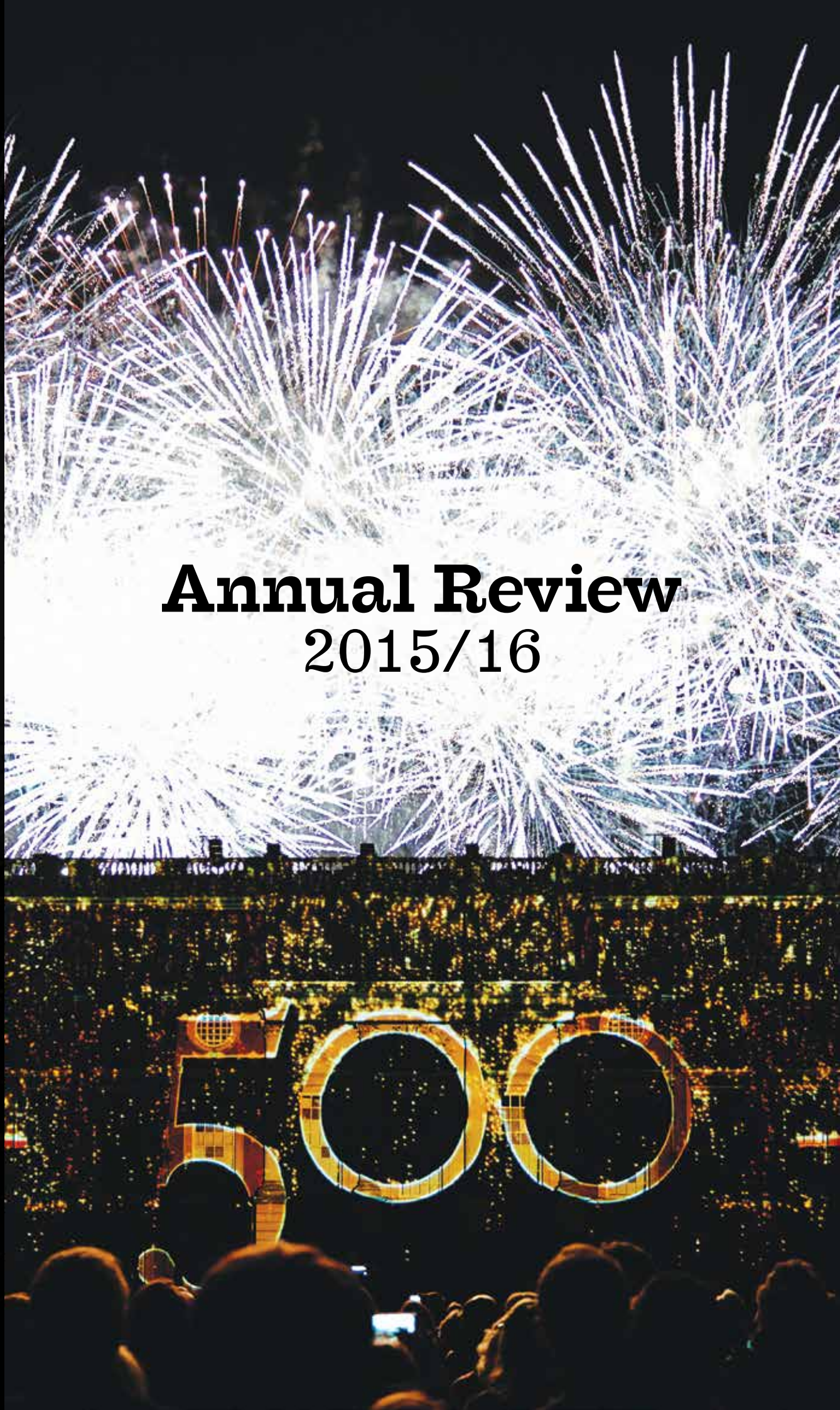


**Historic
Royal Palaces**

Annual Review 2015/16





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.



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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

This year the focus was on celebration, as we marked 500 eventful years in the life of an extraordinary palace. Hampton Court casts a magical spell, not only because of its magnificent architecture and gardens, but also for the lives of the monarchs and people who lived, loved and died there. Our challenge: how best to celebrate all their fascinating stories and our own? The palace's five centuries of history inspired us to create a memorable year of spectacle and events, music and performance for visitors to enjoy. And there were other causes for celebration too, as we gained Independent Research Organisation Status and won HLF support for future plans at Hillsborough Castle.

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 five London palaces on his behalf. The palaces are owned by The Queen in right of crown.

Historic Royal Palaces is also contracted by the Secretary of State for Northern Ireland to manage Hillsborough Castle in Northern Ireland. The castle is owned by the Government.

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's Introduction

Rupert Gavin



This has been my first year as chairman of Historic Royal Palaces. I am honoured to join such an excellent, well-run independent charity and to be able to contribute to its future.

I would like to pay tribute to my predecessor, Charles Mackay, for nine years of unstinting service, and for handing over the reins to an HRP that is in such excellent health.

This has been another year of exceptional achievement as I hope this report conveys. There have been many highlights but clearly, the most significant was the year-long celebration of the 500th anniversary of Hampton Court Palace. Just as the whole team pulled together in 2014 to deliver the 'Poppies' installation at the Tower, so this year, they poured energy and imagination into the celebration of what many feel is the most breath-taking royal palace in the country.

HRP is truly firing on all cylinders and we look forward to a new year crowded with developments on all fronts.

I am proud to be Chairman of a board of considerable talent. During the year we were sad to say goodbye to Sir Alan Reid, Sir Trevor McDonald and Dawn Austwick. Between them they have given HRP 30 years' service; all three have been exemplary in their contributions and we give them heartfelt thanks.

We were delighted to welcome the eminent historian Professor Sir David Cannadine, the leading heritage architect Jane Kennedy, and the Deputy Treasurer to The Queen, Mike Stevens, to our Board earlier this year. All three are superb additions and are already contributing splendidly to our sound governance and strong leadership. I am also very pleased that the distinguished broadcaster Zeinab Badawi, and Carole Souter, former Chief Executive of the Heritage Lottery Fund, joined the Board in April and May, respectively.

I would like to thank all our visitors, stakeholders, supporters, members and the ever growing number of donors and sponsors. All of you are an essential part of our success.

Above all, I would like to thank our staff, ably led by our Chief Executive, Michael Day, for a year of dedication and inspiration. I applaud the ceaseless enthusiasm with which they conserve our palaces for future generations, and how they inspire our visitors with the stories that they tell. No nation can know where it is going without a vivid understanding of where it has come from.

Thank you.

