

Historic Royal Palaces

Annual Review 18/19



Welcome to another chapter in our story

- It has been another record-breaking year with more than 5 million visits to our sites and turnover exceeding £100m, both for the first time.
- We completed our £25m project at Hillsborough Castle and Gardens in Northern Ireland allowing us to welcome visitors year round.
- Once again, the Tower of London was the setting for national commemoration with Beyond the Deepening Shadow, an installation in the moat, visited by over 300,000 people during the course of a week.
- We began a major initiative to reach further and faster beyond the palaces to engage new audiences. Alongside this, we launched a programme to look at every step of the customer journey to make the experience of visiting the palaces easier, and introduced new digital visitor guides at the Tower of London and Hampton Court Palace.
- We extended our successful Community Access Scheme from one to three sites, and our Schools Access Fund was also extended because of increased demand.



From left:
The White Tower, Tower of London; the West Front, Hampton Court Palace;
the East Front, Kensington Palace; the South Front, Hillsborough Castle and
Gardens; Kew Palace; Banqueting House.



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Chairman
Rupert Gavin



Chief Executive
John Barnes

Introduction

2018/19 was another record-breaking year for Historic Royal Palaces. We 'came of age' as a charity, celebrating our 21st birthday in 2019, and achieved our aspiration of welcoming over 5 million visits to our sites – a massive achievement, which would not have been possible without the commitment and dedication of our staff.

That commitment and dedication was on display particularly in November 2018, when we staged 'Beyond the Deepening Shadow' at the Tower of London – an ambitious, moving tribute to the fallen, marking the centenary of the end of the First World War. Over the course of eight evenings, more than 300,000 people came to the Tower to view the installation, with many more witnessing it via the worldwide media coverage the installation attracted. As they did in 2014, the Tower community, and indeed the entire community across Historic Royal Palaces, came together to pull off this major event.

It had already been a busy year. We continued to work on projects to broaden access to our sites, staging a major celebration of the vibrancy and diversity of East London at the Tower in June, in partnership with a host of brilliant creative

partners and community groups. Meanwhile, our Community Access Scheme - offering free entry and support to adult community groups and local education providers to explore our sites - continues to go from strength to strength, with over 4,000 participants in the past year. We have now extended the scheme beyond Kensington Palace, to the Banqueting House and the Tower of London. Our Schools Access Scheme, providing free school visits to children in London boroughs, was over-subscribed and extended because of demand.

In July, we were thrilled to welcome His Royal Highness the Prince of Wales, to open the Great Pagoda at Kew, restored to its Georgian splendour and decorated once more with eighty resplendent dragons. The conservation of this flamboyant historic building demonstrates the very best of the skills of our surveyors, curators and conservators. It also proved an excellent training ground for the designers of the future, as we worked in partnership with the BBC's Blue Peter, to run a competition for one lucky winner to design an entirely new dragon, which adorned the Pagoda during 2018.

The end of the financial year saw Hillsborough Castle and Gardens opening to the public after a £25 million restoration project to transform the site into a world-class visitor attraction in Northern Ireland. Their Royal Highnesses The Prince of Wales

and The Duchess of Cornwall formally opened the finished site in April 2019. We are proud to have collaborated with over 500 participants from 40 community groups across Northern Ireland to ensure Hillsborough Castle and Gardens becomes a welcoming place for everyone. Find out more about it on the following pages.

Looking forward, the pace won't be slowing down in 2019 and 2020. Historic Royal Palaces will celebrate the 200th anniversary of the birth of Queen Victoria at Kensington Palace with a new exhibition: 'Victoria, Woman and Crown', and an immersive representation of the rooms she grew up in, 'A Royal Childhood.' Extensive curatorial research has gone into the preparation of both displays – including a research network featuring contributions from scholars across the world. Indeed, we continue to benefit from our status as an independent research organisation. For example, at Hampton Court Palace we are planning a major commemoration of the 500th anniversary of 'The Field of the Cloth of Gold', informed by an AHRC funded research project conducted by our curators. This infamous meeting in 1520 between Henry VIII and Francois I of France was an example of Tudor diplomacy on an epic scale.

Creating brilliant customer experiences is essential to what we do, and over the course of the next year, we will start a major new programme to make visiting the palaces easier, spearheaded by our two operational directors: Nicola Andrews, who succeeded Paul Gray as Palaces Group Director in 2018, and Brigadier Andrew Jackson, who succeeded Colonel Richard

Harrold as Tower Director in Spring 2019. To ensure consistency across the sites, Nicola assumes responsibility for Hillsborough Castle and Banqueting House, alongside Hampton Court Palace, Kensington Palace and Kew Palace. Andrew's focus will be on the Tower of London, our busiest site.

