mr and Mrs Edward Deitz -USA\*  
Sue Farr  
Chris Farrelly  
Miss Wendi Findorak  
Paul Gray  
Ivan and Audrey Harkins  
Louise Higginbottom  
Danny Homan  
Lady Judge\*  
Mrs Suzanne Marriott  
Chris Martin  
Izabela Mayne  
Mrs Serrie Meakins  
The Melville Charitable Trust  
Mrs D Midmer  
Sir Adrian Montague  
Mrs Louise Morgan-Jones  
Mrs Donna Ockenden  
Prof. Cornelia Otnes, University of Illinois USA\*  
Lady Purves  
Mrs Artie Richards\*  
Deborah Williams  
George and Patti White

**Alleys and Alcoves**

Anon x 6  
John Barnes  
Jo Butler  
Doug Close and Nick Todd  
The Complete People Package Ltd  
Canon JCD Cook  
Mr and Mrs Thomas Cooney\*  
David Cossell  
Herman Gugig and Victoria Crosby\*  
Mr and Mrs Edward Deitz-USA\*  
Tania Fitzgerald  
Charlotte Fletcher  
Edward C.A. Forsberg, Jr\*  
Mrs Gina George  
Sarah M. Goethe-Jones\*  
Mark Harris  
Adam Harvey  
Jennifer Hicks  
Darren P. Leftwich  
Mrs J.E. Miller  
Janet P. Robb  
Stephen Schick  
Helen Stanley  
Katrina Tanzer  
Mr and Mrs Timms  
Emanuella Watson-Gandy  
With thanks to the American Patrons of Historic Royal Palaces, Inc.

**Loans for display**

Attingham Park, Shropshire (National Trust)  
Bank of England Museum  
Belton House, Lincolnshire (National Trust)  
Cliveden, the Astor Collection (The National Trust)  
Dulwich Picture Gallery  
Fashion Museum, Bath  
Ham House, Richmond upon Thames (National Trust)  
King's College, London  
Linda Sarma and Roberta Hurtig  
Lord Linley and Lady Sarah Chatto.  
Marble Hill House, (English Heritage)  
Mr and Mrs Geoffrey Munn  
National Army Museum.  
National Maritime Museum, Greenwich, London  
National Portrait Gallery, London  
Pat Kerr (Mrs John Tigrett).  
People Magazine, USA  
RIBA Library Drawings and Archives Collections  
Rotherham Heritage Services  
Royal Academy of Arts  
Royal Commission for the Exhibition of 1851  
The Board of Trustees of the National Museums and Galleries of Mersey side (Lady Lever Art Gallery)  
The Board of Trustees of the Royal Armouries  
The Board of Trustees of the Victoria and Albert Museum, London  
The Bowes Museum  
The Duchy of Cornwall Collection  
The Diamond Trading Company  
The Duke of Grafton  
The Duke of Marlborough  
The Duke of Northumberland  
The Fusilier Museum  
The Government Art Collection  
The Hon. Christopher Lennox-Boyd  
The Museum of London  
The National Archives  
The National Museums of Science and Industry  
The National Portrait Gallery, London  
The National Trust  
The Royal Mint Museum  
The Rt Hon Lord Baker of Dorking CH  
The Trustees of the 9th Duke of Buccleuch's Chattels Fund  
The Trustees of the British Museum  
The Trustees of the Fifth Marquis Camden  
The Trustees of the Sandbeck 1988 Settlement  
The Visitors of the Ashmolean Museum  
University of Reading  
Victoria and Albert Museum, London

Wartski  
Warwickshire County Council  
And Private Collections

**Historic Royal Palaces' Campaign Board**

Hilary Alexander†  
Lucy Asprey†  
Ian Barlow DL (Chairman to Dec 13)†  
Jean-Louis Bravard†  
Lord Borwick†  
Bruce Carnegie-Brown (Chairman from Jan 14)†  
Susan Cook†  
Noel Harwerth†  
Patricia Hodge  
Glenn Hurstfield†  
George Jatania†  
Lady Judge CBE  
Carol Leonard†  
Penelope Lomax†  
Terry Mansfield†  
Suzanne Marriott†  
Sir Trevor McDonald OBE†  
Luke Meynell  
Sir Idris Pearce CBE TD DL FRICS†  
Allen Sangines-Krause†  
Julian Stoneman†  
Louise Wilson FRSA†

**Historic Royal Palaces, Inc. (USA) Board**

Lewis Stetson Allen  
Ramesh Bhimsingh  
Donald Carlton Burns  
Victoria R. Crosby  
Edward Carl Albin Forsberg, Jr.  
Danny Homan  
Lady Judge CBE  
Genevieve Muinzer  
Gloria Ricks Taylor

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 Development Department  
Waterloo Block  
HM Tower of London  
EC3N 4AB  
T: 020 3166 6321  
E: development@Historic Royal Palaces.org.uk

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



## **Acknowledgments**

This annual report was designed and produced by Historic Royal Palaces.

Text © Historic Royal Palaces 2014.  
Images © Historic Royal Palaces 2014.

All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or any information storage and retrieval system, without permission in writing from Historic Royal Palaces.

Historic Royal Palaces is a Registered Charity (No 1068852)

The doric temple at the end of the Moss Walk in the lovely gardens at Hillsborough Castle





### Contact us

Contact details for all departments can be found at [www.hrp.org.uk](http://www.hrp.org.uk)

### Join us

For information on how to join us visit [www.hrp.org.uk](http://www.hrp.org.uk) or call 0870 751 5174

### Help us

For information on how to help us email [volunteers@hrp.org.uk](mailto:volunteers@hrp.org.uk)

### Support us

To become a patron, sponsor or corporate member, email [development@hrp.org.uk](mailto:development@hrp.org.uk)