Rupert Gavin
Chairman

Statement of Intent to 2025

<p>GOAL A</p> <p>Conserve and enhance our sites, enabling them to be enjoyed today and in the future.</p>	<p>GOAL B</p> <p>Create distinctive HRP experiences to convey the essence of each site, motivating people to visit and revisit.</p>	<p>GOAL C</p> <p>Put our customers at the heart of all we do, seamlessly building relationships in every way they connect and engage with us.</p>	<p>GOAL D</p> <p>Be recognised for our high quality, distinctive and transformative engagement, learning and research – on-site, off-site and online.</p>
<p>GOAL E</p> <p>Reach new and broader audiences in the UK and overseas.</p>	<p>GOAL F</p> <p>Build a reputation for being trusted to care for the nation's most significant places and for being financially successful.</p>	<p>GOAL G</p> <p>Be equipped to deliver lasting success through great leadership, performance and ways of working.</p>	<p>GOAL H</p> <p>Enable HRP's present and future through a sustainable business model.</p>

Chief Executive

The year in focus



Our annual review for 2015/16 celebrates another fine year for Historic Royal Palaces. Once again, visitors have come in huge numbers; the final outturn figure of 3.97m is the third best ever. Throughout the year, at peak times or in the depth of winter, our front-of-house and operations teams have performed heroically to make sure that every visit is memorable.

In 1515, Cardinal Wolsey started to build Hampton Court Palace. 'Not in its stones nor in its gold is the greatest glory of a building, but in the subtle spell that invests it by its association with those who in the past lived, thought and moved within its walls', so wrote Ernest Law and HRP's main programme this year has been the many people and events of the palace's five centuries. From Easter's stunning sound and light projection on the South Front to the new anthem by Judith Weir, Master of The Queen's Music, premiered at the Chapel Royal in November, we have celebrated the achievements of the past by creating new works in the spirit of this famous old place, for public enjoyment and inspiration.

We have found increasingly inventive ways to fulfil our commitment to inspire learning for an ever larger audience. Tudors on Tour at Tatton Park in May brought HRP to the people of Cheshire while we engaged the talents of hundreds of children to create the delightful 'Royal, Rascals and us' animated film with Aardman Animations. As the year ended, we were poised to

unveil the new Magic Garden at Hampton Court - to capture the imagination of a new generation of young palace visitors.

Major conservation projects such as at the Banqueting House, Whitehall, The Queen's House at the Tower and the roof of Kensington Palace enabled us to put these important buildings in the best possible state for the next century and created some dramatic scaffolding wraps at the same time.

Important early work has taken place at Hillsborough Castle, transforming the south front gardens and planning for the major project over the next four years. A round one pass from the Heritage Lottery Fund and a wonderfully generous donation from the Garfield Weston Foundation give us real confidence that our plans for full opening in 2019 can be realised. We also formally took on responsibility for the Great Pagoda at Kew - with a commitment to a major conservation and restoration project over the next three years and to open it up for daily visiting.

Our work has been recognised in a host of awards, especially for the wide-ranging contributions of many people to the 2014 Tower Poppies project. A different kind of recognition came with HRP being the first heritage organisation in the UK to achieve Independent Research Organisation status while Arts Council England announced that all five HRP London sites had been awarded full Museum Accreditation. It was also heart-warming to celebrate ten years of HRP volunteering and to give service awards to many of our long-serving volunteers at a special party at the Banqueting House in June.

Notwithstanding all the progress of the last few years, the scale of our future ambition is undiminished. Trustees and the Executive Board have together set a new Statement of Intent to 2025, which defines eight major goals as milestones to measure our progress. We will bring all our energy to achieving them.

Michael Day CVO
Chief Executive



Hampton Court Palace 1515–2015

500 years of flamboyance, majesty and romance

This year we celebrated the extraordinary 500-year history of Hampton Court by revealing the stories of the palace through a series of intriguing, playful and beautiful interventions, family experiences and daily events.

We offered our visitors the opportunity to immerse themselves in our 'Timeplays', a series of 15 micro-plays by award-winning playwright Elizabeth Kuti, inspired by real characters and events from Hampton Court's past, and in the spectacular 'TimeQuake' family experience.

The palace rang with music: community groups and English Touring Opera created and performed a celebratory opera, 'Under the Hammerbeam Roof' and a new work by Judith Weir, Master of The Queen's Music, was sung during a service of thanksgiving in the Chapel Royal. We displayed a digital tapestry, a sumptuous artwork exploring 500 years at the palace through architecture, art, sport and power. Five magnificent replica carriages lined the West Front, Tudor cookery experts created great feasts in the kitchens and even our palace cafes offered a daily selection of cakes from five centuries! A new 'Highlights' audio tour enchanted visitors with personal stories and previously hidden histories, while digital missions provided a new way for families to explore the palace.

Movie Maker Mission, in association with Aardman, drew on the artistic, musical, animation and storytelling skills of over 10,000 participants over eight months to cram 500 years of history into a five-minute film. The project culminated in splendid premieres in the 360-degree igloo in October 2015 at Hampton Court Palace, before being shown at Picturehouse cinemas throughout the country.

The selection of pictures here and on the next two pages give a taste of an impressive year of activities and events.











Quarantine



Guardianship

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

Previous page: the dramatic 'envelope' at the Banqueting House.

Top: Over 50 apotropaic, or 'witch marks' dating from 1540 were found burned into the roof timbers of the Queen's House at the Tower during recent conservation work. Witch marks are fairly common, but the sheer number of these is unusual, leading curators to suggest that the inhabitants felt they needed to ward off the extra 'evil' brought into the Tower by heretics and traitorous prisoners.

Above: Ravenmaster Chris Skaife in front of his charges' new pens.

Above right: The new Norman-style steps at the White Tower, made from 30 specially-chosen, hand-hewn English oaks.

Conservation projects completed at the Tower include work to The Queen's House and the Bell Tower. The White Tower steps were also replaced by a new oak structure, made to Norman design and using historic techniques of woodworking and carving. The project offered valuable learning opportunities throughout its various stages. At Hampton Court Palace, work finished on several major projects: the roofs of the Georgian House and the Royal Tennis Court, and Base Court masonry.

The Royal Kitchen Garden at Hampton Court Palace was recognised with a prestigious 'Restoration and Regeneration' award from the British Association of Landscape Industries (BALI), while one of the key gardeners on the project, Vikki Cook, won the Alan Titchmarsh 'New Talent Award'. Our gardeners have also been occupied with the Magic Garden project, and have been preparing for a year-long celebration of the royal gardens at Hampton Court in 2016.

Hillsborough Castle has received detailed conservation attention for the first time. Working with the new team and specialist conservators in Northern Ireland we have tackled a variety of fascinating challenges, including conserving a working collection of clocks and barometers. We have set a conservation care and protection plan and established a salvage team with the new appointment of an on-site conservator.



Above: The Magic Garden, built on the site of Henry VIII's former Tiltyard, opened at Easter 2016. The garden is a new and unique space for families to enjoy at Hampton Court Palace.

Left: The 'fiery' red dragon in production.