In early 2019 we announced a new Cause for the organisation 'to stir every spirit', which sets a new direction for our organisation and prompts us to think more about the impact of our work and how we can make a difference in people's lives. Over the next year, the organisation will come together to reflect on how we can apply the new cause to our work.

As we look towards an exciting year ahead, we would like to extend our gratitude to our Board of Trustees, who continue to guide the organisation with their invaluable advice and wise counsel. In particular, we want to thank Sir David Cannadine for his contribution during his time as a Trustee and Deputy Chairman, which came to an end in January 2019. Professor Michael Wood succeeded Sir David as a Trustee and Sir Michael Stevens has become Deputy Chairman.

It has been a year of achievements and milestones – none of which would have been possible without the dedication of our staff, or the support of our members, donors and sponsors, for whose continued generosity we remain extremely grateful. We look forward to your continued support for many years to come.

The South Front of the Castle, with its giant Ionic portico added by the 3rd Marquess of Hillsborough, Arthur Hill in the 1840s.



Hillsborough Castle and Gardens: now open!

We opened the Gates of Hillsborough Castle and Gardens to the public in April 2019, after five years of work by a dedicated team in Northern Ireland, with support from colleagues in London.

On 9 April, TRH The Prince of Wales and The Duchess of Cornwall attended the official opening. They toured the new visitor facilities, explored the Walled Garden, met some of our donors and thanked the team. The on 18 April we welcomed in members of the public, the first of many visitors we hope to see at Hillsborough this year.

Historic Royal Palaces started work on re-presenting the Castle interiors in 2014, and we have since worked with over 700 contractors from 71 companies to transform the Castle and Gardens. We completed the State Entrance Hall, Ante Room and Red Room by 2017. The Throne Room, State Drawing Room, Dining Room and Lady Grey's Study and Stair Hall were finished in 2018 with the support of the The National Lottery Heritage Fund. All have new decorative schemes, furniture and paintings, and are presented to reveal the history and events that took place in them.

The gardens at Hillsborough cover nearly 100 acres and our dedicated team of gardeners and volunteers are working continuously to restore and maintain the significance of these wonderful grounds, including a four-acre Walled Garden producing seasonal fruit and vegetables, bringing them to life for visitors to explore and enjoy.

A courtyard at the lower end of the estate has been developed into a Welcome Centre with facilities for visitors and a restaurant serving fresh local food, some of it from the Walled Garden. The Stable Yard, built in the 1780s at the upper end of the estate, has been restored and adapted to create a café and shop. On the first floor is an inspiring Clore Learning Centre, supported by the Clore Duffield Foundation, providing programmes of activities for schools, families, youth and community groups.

Key to the success of the project has been ensuring that it is as inclusive as possible – we want Hillsborough Castle and Gardens to be known as a place where everyone is welcome.



The colourful planting of the South Terrace.
The Gardens at Hillsborough, known as the
Small Park, extend to nearly 100 glorious acres.



HILLSBOROUGH CASTLE AND GARDENS
OPENED ON 9TH APRIL 2019 BY
THEIR ROYAL HIGHNESSES
THE PRINCE OF WALES
AND
THE DUCHESS OF CORNWALL
THE RESTORATION AND RE-PRESENTATION
MADE POSSIBLE BY

THE HERITAGE LOTTERY FUND
MARK PIGOTT KBE KSTJ
GARFIELD WESTON FOUNDATION

THE CLIFFORD BUFFIELD FOUNDATION

AMERICAN
BRITISH ROYAL PALACES
COPPOLA FOUNDATION
DANCE M CINCOTTA
JAMES GLOVER
JILL JOHNSTON
JOHNSTON CHICAGO

TRH The Prince of Wales and The Duchess of Cornwall opened the Castle and Gardens officially on 9 April.



During his tour of the estate, The Prince met some of those who have helped recreate the stunning landscapes.



The Throne Room, still used as the ceremonial heart of the Castle.





The State Dining Room, a room that has seen many splendid banquets and dinners through the centuries.

Opposite: The State Drawing Room has an informal feel, with photographs of the Royal Family and 20th century Irish art on the walls.



The view through to the Red Room, where in 2005, HM The Queen met Irish President Mary McAleese.



The new picture hang in the glorious Red Room follows the cabinet style of displaying paintings in dense groups.





'East Wall, Storm the Tower' took place in July 2018; arising from a collaboration between East London Dance, the Hofesh Shechter Company, and the London International Festival of Theatre. Nine community groups from Tower Hamlets took part in this vibrant dance performance, including the Cando2 Youth Company that brings together disabled and able-bodied dancers. Participants performed side-by-side with Schechter's young professional dancers.

