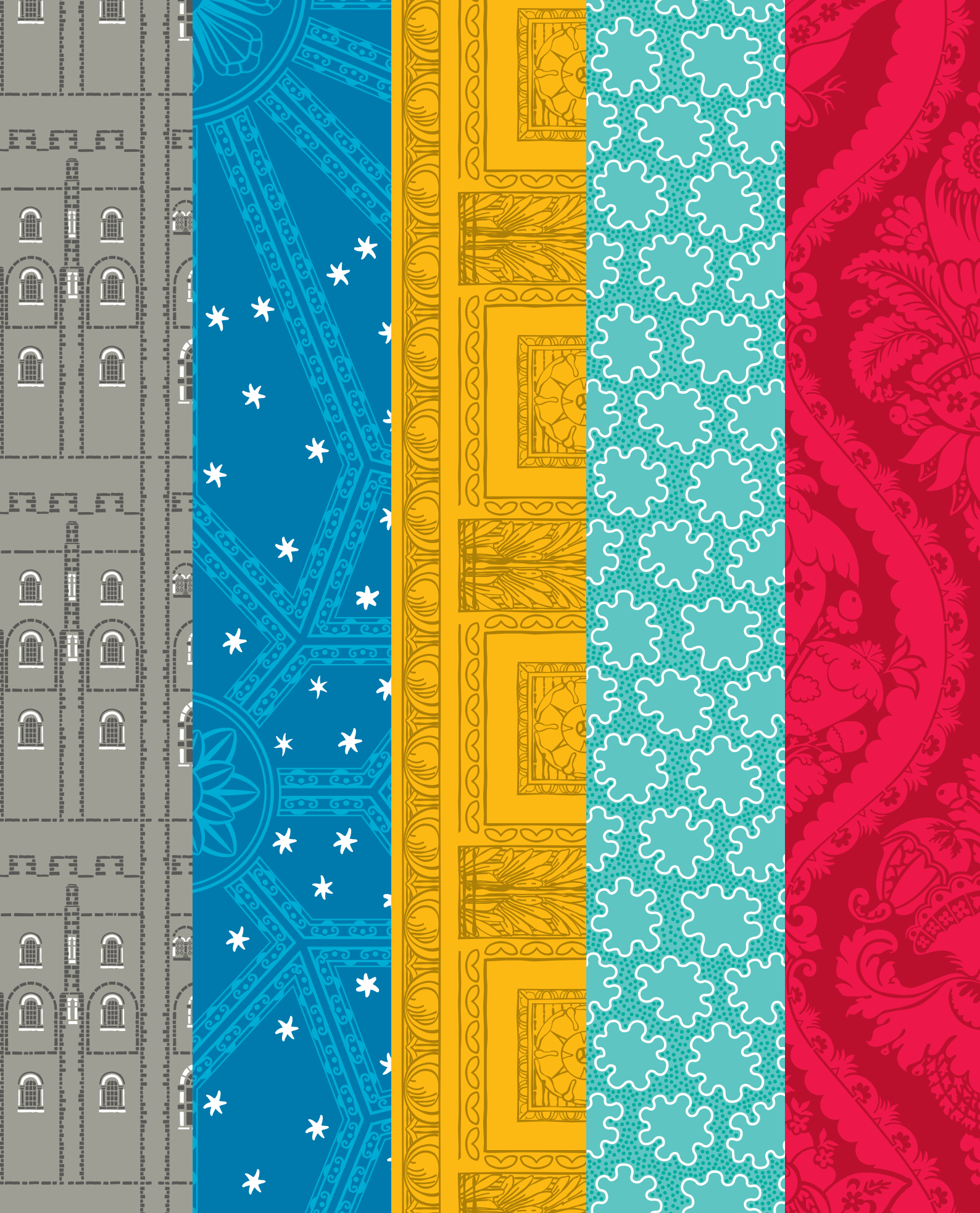


Historic Royal Palaces



Annual Review 2010/11





Historic Royal PALACES

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

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



Tower of London



Hampton Court Palace



Banqueting House



Kensington Palace



Kew Palace

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Edward the Baboon escapes from the Tower menagerie into one of our new books, *Royal Beasts*.

Welcome to another chapter in our story

The successes of 'Henry 500' in 2009 and the impact of Kensington's 'Enchanted Palace' really raised the bar for our work in 2010/11 as we prepare for the crescendo of 2012. Buildings and collections are being conserved, exciting discoveries made, new stories of monarchs and people created and staff trained, all ready for next year and beyond.