Below left: Conservators rubbing replacement bricks for a chimney stack on the Base Court Phase VI conservation project.

Bottom left: A conservator works on the Bracket Clock in the entrance hall of Hillsborough Castle.



The Tower's famous ravens now have new luxury accommodation, as we replaced their 20-year-old huts with airy new cages, designed with the help of avian experts at London Zoo. The English oak pens balance both the well-being of the ravens and the keen interest of the visitors, while nearby we have added new interpretation, an interactive display and even a talking (model) raven.

This year we completed the review of our architectural and archaeological collections, which are now properly documented for the first time. Throughout the project we have shared the information through 'lifting the lid' sessions for staff and 'Secrets of the Stores' content online. We highlighted some of the collection items in 'Objects Unwrapped', a series of short videos on social media, and held a monthly vote for staff to nominate their favourite objects. Our eventual 'object of the year' was an exquisite example of Elizabethan wallpaper (**overleaf**).

During the collections review we were thrilled to come across a set of William Kent's pounce papers that the artist and his assistants used as design templates for the Queen's Staircase at Hampton Court in 1734. The papers, with pin-pricked pattern outlines, were pinned into position on a wall or ceiling, and a cloth containing charcoal or chalk wiped across the surface, transferring the design outline onto the plaster. We were able temporarily to reunite these papers with the finished painting during the recent inspection and conservation of the Queen's Gallery wall and ceiling paintings.



The results will inform our ongoing work, as we try to improve the environment and to stabilise the condition of the painting.

Work at the Banqueting House moved into its second phase. Exterior cleaning and conservation of the stonework was completed in December, then scaffolding was erected inside to enable window replacement and asbestos dust and debris removal from behind the famous Rubens' ceiling painting, before the Banqueting House reopened in April.

In January we tested our emergency response and evacuation procedures with a substantial live exercise at the Tower of London, working with the London Fire Brigade and the London Ambulance Service. As part of this, our salvage team successfully completed a full mock exercise within the White Tower, working alongside the Fire Brigade, and we safely rescued arms and armour 'props'.



Above: Some of the incredible objects in the collections, including this astonishing Elizabethan wallpaper that became our 'Object of the Year' (top right), Roman coins, and a late 18th-century pewter tankard.





Above: As part of our explaining initiative, we held several 'science uncovered' events in the Great Hall at Hampton Court Palace to show our visitors how we look after and manage the environment around our 500-year-old collection of tapestries.

Above: Painstaking conservation of the Banqueting House took nearly two years, and necessitated closure for several months while the interior was finished. The restored, revitalised building re-opened in April 2016.

Historic Royal Palaces maintains four highly skilled salvage teams at the Tower of London, Hampton Court Palace (also covering Kew), Kensington Palace and Hillsborough Castle. They work closely with Royal Collection Trust and other heritage organisations to share best practice and provide support. The Hampton Court Palace salvage team responded to the devastating fire at Clandon Park, a National Trust property in Surrey, in April 2015; and the Kensington Palace salvage team provided advice and support to the Battersea Arts Centre following a major fire in March 2015.

Finally, the conservation team supported HRP's ambition to broaden reach through performance-based activities by designing bespoke training courses for our Learning and Creative Programming teams. Conservators, producers, actors and stage managers worked together to develop conservation-safe ways of delivering new audience events. A new booklet, *Protect and Enjoy* has been published to share our growing expertise in this area.





City's main shows



Showmanship

We do everything with panache.

In February, the popular 'Fashion Rules' exhibition was re-born at Kensington Palace as 'Fashion Rules: Restyled' (**above**), offering visitors a further opportunity to delve into the era-defining style choices of three royal women, from the 'New Look' glamour of Princess Margaret in the 1950s, the elegance of HM The Queen in the 1970s, and the tailored drama of outfits created for Diana, Princess of Wales in the early 1990s. The refreshed display continues to explore how these women navigated the fashion 'rules' defined by their royal duties in unique style.

We were intrigued when this stunning court ensemble (**left**) came up for auction, with only the maker's label and the name 'Lady Holcroft' with the garment. It is unmistakably 1920s in style, and pre-sale detective work revealed that it was worn by Lady Annie Holcroft in 1928 at Buckingham Palace. Made by Reville, its exquisitely detailed beading and appliqué make it a standout example from this era. Unusually it has an integral, rather than detachable train and the monochrome design also makes it rare, so we were delighted to be successful at auction and to be able to add this beautiful garment to the Royal Ceremonial Dress Collection.

In September we acquired for Hillsborough Castle a little-known portrait of Sir Winston Churchill (**overleaf**) under the Arts Council's Acceptance in Lieu scheme. Painted by the Belfast-born Sir John Lavery in 1915, it shows Churchill aged 41 when he was the First Lord of the Admiralty.

On 9 September 2015, Her Majesty Queen Elizabeth II became Britain's longest-serving monarch and to mark the occasion, we created a new film installation for Kensington Palace. The free





Clockwise from top: The dramatic Tudor joust performed in the Moat at the Tower of London in August; 'Henry V' fights a French soldier as the Battle of Agincourt is re-created at the Tower; celebrating Constable's Dues at the Tower of London; things get nasty at Queen Caroline's Summer Garden Party at Kensington Palace, and a Tudor jester adds to the fun of the Tower joust.



Top left: The Rugby World Cup is launched at the Tower of London.

Top right: A dramatic interpretation of Queen Anne's Palace performed in the Gardens of Hampton Court Palace.

Above: We marked the birth of Princess Charlotte in May 2015 with a temporary display at Kensington Palace. This christening robe from 1762, part of the Royal Ceremonial Dress Collection, once wrapped the infant George, Prince of Wales, later George IV.

Above right: Portrait of Sir Winston Churchill by Sir John Lavery, now hanging at Hillsborough Castle.

display in the entrance hub compared some of the most iconic images of The Queen and Queen Victoria (1837–1901) taken at key moments of their reigns, many strikingly similar, emphasising the unchanging nature of the monarch's ceremonial duties.

The 600th anniversary of the battle of Agincourt was commemorated at the Tower of London by our partners the Royal Armouries, with a dramatic re-creation of the battle in the moat. A daily events programme for families ran over October half-term, while an accompanying exhibition in the White Tower of medieval armour, art, sculpture and music ran from October to January 2016.

In May, the first ever concert held at Hillsborough Castle in the presence of TRH The Prince of Wales and The Duchess of Cornwall, during an official visit to Ireland, featured young Northern Irish singers, musicians and dancers. The performance was compered by Sean Rafferty who returned to the castle on St Patrick's Day to introduce a special programme for BBC Radio 3, broadcast live from the Throne Room. At Hampton Court Palace in February 2016, the first Catholic service in over 450 years was held in the Chapel Royal.



Top: A film installation at Kensington Palace to celebrate HM The Queen becoming Britain's longest-serving monarch.