Everyone's in.

everyone feels the palaces are for them

In October, characters from the best-selling children's book series Beast Quest joined forces with Hampton Court's own mythical beasts and took over the palace for our half term activities. In a gamified experience, produced in collaboration with Beast Quest owners Coolabi, young visitors joined the heroes of the books on a self-guided tour around the site. They encountered digital installations, interactive games and live performances from both Past Pleasures and young performers who were recruited and trained through a partnership with the Rose Theatre in Kingston.





In the Autumn we welcomed the first students to our first MA course in Heritage Management, delivered jointly with Queen Mary's University of London. The students, pictured on the roof of the White Tower, with Professor Jane Spooner, (far left), HRP's Head of Historic Buildings, will undertake two modules of the course at HRP, overseen by Professor John Davis. They will study 'Managing Heritage at Historic Royal Palaces' and carry out four six-week professional placements across sites at HRP. Students will also undertake a jointly-supervised research dissertation.

The 'Pride, Power and Politics' summer walking tours at the Tower were again a huge success. The sell-out tours began in 2017 to mark 50 years since the partial decriminalisation of homosexuality in Britain, and were so popular that we continued them. Members of the Tower's warding team led guests around the site, exploring stories of the historical characters that had influenced LGBTQ+ history throughout the centuries.





On 8 June, we hosted the final of BBC Radio 2's '500 words' storytelling competition. This was held at Hampton Court Palace and broadcast live on the Chris Evans's Breakfast Show from the Music Festival Stage in Base Court. Entrants and their families enjoyed over two hours of live music performances and storytelling. Guest of honour HRH The Duchess of Cornwall made a spectacular entrance in Chitty Chitty Bang Bang and winners (shown here with The Duchess and celebrity judges) were invited to ride with her in the famous car.

Budding musicians from schools all over London came to the Tower for a week in June for a festival of music like no other, with an audience of tourists, Beefeaters and ravens!



40 diverse community groups participated in our flagship community engagement project at Hillsborough Castle, 'How do we?', helping to inform our future programming and remove barriers to participation at our newest site.



Our Community Access Scheme seeks to remove physical, social or economic barriers to adult engagement with our sites. This year, we extended the scheme to three sites, including the Tower of London.



We welcomed almost 200,000 school pupils to our six sites, and extended our Schools Access Fund, which provides free access for London schools facing barriers to visiting us.



In November, the Moat at the Tower of London once again became a place of national reflection as we commemorated the end of the First World War. More than 300,000 people came to 'Beyond the Deepening Shadow', to see 10,000 flames lit by Yeoman Warders and an army of volunteers at dusk each evening over eight nights. More than 70,000 attended on the final night alone. Millions more connected through media channels and on social media. The visual spectacle by designer Tom Piper was accompanied by a specially commissioned soundscape by Mira Calix, featuring a choral work with words from war poet Mary Borden's Sonnets to a Soldier. Staff and volunteers from HRP who were involved with the project have described the deep and lasting impression it has made on them, shared by the millions who viewed it from all over the world. In the words of the project's creative producer Eva Koch-Schulte: 'Working on this event made me realise, every day, how big, daring tributes like 'Beyond...' gather our human spirit, honour the sacrifice of those gone and help us look after the fragile flame that is Peace.'



History with a twist.

stories that surprise and are made relevant to today

In 2017, we welcomed the cast and crew of a major period film to Hampton Court Palace, where the Cartoon Gallery and the Tudor Kitchens were 'dressed' in a creative version of their early-18th century appearance. The resulting film, *The Favourite*, released in January 2019, starring Olivia Coleman as an ageing Queen Anne, Rachel Weisz as Sarah Churchill and Emma Stone as Abigail Hill, has proved an Oscar-winning hit. With the buzz around the film driving a renewed interest in Queen Anne and her court, in partnership with Fox Searchlight pictures we staged two displays of costume from the film, in the Queen's Gallery at Kensington and in Hampton Court's Cartoon Gallery.





Throughout a sunny August, Tower audiences sat gripped as a dark tale of false accusations, a sham trial and the execution of an English queen was played out in the shadow of the White Tower. 'The Last Days of Anne Boleyn', written by Michael Fentiman, explored Anne's time at the Tower in 1536, from her imprisonment to her trial and execution. The play, performed twice daily, was heralded by a playful social media campaign **#BoleynisBack** featuring Anne wandering London, visiting her former romantic haunts!

To commemorate the 400th anniversary of Sir Walter Raleigh's death, we recreated his apothecary's garden on its original site outside the Bloody Tower, where he was imprisoned in 1592. Raleigh was fascinated by the healing power of plants and as a high status prisoner, was permitted to cultivate a range of herbs, fruit and flowers to make curative potions, which he documented in detail. Curators worked with members of the Gardens and Estates team to decipher Raleigh's Latin text to discover what he had grown there. 'The Lost Garden' is a permanent feature, so visitors can enjoy fragrant changing seasonal displays.