Our work is guided by four principles:

Guardianship

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

Discovery

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

Showmanship

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

Independence

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

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

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

'Just how I remember it!' King Henry VIII and his wife Katherine of Aragon admire our award-winning digital recolouration of the *Oath and Departure of Eliezer* tapestry at Hampton Court.



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CAVILLI ET ANTIQVARIIS ANTIQVARIIS

Chairman reflecting on 2010/11

This review tells the story of another excellent year for Historic Royal Palaces. We delivered the conclusion of some significant projects, notably at the Tower the conservation of the White Tower, which now gleams again after the removal of the grime of centuries, the Brick Tower and the first section of the North Wall Walk, and at Hampton Court Palace the conservation of the arms and armour in the King's Guard Chamber. At the same time, we carried out much important work for the future as our programme of other major projects to transform the visitor experience at our palaces proceeds towards 2012. These include Kensington Palace and its gardens, the re-presentation of the Crown Jewels and the Royal Kitchens at Kew. For all these projects, we are extremely grateful for the generous contributions from many sources that make our ambitions achievable.

Our palaces continued to attract great numbers: 3.26 million visitors in 2010/11 was the second best year since 1998, in spite of the Icelandic volcanic ash cloud. Coupled with strong commercial performance in Retail, Functions & Events and Fundraising, we ended the year financially confident of being able to deliver the next phase of our future plans.

In its review of Public Bodies, the Government looked at options for the future of the heritage sector including Historic Royal Palaces. Ministers agreed with us that in 12 years as an independent charity, we have become renowned and respected for the quality and focus of our work in caring for palaces. This has been achieved by developing a very successful business model that eliminates the need for any funding from the Government or the Crown and is often held up as a potential model for others. It has created an innovative, customer-focused and cost-effective organisation with highly-motivated staff. All of these strengths, combined with our unique organisational Cause and our expertise and skills in caring for historic buildings, position us as the best organisation to continue our work. We greatly appreciated the many messages of support that we received during this review and were naturally pleased that the final outcome recommended no change to our current arrangements.

My final thanks as ever go to the staff, volunteers and members of the Campaign Board of Historic Royal Palaces for their dedicated hard work, and to the Board of Trustees who have again been a source of great strength. Among this wide group, I would especially like to pay tribute to the contributions made by John Hamer, who retired after six years as a Trustee, and Rod Giddins who retired as Palaces Group Director after eight years' service on the Executive Board. I was delighted to welcome Ian Barlow to the Board of Trustees in November 2010. He has been Chairman of our Campaign Board since July 2008.

Charles Mackay



Charles Mackay, Chairman (left) and Michael Day, Chief Executive.



Chief Executive looking ahead

We look forward to the next year with its twin challenges — to put on another great show in 2011 for the millions of people who will come to enjoy our palaces while keeping in mind that we have less than 12 months to bring our current major projects programme to a successful conclusion for the Diamond Jubilee and Olympic year.

Our teams are working flat out on many fronts to ensure 2012 is one of our most exciting years yet. Kensington Palace is being transformed — this £12 million investment will open up the palace, provide improved facilities and tell its fascinating stories in new ways. Over at the Tower, designs are finished for the re-presentation of the Jewel House and we have all the necessary plans in place to complete this by next Easter. Meanwhile at Kew, the unique surviving Royal Kitchens of George III are being carefully conserved and restored in time for another grand opening.

Beyond the glamour of the new projects, our conservation work on the palace buildings, contents and gardens will continue unabated. Great Hall Court at Hampton Court and the Flint Tower at the Tower of London are our two latest major projects within the conservation programme. Meanwhile, our core education offer at the Tower and Hampton Court is being enhanced with a new programme called 'Palace Explorers' at Kensington. We're planning further expansion of our online activity, both on our website and through all the social media channels, and we have additional commercial investments happening with new shops and restaurants at Kensington and the Tower.

We're delighted also to be planning to play a full part in the nation's celebrations for the Diamond Jubilee and the Olympics. The transformation at Kensington, the re-presentation of the Crown Jewels and conservation of the White Tower at the Tower of London and the Royal Kitchens at Kew form our contribution to the Diamond Jubilee and the Olympics. Hampton Court Palace has also been confirmed as the venue for the Cycling Time Trials. Added to all this is the programme of other Historic Royal Palaces' exhibitions, events, academic conferences and media partnerships that together will make up a great crescendo of activity for 2012. We are looking forward immensely to being part of what will be a great year for the nation.