Above left: TRH The Prince of Wales and The Duchess of Cornwall with musicians and dancers who performed in a concert at Hillsborough Castle during their first official joint visit to Ireland.

Above right: The battle of Agincourt, remembered at the Tower of London.

Left: Faith healing - the first Catholic service for over 450 years was held in the Chapel Royal, Hampton Court Palace.

Discovery

WEEKEND IMPROVEMENT WORK

April 2015

Date	Users opening	Replacement buses
Friday 13 Apr	<ul style="list-style-type: none">10:00 - 11:00: ...11:00 - 12:00: ...12:00 - 13:00: ...13:00 - 14:00: ...14:00 - 15:00: ...15:00 - 16:00: ...16:00 - 17:00: ...17:00 - 18:00: ...18:00 - 19:00: ...19:00 - 20:00: ...20:00 - 21:00: ...21:00 - 22:00: ...22:00 - 23:00: ...23:00 - 24:00: ...	10:00 - 11:00: ... 11:00 - 12:00: ... 12:00 - 13:00: ... 13:00 - 14:00: ... 14:00 - 15:00: ... 15:00 - 16:00: ... 16:00 - 17:00: ... 17:00 - 18:00: ... 18:00 - 19:00: ... 19:00 - 20:00: ... 20:00 - 21:00: ... 21:00 - 22:00: ... 22:00 - 23:00: ... 23:00 - 24:00: ...
Saturday 14 Apr	<ul style="list-style-type: none">06:00 - 07:00: ...07:00 - 08:00: ...08:00 - 09:00: ...09:00 - 10:00: ...10:00 - 11:00: ...11:00 - 12:00: ...12:00 - 13:00: ...13:00 - 14:00: ...14:00 - 15:00: ...15:00 - 16:00: ...16:00 - 17:00: ...17:00 - 18:00: ...18:00 - 19:00: ...19:00 - 20:00: ...20:00 - 21:00: ...21:00 - 22:00: ...22:00 - 23:00: ...23:00 - 24:00: ...	06:00 - 07:00: ... 07:00 - 08:00: ... 08:00 - 09:00: ... 09:00 - 10:00: ... 10:00 - 11:00: ... 11:00 - 12:00: ... 12:00 - 13:00: ... 13:00 - 14:00: ... 14:00 - 15:00: ... 15:00 - 16:00: ... 16:00 - 17:00: ... 17:00 - 18:00: ... 18:00 - 19:00: ... 19:00 - 20:00: ... 20:00 - 21:00: ... 21:00 - 22:00: ... 22:00 - 23:00: ... 23:00 - 24:00: ...
Sunday 15 Apr	<ul style="list-style-type: none">06:00 - 07:00: ...07:00 - 08:00: ...08:00 - 09:00: ...09:00 - 10:00: ...10:00 - 11:00: ...11:00 - 12:00: ...12:00 - 13:00: ...13:00 - 14:00: ...14:00 - 15:00: ...15:00 - 16:00: ...16:00 - 17:00: ...17:00 - 18:00: ...18:00 - 19:00: ...19:00 - 20:00: ...20:00 - 21:00: ...21:00 - 22:00: ...22:00 - 23:00: ...23:00 - 24:00: ...	06:00 - 07:00: ... 07:00 - 08:00: ... 08:00 - 09:00: ... 09:00 - 10:00: ... 10:00 - 11:00: ... 11:00 - 12:00: ... 12:00 - 13:00: ... 13:00 - 14:00: ... 14:00 - 15:00: ... 15:00 - 16:00: ... 16:00 - 17:00: ... 17:00 - 18:00: ... 18:00 - 19:00: ... 19:00 - 20:00: ... 20:00 - 21:00: ... 21:00 - 22:00: ... 22:00 - 23:00: ... 23:00 - 24:00: ...

TRANSFORMATION MTR.CO.UK

Metroli





Discovery

Learning is at the heart of everything we do.

Previous page: A Tudor on Tour: Young Henry catches his breath in Market Square, Cheshire, before the opening of our first ever large scale, off-site family festival.

Top: clockwise from top left: Activities at Tudors on Tour included dressing up, 'making Tudor crafts, practising crossbow archery and re-enacting ferocious pike charges!

In the third year of our Learning & Engagement strategy, our new approach is really beginning to make its mark with high-quality experiences and content specially designed for families. Over the May 2015 bank holiday, we unveiled 'Tudors on Tour', the first of our large-scale family festivals, held in Tatton Park, Cheshire. Over 11,000 people attended, many of whom had never visited our sites before. 'Tudors on Tour' was highly valued by participants and we will take the experience to Camp Bestival in Devon in July 2016. Other initiatives include the 'Time Explorers' app for families, building on the similar app for schools. Two new digital 'missions' were also launched at the Tower in February 2016.

Another important development has been the integration of programming 'for and by young people' as part of our core family offer. Our first immersive family experience, 'Time Quake', not only attracted over 5,000 people over the May bank holiday, but, in partnership with the Rose Theatre Kingston, we trained 70 aspiring young actors as 'Young Explorer Guides' during the event itself.

We were delighted that Hampton Court Palace was long-listed in the annual Kids in Museums/Daily Telegraph Family Friendly awards,



This page, clockwise from top left: Who's watching you? 'Nightwatchers' at the Tower of London; some of the 70 aspiring 'Timequake' actors who trained as Young Explorer Guides; a Movie Maker Mission workshop participant and a scene from the finished movie.

and also to learn that Movie Maker Mission was shortlisted in the Education Innovation category for the Museums and Heritage Awards, to be announced in May 2016.

Faced with significant changes in the education sector (in particular to the primary history curriculum) that have impacted on our school admissions, we responded with a plan to diversify our formal education offer. We now venture beyond the history curriculum to develop new content in different areas, as the Kensington Palace 'Curious Stories' literacy programme demonstrates. Working with local schools, families and community groups, 'Curious Stories' has attracted three years of funding from John Lyons charity and is part of a research study into the importance of literacy in improving life chances for all children, particularly the most deprived.

We are also taking a fresh approach in our adult programming. 'Nightwatchers' at the Tower was an immersive, after-hours experience that wove current day concerns about state surveillance with stories of Elizabethan spymasters. It was completely sold out for its initial seven-night run, and during its second run in February 2016.



Top left and right: Sixty community group members, working with English Touring Opera, devised and performed an opera telling the palace's 500-year history, while 20 local choirs sang a specially commissioned 'Celebration Song' in Base Court.

Above left and right: The 'Curious Connections' series of debates and the after-hours 'Drawn at the Tower' adult events (shown here) have been extremely popular, underlining the appetite for experiences like these.

Below: Lucy Worsley speaking at a members' event to launch Hampton Court's 500th anniversary year.



Historic Royal Palaces achieved a major goal in July 2015, when we became the first heritage body in the UK to achieve Independent Research Organisation status under the Arts and Humanities Research Council.