Autumn saw the publication of two significant titles: *Kensington Palace: Art, Architecture and Society*, by our curators, and *Elizabeth Revealed: 500 facts about the Queen and her world*, by award-winning author, Lucinda Hawksley.



ELIZABETH REVEALED

500 facts about The Queen and her world

LUCINDA HAWKSLEY



The 'Lost Palace' interactive visitor experience won an international award at the Best in Heritage conference in October. The 'IMAGINES Project of Influence 2018 Award' is given to projects that utilise multi-media and new technology.



Spring saw the launch of a new five-week Massive Open Online Course (MOOC) on Future Learn, followed by a second run in October. 'A History of Royal Fashion' features many rarely seen items from the Royal Ceremonial Dress Collection.



Another Raven joined the community at the Tower of London in March. Ravenmaster Chris Skaife named her Poppy, to commemorate the centenary of the end of the First World War.



So splendid was the red tent erected in the East Front Gardens at HCP in October that you would be forgiven for thinking a lavish wedding celebration was in progress. In fact, the tent was a Tudor re-creation, part of the 'Portable Palaces' project, funded by the Arts and Humanities Research Council (AHRC) and led by Dr Alden Gregory, Curator of Historic Buildings with Dr Charles Farris, HRP's Public Historian for the History of the Monarchy. Constructing the tent enables us to develop a new understanding of the meaning, appearance, logistics and construction of Tudor tents and temporary buildings. This is a product of our Independent Research Organisation Status and the project also hosted an academic study day at the palace for 65 people. The tent, which was based on a drawing of one of Henry VIII's tents now in the British Library, will return to Hampton Court Palace in 2020, as part of the commemoration of the 500th anniversary of the Field of Cloth of Gold campaign.



Style and panache.
everything is lifted beyond the ordinary

In April 2018 Hobbs launched their tenth collection in association with Historic Royal Palaces. The 11-piece spring/summer collection was partially inspired by the Great Pagoda at Kew, tapping into the restoration and re-opening of this exotic building in the summer, and by the blue and white Chinese porcelain collected by Mary II and Queen Anne which is displayed at Hampton Court and Kensington Palaces. We worked closely with Hobbs' designers, who were invited to view the restoration of the Pagoda in progress, and to view our archive of over 60,000 pieces of Chinese porcelain.





The Walled Garden is our most ambitious garden project to date at Hillsborough Castle and Gardens. The original garden dates back to the 18th century, when the four-acre sheltered site was used to produce fruit, vegetables and flowers for the house. As part of the Hillsborough project we have re-imagined the garden and re-presented the site to create a beautiful and productive working garden, complete with dipping pond, potting sheds, herbaceous borders and an apple orchard. Many espaliered apple and pear trees were grown against the walls, and these now produce plentiful crops. Much of the produce will be used to provide seasonal, home-grown food in the visitor restaurant.





When HRH the Prince of Wales officially re-opened the restored Great Pagoda at Kew in July, he admired the new iridescent dragons adorning each of the roof levels. But his highest praise was reserved for one very special dragon, Fargesia. This splendid beast (left) was created by 12-year-old Florence, the winner of the 'Blue Peter' competition to design a dragon for the Pagoda. Her drawings of Fargesia, inspired by plants growing in Kew Gardens were translated by 3D printing into a scaled model, which adorned the Pagoda for a year.





'Inside the Tower of London', a four-part documentary series for Channel 5, began in October, and drew over six million viewers during the course of the run. The series, made by Lion TV, juxtaposed the Tower's history with the way it is run today by Historic Royal Palaces, combining ancient traditions with modern conservation and interpretation. It featured Yeoman Warders, curators and Tower residents, including ravens!

On 18 May, we opened the Orangery lawns at Kensington to 1500 members of the public to watch a live screening of the marriage of HRH Prince Harry to Meghan Markle at Windsor Castle.



At Hampton Court, Christmas Past and Present transported visitors back to 1906 as Edwardian Grace and Favour residents prepared for the festive season.



Hillsborough Castle hosted a Victorian Christmas, where visitors made Christmas decorations, listened to festive stories, and even met Father Christmas!



Our Functions and Events team regularly stage showcase events to demonstrate creative approaches to our spaces. In February 2018, the Tower of London was transformed into a menagerie themed fortress for the evening!