Michael Day



Guardianship

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



Guardianship



The Tower of London's White Tower is once again white, following the completion of Historic Royal Palaces' largest ever conservation project. After three years of scaffolding, cleaning and polishing, 709 new stones, 1,367 re-fixed stones and 36 tonnes of lime mortar, the fabric of one of London's most iconic buildings is now conserved and gleaming ready for the Diamond Jubilee and the Olympics in 2012. This major project, costing £2 million and supported by Man Group plc Charitable Trust and other generous donors, offered a number of apprentices a chance to develop new skills while our 'Chance of a Lifetime' initiative enabled 5,500 education visitors to tour the project site and learn about this unique building.

The Royal Wedding in April 2011 saw many staff throughout the organisation preparing for the celebrations. Once Prince William and Catherine had named the day, our textile conservators began 1,000 hours of detailed conservation work on our unique collection of historic royal wedding dresses (dating from 1816 to 1963) that are cared for at Kensington Palace. The project culminated in a display of carefully conserved gowns to which the world's media had exclusive access just before the wedding itself.



Previous page: 'Behold, the mighty White Tower gleams again!' A three-year conservation project comes to an end.

Left, top and above: Textile conservators work on royal wedding dresses.

Top right: 'Chance of a Lifetime' students learn about White Tower stones.

Right: A Fuseliers' Museum conservator prepares a uniform for display.

Far right: The new palace gardens at Kensington spring into life.





At Hampton Court Palace, William III's splendid collection of 2,937 pieces of arms and armour went back on display in the King's Guard Chamber following a three-year conservation project. It was a chance to showcase our 'Ask the Conservator' programme which included several live 'spit and polish' displays as conservators demonstrated what is, naturally, the best way to clean leather. The team were delighted when another of their visitor displays, the ground breaking dynamic lightshow 'Henry VIII's tapestries revealed', won the Innovation Award at the Museums & Heritage Awards 2011. Meanwhile at the Tower, working with the Royal Regiment of Fusiliers, we managed the conservation of over 400 objects ready for the April 2011 re-opening of the Fusiliers' Museum.

This year, the profile of our conservation research and expertise has been more widely recognised at an international level. Historic Royal Palaces is now assisting in developing EU standards for conservation and an increasing number of our research papers have been presented at international conferences.

Highlights of various building projects at Hampton Court included conservation of the East Front, improvements to the Kingston Gate entrance, and a

After conservation work on the painted and glazed 'Empress roundel', this spectacular sculpture was remounted on a replica 16th-century decorative frame in the Great Watching Chamber at Hampton Court Palace.



Conservators demonstrating traditional 'spit and polish' while cleaning leather bandoliers and ammunition pouches as part of the large-scale project to conserve William III's arms and armour, completed in 2010.

significant discovery made during our major conservation project to repair the roof of the Royal Tennis Court. Ring dating of the roof beams revealed the timbers were felled in 1636 — earlier than previously thought — confirming that the roof is a rare example of Inigo Jones' work. We were also delighted when Hampton Court Palace's Base Court resurfacing project (completed in 2009) was highly commended in the landscape category of the Stone Federation Natural Stone Awards 2010.

In addition to the White Tower, work was completed on opening the Brick Tower and the first section of the North Wall Walk in preparation for the 'Royal Beasts' exhibition. Cleaning and repairs to masonry of the Flint Tower and surrounding area will allow a second section of the Wall Walk to open in 2011, providing visitors with new views out over London.

Finally, the Garden and Estates team got their chance to start landscaping the new public garden at Kensington Palace. We have already planted 20-year-old yew trees, sourced topiary from Antwerp and laid 2,200 square metres of new turf.



Discovery

Learning is at the heart
of everything we do



THIS
WAY
NEXT





Historic Royal Palaces
TOWER OF LONDON

TOWER OF LONDON Archaeology and Discovery Weekend



17
JULY
2010

Free
fun!

Suitable for all the

A whole fun weekend of activities on the Tower of London. Discover the secrets of archaeology and history. On the Wharf, take part in all activities on the Tower and the Thames.

For more information visit www.tlp.org.uk

A poster for the ever-popular Tower Archaeology and Discovery weekend.



Discovery



Despite declining education numbers in other heritage and museum organisations, we welcomed 194,000 education visitors to our three main sites in the course of the year. User satisfaction ratings with the service in 2010 were higher than ever before. Continued investment in the core work and development of special initiatives such as the White Tower conservation learning programme have enhanced what is on offer.