Our curators and other members of staff including conservators and gardeners contributed their expertise to a number of films and television programmes about the palaces broadcast this year. Among the highlights: millions watched BBC's 'The One Show' in October when curator Sally Dixon-Smith spoke about Colonel Blood and his attempt to steal the Crown Jewels, while BBC2's four-part 'Empire of the Tsars: Romanov Russia with Lucy Worsley' featured the Tower of London as part of the story of Peter the Great's visit to London in 1698.

This year saw the second in our popular children's series, *Rex and the Royal Prisoner*, and our new *Pop-up Kings & Queens* co-published with Walker Books. We also produced *Modern Royal Fashion*, written by our dress curators and *Chocolate Fit for a Queen*, co-published with Ebury Press, which adapted original curatorial research and added illustrated recipes to appeal to the cookery-book buying public.



Above: Children enjoy the challenges set by the new digital missions, launched at the Tower in spring 2016.

Below: some of the new books for adults and children published in 2015-16.

We launched two new digital missions for families at the Tower, which can be either downloaded onto personal devices, or played on loaned iPads. Families can choose to help free Lady Arbella Stuart's imprisoned husband, or help in frantic preparations for Edward III's arrival at the Tower.







Tradizione d'arte



Independence

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



Top and above: The Kensington Palace Summer Party was enjoyed by a distinguished audience including guests of honour, TRH Prince and Princess Michael of Kent.

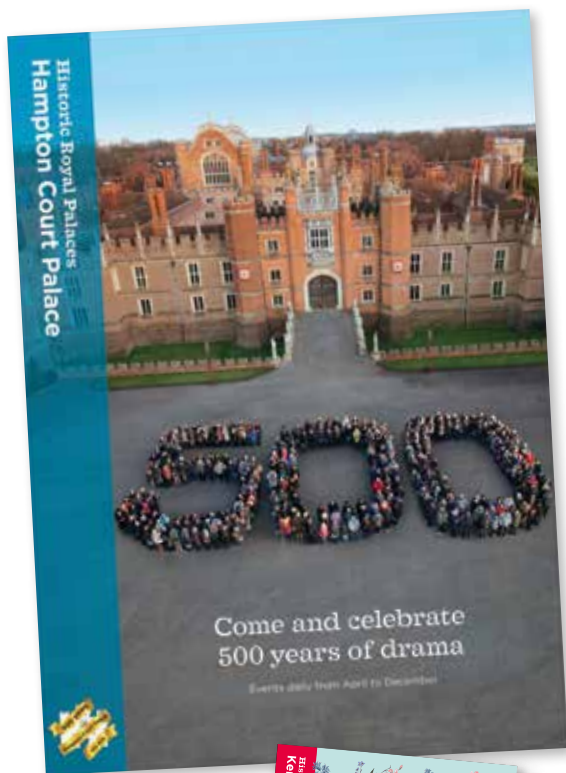
Previous page: Finding new ways to do our work – and new partners to work with! We commissioned set designers at Pinewood Studios to recreate a set of historic coaches for the West Front of Hampton Court Palace as part of our 500th anniversary celebrations.

Visitor numbers, the key to our independent business model, ended the year at 3.97m across all sites, our third best year ever. Our fundraising campaign, ‘The Next Chapter in our Story’, enjoyed another strong year. Membership, donations and sponsorship contributed some £6m to the organisation during the year, and a number of new partnerships and initiatives with long-term potential were forged.

The year started in spectacular style with the annual King’s Presence Chamber Dinner at Hampton Court Palace, at which members of the Chamber had the opportunity to meet our new Chairman Rupert Gavin. The King’s Presence Chamber represents Historic Royal Palaces’ most generous supporters and, as in former years, the annual dinner was a moment to reflect on what their support has enabled us to achieve and to express our continued thanks.

Fashion, fame and philanthropy came together in July for the first ever Kensington Palace Summer Party. Held in the presence of TRH Prince and Princess Michael of Kent, the event brought together over 300 guests for an unforgettable evening in support of the Royal Ceremonial Dress Collection. The event’s co-hosts, *Harper’s Bazaar* Editor-in-Chief Glenda Bailey and Marigay McKee are both GREAT Britain campaign Ambassadors based in New York. No surprise then that our guests included creative luminaries from the UK and USA, including Tommy Hilfiger.

Also at Kensington, we were proud to maintain our association with Estée Lauder Companies, whose sponsorship of the brilliant *Fashion Rules* exhibition continued with the latest iteration, *Fashion Rules Restyled*. The support of our corporate partners and corporate members is vital for so many areas of our work, from exhibitions to learning and engagement, and we were delighted that so many chose to renew their support during the year.



Membership makes a difference to everything that we do, and the scheme has continued its steady rise in popularity and reach. There are now 83,000 members and our programmes of members-only events has never been so popular. Our loyal Patrons have also made an important contribution and gained a special insight into our work through private visits and events. Further afield, our generous American Friends and American Patrons enjoyed their own programme of events in the USA.

The 500th anniversary of Hampton Court Palace was the main focus of our marketing and communication activity this year. In April 2015 we launched a brand campaign featuring our members, fans and volunteers in a short film and in a range of still images. On a chilly January day, 500 people gathered at Hampton Court to help us promote this very special year. The same creative approach was taken across all media channels to create a powerful integrated campaign that spanned advertising (on and offline), web, PR and social media. This brand campaign was supported by four complementary tactical advertising campaigns across the year.



Online media continues to play an increasingly important role in our media mix. This year we have seen our audiences move regularly between different devices, with a notable increase in mobile use, so we will continue to seek innovative ways to deliver our campaigns through a wide range of online media.

Our wide-ranging digital strategy continues to advance; recent successes include the launch of a more sophisticated customer relationship management system for the contact centre. We have carried out testing of our planned Digital Visitor Guide and continue to develop information architecture for our new website. The piloting of our Digital Asset Management system is scheduled to be completed in 2016, while we continue to deliver e-learning opportunities for staff.

Visitor exit surveys carried out in summer 2015 show that people rate 'staff helpfulness and friendliness' very highly at between 1.75-1.85 (on a -2 to +2 scale) for our three main sites. Visitors also



Above: Proud to serve: the smart new retail uniforms.

Above right: The transformed Kitchen Shop at Hampton Court Palace, to get us in the mood for Tudor food! New products to tempt visitors include kitchenware, food and beverage gifts.

Below: One of the Hobbs' outfits from the latest collection, this time inspired by Queen Charlotte's Cottage at Kew.



rate 'staff knowledge about the site and its history' very highly in comparison to other heritage sites: 9.4-9.6 out of 10 for our three main sites compared to an industry average of 8.9 across all ALVA heritage sites.

Turning the research spotlight on us provides complementary supporting data, as our bi-annual 2015 staff survey showed very high staff engagement levels. A high percentage of our staff say that they really enjoy working at Historic Royal Palaces, indicating that many are demonstrating that pleasure and enthusiasm in interactions with our visitors.