As part of the challenge to provide visitors with a better experience, we have replaced our audio-only guides with Digital Visitor Guides at the Tower of London and Hampton Court Palace. At each palace visitors can enjoy site-specific content that guides them through the various tours and can choose from nine languages at Hampton Court and 11 at the Tower. Users are encouraged to delve deeper into the stories through 'Discover More' pages. The DVG offers easy access to the programming at the site through the 'Plan your day' page as well as information on the restaurants and shops available. We are now working on a range of innovations that will be incorporated in future versions of the DVG to further enhance and personalise each visitor's experience on site.





In October we launched the Leading Edge project, with the aim of creating greater consistency of performance across the whole of HRP's Front of House teams. Eleven team leaders have been chosen to participate, and they are developing and using experience-based guides, which they will share with all visitor-facing team members as we work towards our wider 'Seamless and Distinctive' visitor experience ambition. Topics covered by the guides include 'engaging team members', 'managing performance' and how to encourage continuous improvement.

Surprisingly personal.
people welcomed as guests with individual needs

In 2018 we ran our first 'Rise and Roar' quiet sessions in the Magic Garden at Hampton Court Palace. Aimed at children and young people with autism, along with their families and carers, these special sessions admit fewer people than usual and are adjusted with the needs of visitors in mind. We want to make sure that this unique play garden is accessible to all.





This poignant feature garden, 'From Battlefields to Butterflies' was created as part of a partnership between Historic Royal Palaces and the Royal Parks Guild. It was unveiled at the RHS Hampton Court Palace Flower Show in July. The garden, designed by Todd Longstaffe-Gowan and created by Hampton Court's gardeners and volunteers. This commemorated the 24 Royal Parks and Palaces gardeners and park keepers who lost their lives in the First World War, including three of Hampton Court's gardeners. Descendants of the deceased soldiers then placed white crosses in the centrepiece of the garden. The layout and planting scheme of the garden moved from a scene of desolate trenches to a tranquil display of wildflowers and trees, illustrating how the power of nature and the passage of time can heal and transform.

We gave our members magazine 'Inside Story' a facelift and it emerged as a perfect bound magazine, bursting with colourful images and features, interviews and upcoming events.



In April 2018, curator Lee Prosser travelled to Georgia, Atlanta and New York, giving a lecture tour in support of our American affiliate, Historic Royal Palaces Inc. This programme is designed to promote and celebrate our palaces, and share their stories more widely, whilst raising vital funds for HRP.



Our visitor facing teams continue to win awards. In 2018, we were awarded the Visit England Outstanding Contribution to Tourism award, in recognition of the powerful draw our sites have for domestic and international visitors.



15 apprentices worked across various HRP Departments during the course of the past year. Mehfuz Ahmed (pictured) is one of our 8 Visitor Services apprentices.

Money Matters

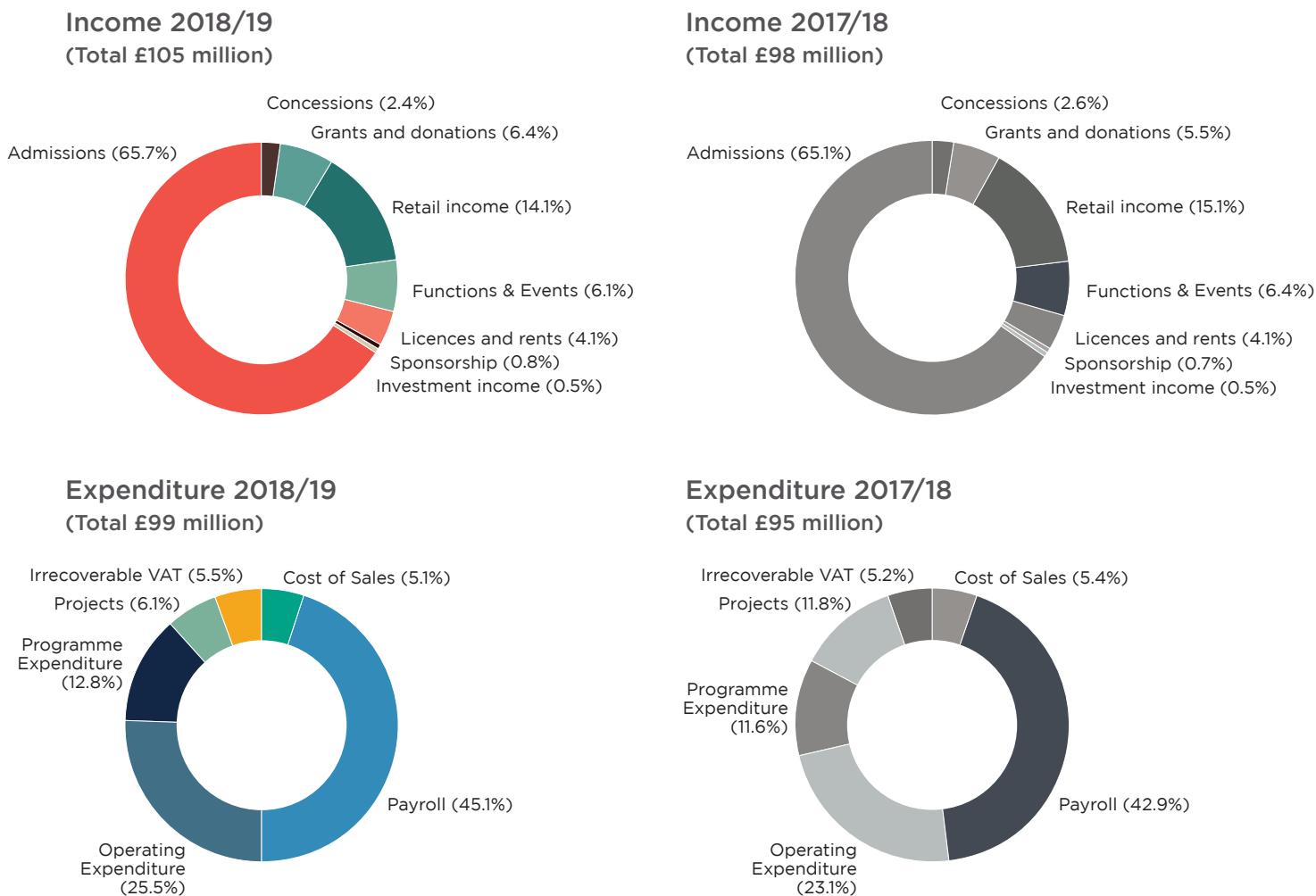
With 5,027 million visits to our palaces and gardens in 2018/9, we have surpassed our visitor targets in-year and seen an increase of 6% on 2017/18.