In March we were delighted to learn of the Clore Duffield Foundation's decision to award a grant of £500,000 to create a dedicated new learning

Previous page: Musical 'Detectors' captivate a group of visitors at the Enchanted Palace, Kensington.

Opposite top left and right: Following half term performances of *All the King's Fools* from professional fool Peet Cooper and the Misfits Theatre Company, the Education team organised two inspiring workshops for school children, some with profound learning difficulties, at Hampton Court Palace.

Below left: 'Palace Explorers' begin a journey of discovery at Kensington.

Above: A new guidebook for the Banqueting House was among several new titles published this year, which included our first children's activity book, *Royal Beasts*.

Right: Participants of an Outreach and Community Involvement project at Kensington enjoy a nice cup of tea — served in a beautiful tea-set they made themselves! Working with ceramics artist Kay Aplin, they were inspired by the blue and white porcelain collected and displayed at the palace by Queen Mary II.



centre for Kensington Palace as part of our major project. Kensington has also been the focus of 'Palace Explorers', an innovative outreach programme with primary schools in the Royal Borough of Kensington & Chelsea and inter-generational groups of the children's families and friends. Personal and social skills, and building a new constituency for heritage, have been at the project's heart.

Our expanding adult education programme at Kensington and Hampton Court palaces and more recently the Tower, has brought new people into the palaces and introduced them to new subjects: historic gin tasting sold out the fastest! We have also continued building our digital reach through the development of online learning resources.



The Outreach and Community Involvement team continues to provide inspiring projects including popular storytelling sessions about the Koh-i-Nûr diamond at the Tower, artist-led craft and knitting projects at Kensington, creative workshops inspired by Hampton Court's state beds, taken to bed-bound residents of local nursing homes, and a continuing youth programme.

The work of the Access team was recognised in December when they won the UK Jodi Award 2010 for Digital Access Online presented for their online British Sign Language visitor information videos. Other work by the team this year included new signage and maps of accessible areas for wheelchair users.

Hampton Court Palace hosted its first Citizenship ceremony in which 15 people were granted British citizenship in a moving ceremony in the King's Guard Chamber. The ceremony was attended by the Mayor of Richmond upon Thames, who declared himself 'very impressed'.

In addition to their involvement in a varied programme of adult education talks and lectures, media appearances and writing articles, papers and books,



Left: Knit one, pearl one... this remarkable set of knitted Crown Jewels was made by three elders groups - Positive Age, Open Age and Departures - assisted by our Community Partners, Stitches in Time. The highly accurate replicas are on display in the Room of Power in the Enchanted Palace, Kensington.

Above: Fifteen new British citizens with the Lord Mayor of Richmond upon Thames at Hampton Court Palace.



Right: One of three new curatorial interns examines the Duke of Windsor's safari boots.



curators have been preparing for the completion of our major project at Kensington Palace. Research, archaeological investigation and negotiations for the large number of loans continue, promising a fascinating new visitor experience exploring the public reign and private life of Queen Victoria. Curators have also been researching and developing the interpretation of the Royal Kitchens at Kew, which will open in 2012.

In July, Historic Royal Palaces was awarded full Museum Accreditation by the Museums, Libraries and Archives Council, confirming we measure up to the nationally agreed standards for all museums in the country. We also recruited for our first funded curatorial internships, and three new interns took up post in the autumn.

The Publications team produced the new *Banqueting House Guidebook* (published May 2011) and *Curators' Choice*, co-published with Scala. As the year ended, *The really useful guide to the Kings and Queens of England* and our first children's craft book, *Royal Beasts*, went to press. We also updated our *Royal Wedding Dresses* book, now featuring on the front cover the newly-wed Duchess of Cambridge in her much-talked-about Sarah Burton creation that was partly made at Hampton Court Palace by the resident Royal School of Needlework.

Welcome to Kensington: a palace for everyone

It's been a really busy year at Kensington, as the project to re-present the palace gathers momentum. We launched the public appeal in May 2010, helped by Queen Victoria, Prince Albert and Dash the dog, who all very kindly dropped in on launch day!

The grounds around the palace have been cleared and opened up, which gave curators and archaeologists chance to investigate the original foundations of the building before the new ones were laid. The new gardens are growing apace: the 'wiggly walk' is taking shape, and the planting of mature shrubs and trees added an instant dramatic effect. As the ground was levelled and modern extensions to the palace removed, some previously hidden historic features have come to light. These include a sequence of mid-19th-century sealed-up cupboards and a swathe of late 19th-century verditer wallpaper with a decorated border, all helping curators to fill in missing gaps in Kensington's history.