Retail had another successful year, punctuated by several nominations and awards for our licensees including Briers with its range of baroque-inspired gardening tools and accessories, and Hobbs with a fashion collection inspired by Queen Charlotte's Cottage at Kew. We revamped the White Tower shop and transformed the Kitchen shop at Hampton Court Palace along the 'feasting' theme. As we seek to develop the overall catering experience we have increased capacity by opening up the outside space in Fountain Court at Hampton Court and have added a summer 'pop-up' cafe at the Tower.

We celebrated the 10th anniversary of our volunteer programme at the Banqueting House. Chief Executive Michael Day paid tribute to the invaluable support and enthusiasm of our volunteers, and presented specially-designed pin badges to those with five and ten years' service. With 20 volunteers recruited at Hillsborough Castle, we now have volunteers supporting in regular roles across all of our six palaces.

At Hampton Court Palace, the fresh produce from our Royal Kitchen Garden has proved popular with visitors and staff. Our volunteers manning the stall have now sold over £5,000 worth of heritage fruit and veg! In addition, six of our regular volunteers travelled up to Tatton Park in Cheshire to help at the



Above: TRH Prince Edward, Earl of Wessex and Sophie, Countess of Wessex meet and chat to guests at Hillsborough Castle's annual Garden Party before formally opening a new fountain and terrace in July.

'Tudors on Tour' family festival, and we were also delighted to have recruited 23 local volunteers to support the event.

The success of one-off volunteering opportunities, established through the Poppies project, is set to continue, as we successfully recruited 130 volunteers to support the major incident exercise at the Tower of London in January 2016.

We were pleased to welcome back the 'BBC Good Food Festival' for a second year in the grounds of Hampton Court Palace – over 100 companies and artisan food producers took part during the August festival, with the centrepiece being the new 'Summer Kitchen' – host to a line-up of celebrity chefs and experts. This was followed by the first BBC Good Food Festive Fayre at Hampton Court Palace in December.

In January came the news that we had successfully secured a Round One Pass from the Heritage Lottery Fund (HLF), bringing us a step closer to achieving our ambitions for Hillsborough Castle and Gardens. We received £151,000 to develop our plans to open up the site, ready to welcome up to 200,000 visitors each year by 2019. We will now proceed to the next stage of the application process to secure the full £4.95m grant. Announcing the award, Head of HLF Northern Ireland, Paul Mullan, said: 'We are delighted to support this project which will deliver real benefits for people through improved access, facilities and interpretation and create exciting opportunities for skills development, training and volunteering.'

To round off the year with another highlight, we were delighted to receive a £2m donation from the Garfield Weston Foundation for the project: the largest charitable donation received in support of our plans for Hillsborough Castle so far. We can now move forward with renewed enthusiasm and confidence as we work with the people of Northern Ireland on the transformation of Hillsborough Castle.

Money matters

After last year's record, the number of visitors that spent a day out at one of our palaces in 2015/16 decreased by 7% to 3.97m, still our third best ever year.

Admissions income was £55.7m – 64% of total income and 1% less than 2014/15.

Income from retail, functions and events, catering and other concessions, and sponsorship totalled £24.4m, a reduction of 9% from £26.9m in 2014/15.

Fundraising has had another successful year; attracting generous donations for our major projects. Income from grants and donations in the year reached £6m, including restricted funds of £3.7m. In the third year of our major five-year fundraising campaign, 'The Next Chapter in our Story', we are well on the way to achieving our target of raising £30m by 2018.

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

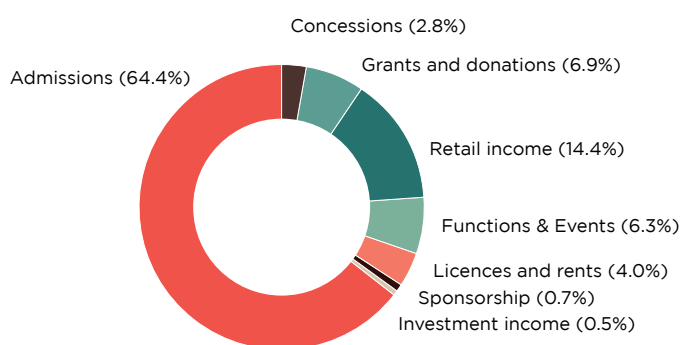
The strong financial performance in the year has meant that we are able to designate more funds towards the cost of projects within our ambitious strategy for the next three years and beyond, including our programme of work at Hillsborough Castle to increase public access and improve the visitor experience, and conserving and representing the Great Pagoda at Kew over the next two years.

The full statutory accounts were given an unqualified audit opinion on 29 June 2016 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:

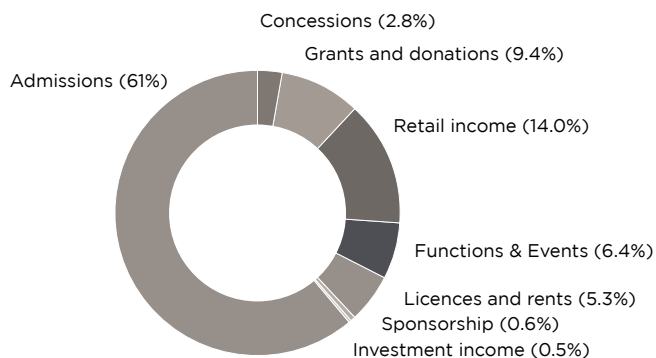
The Chief Executive's Office
Historic Royal Palaces
Hampton Court Palace
Surrey
KT8 9AU

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

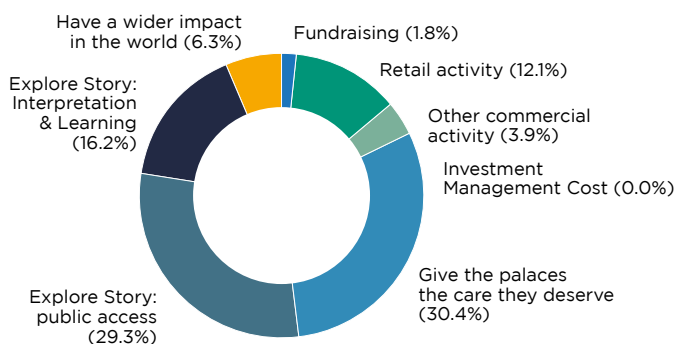
Income 2015/16
(Total £87 million)