Admissions income raised £69.2 million – 65.7% of our total income streams and 0.6% more than 2017/18.

Income from retail, functions and events, licences and rents, catering, and sponsorship totalled £29million, an increase of 2% from £28.3 million in 2017/18.

Grants and donations totalled £6.5m, 20% higher than the £5.4m received in 2017/18.

The strong financial performance this year has meant that we are able to allocate funds to cover the cost of future projects in our strategy for the next three years and beyond. These include a major exhibition and festival to mark the 500th anniversary of the Field of the Cloth of Gold, and a future blockbuster fashion exhibition at Kensington Palace. Alongside these projects we will continue to invest in the maintenance and conservation of the palaces, collections and gardens in our care.



Visitor trends

	2014/15 (000's)	2015/16 (000's)	2016/17 (000's)	2017/18 (000's)	2018/19 (000's)
Tower of London	3,077	2,794	2,781	2,810	2,904
Hampton Court Palace	582	595	934	984	919
Kensington Palace	400	394	424	650	544
Banqueting House	58	42	52	47	44
Kew Palace	134	138	222	224	294
Hillsborough Castle	3	6	14	16	14
Total	4,254	3,969	4,427	4,733	5,027

The Board of Trustees for the year ended 31 March 2019

Rupert Gavin, Chairman

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 & UCI Cinemas Group. 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, principally through his company Incidental Colman. His productions/co-productions have won 12 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 was Master of the Worshipful Company of Grocers and a Governor of Oundle School until July 2018.

Rupert read economics at Magdalene College, University of Cambridge. After graduation he took a copywriting role at Sharps advertising agency; becoming an equity partner in the firm before it was sold to Saatchi & Saatchi. While working at Sharps he established close links with Dixons Store Group and would eventually go on to become Deputy Managing Director. 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 was appointed Chief Executive of BBC Worldwide and was a member of the BBC Executive Committee for seven years.

Zeinab Badawi

Zeinab was born in the Sudan and her family moved to London when she was two years old. She studied Philosophy, Politics and Economics at Oxford University and took a Masters Degree in History and Anthropology at SOAS London University.

She has extensive experience in television and radio and is best known for her work on the BBC's 'Hard Talk', 'Global Questions' and World Debates. Through her own production company, she has produced and presented many programmes, including most recently the definitive TV series of Africa's history in association with UNESCO. Zeinab has been awarded two honorary doctorates for her services to broadcasting.

Zeinab's awards include International TV Personality of the Year (the Association of International Broadcasters), the President's Medal by the British Academy, the May Chidiac Lifetime Achievement award and the MVISA Movie and

Video Industry Lifetime Achievement award. She has also been named several times in the 'Power List' as one of Britain's top 100 most influential members of the black community, and in 2018 she was named one of the top 50 most influential African diaspora members by African Leaders Magazine.