We've been making a photographic record of building progress. With a project of this size and scale we also thought it would be great to record and celebrate the people side of the project — individual jobs, names and faces which might otherwise be lost or forgotten if not captured anywhere else. The idea of a time capsule was born, which will be buried in the centre of White Court at the heart of the new palace. The main contents of the capsule will be a series of sepia photographs of palace people, complete with handwritten names and descriptions, plus audio recordings.









Showmanship

We do everything with panache



Showmanship

As we approached the end of the year, our immersive, theatrical, award-winning Enchanted Palace experience at Kensington Palace was about to move into its third and final phase. It has been the most radical presentation project ever undertaken by Historic Royal Palaces. Creating it has been an adventure and an experiment, yet it will transform our methods of working, our audience and the way in which our visitors engage with our history.

Since opening in March 2010, visitor numbers to Kensington have exceeded targets by over 11 per cent, and many of these people are new to us, attracted by the unusual nature of the Enchanted Palace experience at a historic site.

Previous page: As part of our ongoing relationship with Culture 24, Kensington Palace hosted the national launch of the 'Museums at Night' initiative at the Enchanted Palace in March 2011. It featured the scheme's ambassador, television presenter and BBC 6 Music DJ Lauren Laverne (pictured). The organisers of this exciting initiative described the Enchanted Palace experience as 'exemplifying everything we are trying to encourage: doing things differently and trying new things to bring in new audiences'.

Left: Kensington's Enchanted Palace experience proved an adventure for all, creators and audiences alike. The second phase opened with spectacular new installations including the giant puppets devised by designer Paul Costelloe and built by Brian Jobbins and Myriddan Wannell.

Right: Evenings in May, June and August put the theatre back into the State Apartments, with hundreds of guests creating a real buzz. 'Peter the Wild Boy's Ball' in August attracted over 700 people, who ate, drank and danced the night away on the Orangery lawns.



There are now many more families visiting the palace. Enchanted Palace has also spawned a successful viral game on our website, won media industry awards, inspired our first-ever late-night openings and provided an imaginative platform for our education and community programmes.

The delivery of Enchanted Palace and the preparation for the 2012 reopening has required a transformation in staff culture and training. Kensington's front-of-house staff now comprise three dedicated, expert teams who, with training from creative partners WildWorks, have sought to develop an engaging storytelling style and a five-star welcome experience. At the same time volunteers at Kensington Palace have trebled in number and increased in diversity.



At Kew Palace, to coincide with the 250th anniversary of George III's accession, curators acquired a portrait of the King's favourite architect, Sir William Chambers (after Joshua Reynolds, c1723-92). This now hangs in the Library at Kew Palace, enhancing the display of personal items once belonging to the King and his family, which also includes a newly-acquired love letter to her husband from Queen Charlotte. New for Easter 2011, we have created a small display of 18th-century caricatures of George III, many by James Gillray and Richard Newton, kindly loaned by Lord Baker of Dorking.

As work continues in researching and acquiring loans for the new displays at Kensington, we were delighted to receive the gift of a music book once owned by the Duchess of Kent, Queen Victoria's mother.

The top floor of the recently-conserved White Tower is now host to a new permanent exhibition, 'Powerhouse', created by the Royal Armouries in partnership with Historic Royal Palaces, exploring the institutions of the Tower (which over the centuries included the Royal Observatory and Royal Mint). This year two ships paid Constable's Dues to the Tower's 159th Constable, General The Lord Dannatt. In June 2010 a shore party from the French naval vessel *Latouche-Trouville* marched to the Tower and paid the first ever Constable's Dues received from a Continental European ship. In February 2011, Tower visitors were treated to another view of the colourful ceremony, when the British naval vessel *HMS Westminster* arrived through Tower Bridge.



Left: Costumed interpreters at Hampton Court had another great year, with a series of special events including a highlight 'Henry's Honeymoon' in July, an evening celebration which ended with a firework display.

Above: A new permanent exhibition 'Powerhouse', created in partnership with the Royal Armouries, opened on the top floor of the White Tower.

Middle right: The captain and crew of the French naval ship *Latouche-Trouville* paid the Constable's Dues in June 2010.

Right: An unfinished extract from the memoirs of George III, dated 25 October 1760, the day he became king on the death of his grandfather.