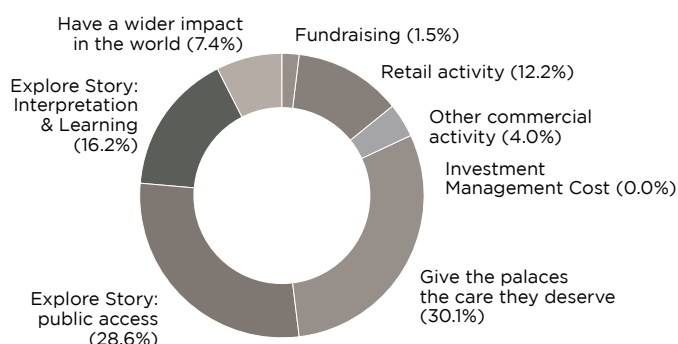
Income 2014/15
(Total £92 million)



Expenditure 2015/16
(Total £88 million)



Expenditure 2014/15
(Total £85 million)



Visitor trends

	2010/11 (000's)	2011/12 (000's)	2012/13 (000's)	2013/14 (000's)	2014/15 (000's)	2015/16 (000's)
Tower of London	2,409	2,582	2,507	2,859	3,077	2,794
Hampton Court Palace	554	590	524	562	582	595
Kensington Palace	245	186	405	408	400	394
Banqueting House	27	27	31	51	58	42
Kew Palace	30	25	31	152	134	138
Hillsborough Castle	-	-	-	-	3	6
Total	3,265	3,410	3,498	4,032	4,254	3,969

Consolidated Statement of Financial Activities for the year ended 31 March 2016

		Total 2016 £000	Total 2015 £000
INCOME			
Donations and legacies	Grants	2,987	5,978
	Donations	2,361	2,622
	Gifts in Kind	643	73
		5,991	8,673
Income from other trading activities	Retail income	12,435	12,968
	Functions and events	5,487	5,896
	Licences and rents	3,470	4,942
	Sponsorship	580	583
		21,972	24,389
Investments		415	433
Income from charitable activities	Admissions	55,736	56,190
	Concessions	2,441	2,551
Total income		86,555	92,236
EXPENDITURE			
Costs of generating funds	Fundraising	1,545	1,295
	Retail activities	10,670	10,353
	Other commercial activities	3,475	3,409
	Investment management costs	24	23
		15,714	15,080
Expenditure on charitable activities	Give the palaces the care they deserve	26,825	25,577
	Transform the way visitors explore their story:		
	Public access	25,853	24,260
	Interpretation and learning	14,270	13,707
	Have a wider impact in the world	5,570	6,292
		72,518	69,836
Other	Defined Pension scheme net interest cost	231	82
Total Expenditure		88,463	84,998
Net Income / (Expenditure)		(1,908)	7,238
	Actuarial gain/(loss) on pension plan	3,625	(5,255)
Net movement in funds		1,717	1,983
Fund balances brought forward at 1 April		40,296	38,313
Fund balances carried forward at 31 March		42,013	40,296

Summary Consolidated Balance Sheet as at 31 March 2016

	Group 2016 £000	Group 2015 £000
Fixed assets	25,498	25,226
Net current assets	19,825	22,070
Creditors: amounts falling due after more than one year	(7)	(24)
Provision for liabilities and charges	(12)	(38)
Pension plan liability	(3,291)	(6,938)
Net assets	42,013	40,296
Represented by:		
Restricted funds	6,419	4,352
Unrestricted funds		
Pension plan	(3,291)	(6,938)
General fund	38,885	42,882
Total funds	42,013	40,296

The summary financial statements of Historic Royal Palaces were approved by the Trustees and the Accounting Officer on 20 June 2016 and signed on their behalf by:

Rupert Gavin

Chairman of the Board of Trustees

Michael Day CVO

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 2016 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 2016.

Sir Amyas C E Morse

Comptroller and Auditor General

29 June 2016

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

The Board of Trustees for the year ended 31 March 2016

Rupert Gavin – Chairman (from 5th May 2015)

Rupert Gavin is a British business leader and theatre impresario. He is currently Chairman of Historic Royal Palaces and is a former CEO of BBC Worldwide and of Odeon Cinemas. He is also Chairman of the Honours Committee for Arts and Media. As a producer he is notable for a long series of successful plays and musicals over 30 years through his company Incidental Colman. His production/co-productions have won nine Olivier Awards.

He is a non-executive director of Wyevale Garden Centres and Countrywide plc. He is also a co-owner of L'Escargot restaurant and an advisory board member of the Founders Forum, a community for global entrepreneurs, CEOs, and investors. He is also Warden of the Worshipful Company of Grocers.

He read economics at Magdalene College, Cambridge University. After graduation he took a copywriting role at Sharps advertising agency; he eventually became an equity partner in the firm before it was sold to Saatchi & Saatchi. While working at Sharps he established close links with Dixons Stores Group, and would eventually go on to become deputy managing director of the electronics retailer. In 1994, he joined British Telecom to work on its internet and multimedia strategy; he went on to become Managing Director of the firm's consumer division. In 1998 he became chief executive of BBC Worldwide. He was CEO of Odeon Cinemas and UCI Cinemas Group from 2005 to 2014.

Charles Mackay CBE – Chairman (until 4th May 2015)

Chairman of the Board of Trustees of Historic Royal Palaces for nine years from 2006, Charles Mackay is Chairman of Opera Holland Park Trust, 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 (until 31st July 2015)

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.

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.

Professor Sir David Cannadine (from 19th May 2015)

David Cannadine is Dodge Professor of History at Princeton University, Visiting Professor of History at the University of Oxford, and Editor of the Dictionary of National Biography. He is the author of fifteen books, including *The Decline and Fall of the British Aristocracy*, *G.M. Trevelyan: A Life in History*, *Mellon: An American Life* and, most recently, a life of King George V. Sir David has also served as a Commissioner of English Heritage, a member of the Eastern

Regional Committee of the National Trust, a member of the Royal Mint Advisory Committee, and also is the Vice-Chairman of the Westminster Abbey Fabric Commission. He is also a former chair of the Trustees of the National Portrait Gallery. He is a Trustee of the Wolfson Foundation.

Bruce Carnegie-Brown

Bruce Carnegie-Brown is Chairman of Moneysupermarket.com Group plc, Vice Chairman of Banco Santander SA, a non-executive director of Santander UK plc and a non-executive director of JLT Group. He is a Deputy Lieutenant of Greater London, a Fellow of the Chartered Institute of Bankers, and a Companion of the Chartered Institute of Management.

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 from 2006 to 2009. He is Interim Chair 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 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.

Val Gooding CBE

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 Royal Botanic Gardens at Kew and English National Ballet. She was Non-Executive Director of Standard Chartered Bank plc, the Lawn Tennis Association and Lead Non-Executive Director at the Home Office. She was previously Chief Executive of Bupa for ten 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.

Jane Kennedy

(from 19th May 2015)

Jane Kennedy is a senior partner and former Chairman of Purcell, a large international firm of architects specialising in the conservation and development of historic buildings and places. She has over 35 years' experience in the care and development of historic buildings and has played a key role in securing the future of some of the finest historic buildings in the country. Jane has been Surveyor to the Fabric of Ely Cathedral since 1994, and has overseen a period of major restoration within the Cathedral and its precincts. Jane has also served as a Commissioner for English Heritage and is a Trustee of the Chiswick House and Gardens Trust and a member of the Canal and River Trust's Heritage Advisory Committee.