Zeinab has held numerous Board positions. She is currently the Chair of the Royal African Society, a trustee of BBC Media Action (the charitable arm of the BBC), and a trustee of Hampstead Theatre.

Professor Sir David Cannadine

Sir 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 15 books, including *The Decline and Fall of the British Aristocracy*, G M Trevelyan: A Life in History, Mellon: An American Life, George V: The Unexpected King, Margaret Thatcher: Life and Legacy and *Victorious Century: The United Kingdom, 1800-1906*.

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 is a former Chair of the Trustees of the National Portrait Gallery. He is the Vice-Chairman of the Westminster Abbey Fabric Commission, a Trustee of the Wolfson Foundation and President of the British Academy.

Sir David retired as Trustee of Historic Royal Palaces in January 2019.

Bruce Carnegie-Brown

Bruce Carnegie-Brown is Chairman of Lloyd's of London and a Vice Chairman of Banco Santander SA. He is also President of the Chartered Management Institute and a Deputy Lieutenant of Greater London. He is a Past-President of the Institute of Financial Services, former Chairman of Moneysupermarket.com Group plc, and a Fellow of the Chartered Institute of Bankers.

He is a member of the Prime Minister's Financial, Professional and Education Services Council. Previously he spent nine years as a Trustee of the Shakespeare's Globe Trust

Ajay Chowdhury

Ajay Chowdhury is Partner and Managing Director at BCG Digital Ventures. He was formerly CEO of Seatwave, a European online ticketing marketplace that was sold to Ticketmaster. Prior to this, he was CEO of ComQi, a global omni-channel retail technology company before which he co-founded IDG Ventures Europe (IDGVE), a \$100m European venture capital fund.

At IDGVE he was the founder investor, Chairman of Shazam and also invested in and served on the board of Lionhead, a games developer, sold to Microsoft. Prior to IDGVE Ajay was CEO of LineOne, a joint venture between United News and Media and British Telecom, which he grew into one of the UK's largest portals and ISPs.

He was Deputy Chairman of the British Screen Advisory Council and has been Non-Executive Director of the Department for Digital, Culture, Media and Sport.

Baron Houghton of Richmond in the County of North Yorkshire

Lord Houghton is a former United Kingdom Chief of Defence Staff - the professional Head of the UK's Armed Forces. He stood down in July 2016 and is now the Constable of The Tower of London and a Cross-Bench Peer in the House of Lords.

Lord Houghton joined the Army in 1973. He was commissioned from Sandhurst into the Green Howards, a Yorkshire Infantry Regiment. In his early twenties he undertook an in-Service degree in Modern History at St Peter's College, Oxford. In a 43-year military career he served seven times in Northern Ireland earning operational awards as both a Commanding Officer and a Brigade Commander in Belfast. He was the Deputy Commander of the Multi-National Force Iraq in 2005-6 for which he was awarded the US Legion of Merit. He was the Chief of Joint Operations from April 2006 to May 2009, in charge of all overseas operations of UK Forces, including the final extraction from Iraq. He was both Vice Chief of the Defence Staff then Chief of the Defence Staff over the period 2009-2016 during the time of two Strategic Defence Reviews and the end of combat operations in Afghanistan. He was the Colonel Commandant of the Intelligence Corps and the founding Colonel of the Yorkshire Regiment.

On leaving the Army, he established his own consultancy company, which specialises in giving strategic advice to multinational corporates. He also advises a number of technical start-ups. He is a Trustee of RUSI, the Royal Armouries and The HM Tower of London Chapels Royal Foundation. He is an Honorary Fellow of St Peter's College, Oxford and a Deputy Lieutenant of Greater London.

Jane Kennedy

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 palaces.

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 was Surveyor to the Fabric of Ely Cathedral from 1994 to 2017 and oversaw a period of major restoration within the Cathedral and its precincts.

Jane has served as a Commissioner for English Heritage, and she is also Trustee of the Chiswick House and Gardens Trust and a member of the Canal and River Trust's Heritage Advisory Committee. She is the Co-Chairman of the Historic England Places of Worship Forum and Chairman of the Cathedral Architects Association. She is a Lay Canon of Christchurch Cathedral, Oxford.

Tim Knox

Tim Knox was appointed Director of the Royal Collection by HM The Queen in 2018. Prior to that he was Director and Marlborough Curator of the Fitzwilliam Museum between 2013 and 2018, where he made a number of important acquisitions and planned the Museum's masterplan, *New Ways In*. He was Director of Sir John Soane's Museum in London between 2005 and 2013. Here he restored Sir John Soane's glittering architectural treasury to its appearance in 1837, just as its founder wished, and converted the neighbouring houses to provide facilities for the museum.