Royal Beasts



The extraordinary animal sculptures by Kendra Haste (pictured above with the lion) arrived at the Tower in the weeks before the opening of *Royal Beasts* in May 2011. A lion, a polar bear, an elephant and a troupe of baboons will be permanently situated around the Tower



Independence

We challenge ourselves to find
new ways to do our work

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BE PART OF
ITS FUTURE**

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Kensington Palace as you'll never see it again, featuring magical new light works by Chris Levine.

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New exhibition

Tower Hill

Royal Beasts

For 600 years London's most exotic visitors were held captive. Unlock the Royal Menagerie, only at the Tower of London.



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Man

Members go free
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Step through the magnificent Tudor façade of Hampton Court Palace and you'll discover a breathtaking Baroque palace beyond.

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The Great Maze • The Chapel Royal • Over 60 acres of beautiful gardens

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We've really embraced the opportunity to engage with our audiences digitally this year. We've blogged as Peter the Wild Boy, produced Tudor sing-along and cook-along videos, launched our first ever app, 'Escape from the Tower', opened a Virtual Menagerie and grown our social media following by over 400 per cent.



www.hrp.org.uk/ipalaces

Independence

Our £20 million fundraising campaign achieved another record year in 2010/11. Fundraising for 'Welcome to Kensington - a palace for everyone' neared the £5 million mark with over £1.6 million raised during the course of the year. We received notable support from the Clore Duffield Foundation, the J Paul Getty Junior Charitable Trust and the Wolfson Foundation, among others. We are very grateful to all our supporters of this campaign (listed on pages 42-3).

In May 2010 we also launched our first-ever public appeal, with Queen Victoria, Prince Albert and Dash the dog (Victoria's beloved childhood pet) encouraging visitors and supporters to either 'Join Kensington's Historic Royal Family' or 'Capture a moment in Kensington's History'.



Left: Our marketing and PR campaigns were shortlisted for a number of awards this year, with eye-catching posters proving highly effective in stimulating visits from all our target audiences.

Above: The 'BIG Hampton Court Palace Poster' competition was a hit with the local family audience, attracting over 1,400 entries.

Right: Queen Victoria and Prince Albert turned up in May 2010 to help launch our public appeal for Kensington Palace.



In early 2011, we celebrated the completion of the White Tower conservation project, and thanked the Man Group plc Charitable Trust for their remarkable support, along with the other donors and sponsors of this project.

We undertook our first website survey to understand better the experience and needs of our online audiences. We were pleased that the research showed high levels of satisfaction and engagement: 90 per cent of website visitors were satisfied, very satisfied or extremely satisfied. Nonetheless, we took the opportunity to refresh the home pages and further improve navigation. It was good news for online sales too, up 21 per cent year-on-year.

Our advertising for Enchanted Palace at Kensington won the *Campaign* magazine media award in the Leisure and Tourism sector while our marketing and PR campaigns were shortlisted for a number of awards. In a year where we further increased our marketing investment generally, our research showed that the effectiveness of these campaigns in stimulating visits from all our target audiences continued to grow.

Our Travel Trade team continued to build business from all our key inbound and domestic markets and celebrated the first year of sales over £10 million, a real achievement in a year of challenges for inbound tourism to the UK.

Increased ticket sales have been stretching our outdated system to the limit. After a period of research and a comprehensive tendering process we appointed a new supplier with a fast, flexible and efficient new system, to be implemented in early 2012. We also identified our current warehouse as inadequate for the needs of the business, so in July we moved all our staff and stock to a larger site in Croydon. This new facility will provide us with a professional stock distribution operation that can support retail sales growth in a more efficient manner.

The increased numbers of visitors helped the Retail team to have a great year. With the new Crown Jewels shop performing well, new brand licensing agreements, designer products (including an exclusive range by William Tempest for Kensington) and a new relationship that has seen a range of our licensed greeting cards on sale in Paperchase, profits have been boosted to record levels.

After a challenging time due to the recession, the Functions & Events teams enjoyed a far more successful year. High profile events at the Banqueting House included the spectacular 'Surrealists' Ball' charity fundraiser, for which most of the decoration was displayed upside down. At Kensington Palace, a number of large-scale events, including the post-première party for the film *Sex in the City 2* and our first fashion event held in Apartment 1A, all contributed to the most successful year on record. At Hampton Court an array of mainly Tudor-inspired events saw the Great Hall come alive with hundreds of guests dressed in Tudor costume, Fountain Court transformed with a marquee, and at the end of the year, our first-ever dinner held in the Tudor Kitchens.