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 to 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

(until 31st March 2016)

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.

Mike Stevens CVO

(from 1st August 2015)

Deputy Treasurer to the Queen since April 2007 and Deputy Keeper of the Privy Purse since April 2011. Mike was Finance Director of The Royal Collection Trust from 1995 to 2014. He has also been a Governor and Member of Council, King Edward VII Sister Agnes Hospital since July 2011 and Chairman of the hospital's Audit Committee since 2013. Formerly a Senior Manager with KPMG, his career included working in the UK and the Middle East between 1979 and 1995. Mike is a Trustee for a number of small charities and Chairman of Trustees for several pension funds.

M Louise Wilson FRSA

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 of which she is now Chairman. Following London's successful bid, Louise 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.

Trustees joining the Board after 31 March 2016

Zeinab Bedawi

(from 1st April 2016)

Zeinab is Chair of the Royal African Society and a well-known broadcast journalist.

Carole Souter CBE

(from 1st May 2016)

Carole is the former Chief Executive of the Heritage Lottery Fund.

Directors

Michael Day CVO

Chief Executive

John Barnes

Director of Conservation and Learning

Gina George

Retail and Catering Director

Paul Gray

Palace Group Director

Richard Harrold OBE

Tower Group Director

Graham Josephs

Human Resources Director

Jane McKeown

Acting Finance Director

Dan Wolfe

Director of Communication and Development

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 2015/16

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The Court Leadership Circle

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The Cadogan Charity
The Clore Duffield Foundation
De Beers Group of Companies
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Man Group plc Charitable Trust
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The Members of Historic Royal Palaces

Platinum Key Holders

Fidelity UK Foundation
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Man Group plc
Royal Salute
The Wolfson Foundation

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3i
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Silver Key Holders

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Honorary Members

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

Grants, Awards and Donations

Hillsborough Castle 2014-2019

The Clore Duffield Foundation
Mr Mark Pigott KBE
The Garfield Weston Foundation
The Star Family Foundation*
The Apollo Foundation
Constance Cincotta*
Daniel Hildebrand & Nicola Jackson*

The Magic Garden

The Gosling Foundation
The Cadogan Charity
The Mercer Family Foundation
The Margaret Giffen Charitable Trust
The Members and American Friends of Historic Royal Palaces

Kensington Palace 2014-2018

Anon
DCMS Wolfson Museums and Galleries Improvement Fund
The Mallinckrodt Foundation
The Schroder Foundation
The Kensington Palace Summer Party 2015
Glenda Bailey
Marigay McKee

Conservation & Learning

3i
The Eranda Rothschild Foundation
Father Thames Trust
Historic Royal Palaces, Inc
Rupert Gavin
The Charles Hayward Foundation
The Leche Trust
John Lyon's Charity
Charles Mackay CBE & Annmarie Mackay
Charles & Nicky Manby
The Radcliffe Trust

Corporate Support

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

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Forevermark

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Kingston University London
Lazard
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Oamps Insurance
State Street
Warren House

Patrons

Honorary Patrons

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Kevin Day
Giles Deacon
Sarah Gristwood
Adam Hart-Davis
Todd Longstaffe-Gowan
Elaine Paige
Grayson Perry
Liza Picard
Alison Weir
Dr Kate Williams

Great Watching Chamber

Anon
WRA Charitable Trust
Mr Ian Barlow DL
Dominic Christian & Kate Birch
Dr Martin Clarke
David Jackson
Dr John Meredith
Luke & Joanna Meynell
Nick Segal & Genevieve Muinzer

Great Hall

Anon x 3
Mr Dimitry Afanasiev
Peter & Diana Butler
Ms Susan Cook
Mr & Mrs Anthony Hall
Mr & Mrs Henry Lumley
Phil & Caroline Swallow
George & Patti White

Courtyards and Cloisters

Caroline Amrolia
Charlotte & Alan Artus
Mark & Priscilla Austen
Ramesh Bhimsingh in honour of
HRP's Education and Outreach
Programmes*
Dr & Mrs Stuart Blackie
Ms. Julietta Dexter
Mr & Mrs G. J. Dunlop
Anne Herd
Mr & Mrs Ian Gascoigne-Pees
Mr & Mrs P. Geddes
Golden Bottle Trust
Ivan & Audray Harkins
Richard Harrold
Princess-Patsy Holness
Miss Peggy Hui
Mr Glenn Hurstfield
Mr & Mrs Alan Lovell
Geoff Low
The National Magazine
Company Limited
The Melville Charitable Trust
Mrs Diana Midmer
Ben & Louise Monaghan
Peter R. Muller
Mrs Donna Ockenden
Andrew & Christine Redpath
Robin Saunders
Mr & Mrs Vinton
Matthew & Lucinda Webber

Kitchens and Cellars

Anon x 5
Judy Abbott
Anne Abouchar
Mr & Mrs Ronald Balsler
Miss Joan Cottle
Michael Day
Mrs Christopher Eliot-Cohen
Charles & Renee Evans*
Chris Farrelly
Paul Gray
Stewart Hasker
Louise Higginbottom
Elizabeth Hussey
Carol Jablonsky*

Lady Barbara Judge*
Mr Ian Lazarus
Suzanne Marriott
Izabela Mayne
Mrs Serrie Meakins
Mrs Louise Morgan-Jones
Prof. Cornelia Otnes,
University of Illinois USA*
Natalie T. Pray*
Lady Purves
Teresa Seeger*
Mr & Mrs Matthew Spencer
Deborah Williams
Dan Wolfe

Alleys and Alcoves

Anon x 4
John Barnes
Alice Boyne*
Mr & Mrs Donald Carlton Burns*
Jo Butler
Lorna Byrne
Doug Close & Nick Todd
Canon JCD Cook
David Cossell
Herman Gugig & Victoria Crosby*
Anthony Dinkin QC
Tania Fitzgerald
Mrs Charlotte Fletcher
Edward C.A. Forsberg, Jr*
Anupam Ganguli
Sarah M. Goethe-Jones*
James Gordy*
Mark Harris
Adam Harvey
Jennifer Hicks
Mr & Mrs Howard
Niall Johnston
Gary & Leslye Katz*
Amy Kent
Marian Lally
James Lawson
Darren Leftwich FRGS
Susanne Lloyd*
Francis & Virginia Maas*
Chris Martin
Mrs J.E. Miller
Jane Miness*
Mr Steven Nagle
Alyson Nash
Adam Prideaux
Janet Robb FRSA
Frixos Savvides
Mr Stephen Schick
Colleen Spalding
Helen Stanley
John Tucker
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This page: The newly-conserved façade of the Banqueting House

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