Brought up in Nigeria and Fiji, he studied History of Art at the Courtauld Institute of Art. He was Assistant Curator at the Royal Institute of British Architects Drawings Collection 1989–95, and moved to the National Trust, first as its Architectural Historian, becoming its Head Curator in 2002. He is a Fellow of the Society of Antiquaries of London and a Member of the Society of Dilettanti. He is Co-Patron of the Mausolea and Monuments Trust, which he helped found and Chaired 2000–2004. He currently sits on the Advisory Panel of the National Heritage Memorial Fund and is a Director of Yale University Press.

He regularly lectures and writes on aspects of architecture, sculpture and the history of collecting. Publications include Sir John Soane's Museum London (2010), and The British Ambassador's Residence Paris (2011).

Carole Souter CBE

Carole Souter is Master of St Cross College, University of Oxford. She is the Chair of the Board of Visitors of the Oxford University Museum of Natural History, and a Trustee of the Oxford Preservation Trust, the Horniman Museum and the London Emergencies Trust. She is also a Lay Canon of Salisbury Cathedral.

Carole was Chief Executive of the Heritage Lottery Fund from 2003 to 2016. She previously worked in the Departments of Health, Social Security and the Cabinet Office, before moving out of the civil service.

She was elected a Fellow of the Society of Antiquaries of London in 2014. In 2018 she became a Trustee of the Hung Cheng and Baroness Olga Knoop Trust for Ophthalmic Research.

Sir Michael Stevens KCVO (Deputy Chairman)

Sir Michael Stevens is Keeper of the Privy Purse, Receiver General of the Duchy of Lancaster. He is a Trustee of The Royal Collection Trust and the Military Knights of Windsor.

Sir Michael was Finance Director of The Royal Collection Trust from 1995 to 2014. He was a Governor and Member of Council, King Edward VII Sister Agnes Hospital from 2010–2019 and Chairman of the hospital's Audit and Investment Committee 2013–2019.

Formerly a Senior Manager with KPMG, his career included working in the UK and the Middle East between 1979 and 1995.

Sue Wilkinson MBE

Sue has held a number of prominent roles within the arts and education. She was Chief Executive of the Reading Agency from January 2014 to July 2019. Prior to this she was Director of UK Academic and Government Alliances at Elsevier.

Sue read history at Clare College Cambridge, trained as a teacher and did a post-graduate course in museum education at the University of Leicester. As Director of Policy at the Museums, Libraries and Archives Council (MLA) she created the groundbreaking quality and impact framework, *Inspiring Learning for All*, which is now used in museums, archives and libraries all over the world.

While at MLA she worked with public libraries and their partners to deliver a wide range of programmes, and with local museums to establish, and secure funding for the Renaissance in the Regions programme.

She was awarded an MBE for services to museum education in 2014. Sue was previously a Trustee of the Yorkshire Sculpture Park and Handel House Museum.

M Louise Wilson FRSA

Louise is a British business leader and a Fellow at Harvard University where she lectures in Global Leadership.

She established her career at Accenture and gained her marketing and commercial expertise in prominent roles at Procter & Gamble, PepsiCo and The Coca-Cola Company. Louise founded Signature Sponsorship Ltd, an international marketing and sponsorship company, and following London's successful bid, was appointed as the Client Services Director of the London 2012 Olympic and Paralympic Games.

Louise serves as an active Non-Executive Director across diverse organisations spanning education, tourism, visitor attractions, heritage, culture, faith, diversity and local community, including: the DRET Academy Trust, the University of Nottingham, the International Women's Forum, The Marketing

Group of Great Britain, Harvard Vatican Leadership Trust, Windsor & Eton Town Partnership, The College of St George, Windsor Castle and as Trustee and Advisor to the Queen's Commonwealth Trust. Louise is an elected Fellow of the Royal Society of Arts.

Professor Michael Wood

Michael Wood is a historian, broadcaster and the author of many highly praised books including *In Search of the Dark Ages*, *Domesday*, and *In Search of Shakespeare*.

He has made over 120 documentary films, among them *In the Footsteps of Alexander the Great*, *Conquistadors* and *The Story of India* – each of which was accompanied by a bestselling book. His *Story of England*, the tale of one village through history, was praised by the *Independent* as 'the most innovative TV history series ever.'

Michael was born in Manchester and educated at Manchester Grammar School and Oriel College Oxford, where he did post-graduate research in Anglo-Saxon history, on which he has written many academic articles. He is professor of Public History at the University of Manchester and recently received the British Academy's President's Medal for outreach in history.

Michael became a Trustee of Historic Royal Palaces in March 2019.

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