The Membership team ran an extended programme: events were hosted by Alison Weir, Amanda Foreman, Kate Williams, Bernard Cornwall and Lucy Worsley, among others. Membership reached nearly 39,000, contributing over £900,000 to our work.

We continued to invest heavily in staff training and development. Attention was focussed on improving efficiency through an action learning project, and we produced people plans to drive up standards and further improve our front-line customer service in all areas.



Below: Heston Blumenthal helps present the CBS 'Early Show' from the Tower in the week of the Royal Wedding.

Right: Pirates at the palace! Johnny Depp as Jack Sparrow in *Pirates of the Caribbean: On Stranger Tides*, one of three major motion pictures to have been filmed at Hampton Court Palace this year.





Hampton Court Palace was the location of a series of high profile filming projects over the course of the year. HM The Queen's Christmas address was filmed in the Chapel Royal and three major feature films spent 36 days on location in the palace courtyards, interior rooms and gardens. The palace was transformed in spectacular ways, with many visitors enjoying watching the action unfold. The film crews worked closely with our PR team, ever-vigilant preventive conservators and front-of-house staff to ensure these huge operations were carefully managed.

The year ended in a whirl of activity for the PR team, as a severe case of Royal Wedding fever gripped the world's media. The spotlight fell most notably on the Tower of London, from where US network CBS broadcast live all week in the build up to the wedding, and Kensington Palace where curators, conservators and other palace experts were interviewed for over a hundred hours of film and yards of print about our historic wedding dress collection. It was an exciting end to an eventful year, with the palaces taken to a huge international audience.



Money matters

The 3.26 million visitors that spent a day out at one of our palaces in 2010/11 generated admissions income of £39 million – over 63 per cent of our revenue. This was only slightly fewer visitors than 2009/10 in spite of the disruption to air travel caused by both the volcanic ash cloud at the start of the year and the heavy snow during December, and our second highest number of visitors in the past ten years.

We saw the benefit of high visitor numbers in our shops and cafés, both of which made a significant contribution to income.

Our Functions and Events business recovered strongly in 2010/11 and income increased by 17% from last year. We were also able to generate increased income from licences for filming and interest on our investments.

Fundraising has had another successful year; attracting generous donations for our major projects.

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

The strong financial performance in the year has meant that we are able to designate more funds towards the cost of projects within our ambitious strategy for the next three years, including completion of the re-development project at Kensington Palace, re-presentation of the Crown Jewels, and the investment in a new café on the Wharf at the Tower of London. The increase in our year-end cash balance includes the funds that have been set aside for this purpose.

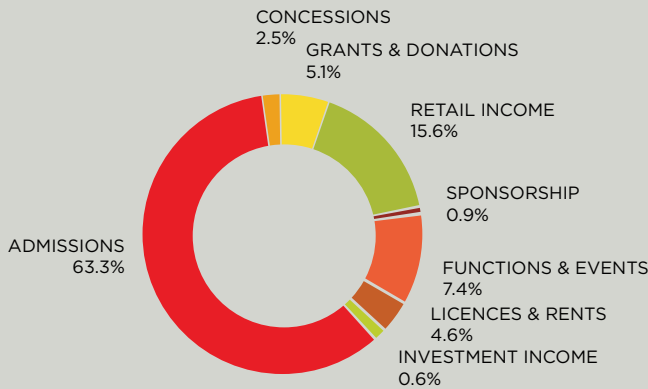
The full statutory accounts were given an unqualified audit opinion on 27 June 2011 and will be filed with the Charity Commission. The full statutory accounts can be obtained from our website www.hrp.org.uk or by writing to:

The Chief Executive's Office

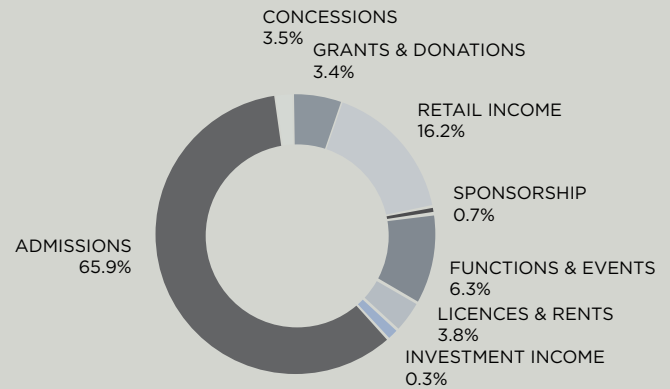
Historic Royal Palaces
Hampton Court Palace
Surrey
KT8 9AU

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

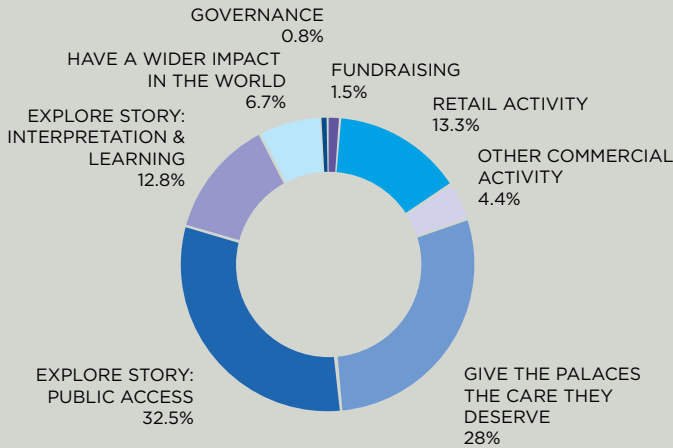
Income 2010/11 (Total £62 million)



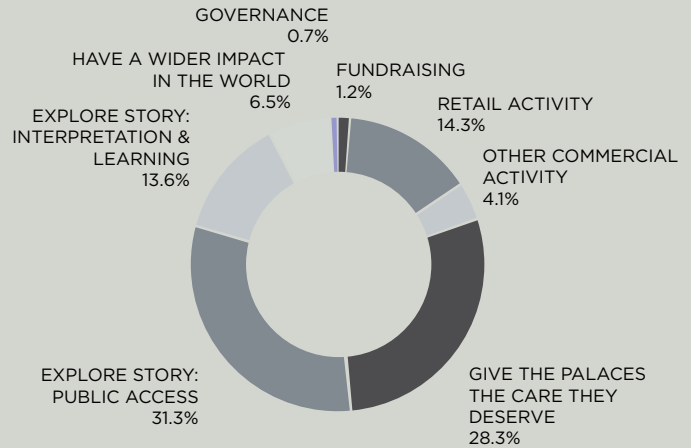
Income 2009/10 (Total £62 million)



Expenditure 2010/11 (Total £60 million)



Expenditure 2009/10 (Total £56 million)



Visitor trends

	2006/07 (000's)	2007/08 (000's)	2008/09 (000's)	2009/10 (000's)	2010/11 (000's)
Tower of London	2,099	2,128	2,130	2,403	2,409
Hampton Court Palace	476	499	473	624	554
Kensington Palace	251	273	243	259	245
Banqueting House	18	17	24	23	27
Kew Palace	79	58	31	29	30
Total	2,923	2,975	2,901	3,338	3,265

Consolidated Statement of Financial Activities for the year ended 31 March 2011

		Total 2010/11 £000	Total 2009/10 £000
INCOMING RESOURCES			
Incoming resources from generated funds:			
Voluntary income	Grants and donations	3,197	2,086
Activities for generating funds:	Retail income	9,711	10,024
	Functions and events	4,579	3,919
	Licences and rents	2,814	2,365
	Sponsorship	588	413
		17,692	16,721
Investment income		377	156
Incoming resources from charitable activities:			
	Admissions	39,445	40,697
	Concessions	1,558	2,132
Total incoming resources		62,269	61,792
RESOURCES EXPENDED			
Costs of generating funds:			
	Fundraising	946	692
	Retail activities	7,918	7,927
	Other commercial activities	2,642	2,293
		11,506	10,912
Charitable activities:			
	Give the palaces the care they deserve	16,716	15,695
	Transform the way visitors explore their story:		
	Public access	19,398	17,389
	Interpretation and learning	7,622	7,537
	Have a wider impact in the world	4,021	3,603
Governance costs			
		480	404
		48,237	44,628
Pension finance costs		(58)	494
Total resources expended		59,685	56,034
Net incoming/(outgoing) resources before transfers		2,584	5,758
	Actuarial gain/(loss) on pension plan	1,830	(745)
Net movement in funds		4,414	5,013
Fund balances brought forward at 1 April		27,979	22,966
Fund balances carried forward at 31 March		32,393	27,979

Summary Consolidated Balance Sheet as at 31 March 2011

	Group 2011 £000	Group 2010 £000
Fixed assets	10,610	11,477
Net current assets	23,072	20,293
Total assets less current liabilities	33,682	31,770
Provision for liabilities and charges	(275)	(402)
Pension plan liability	(1,014)	(3,389)
Net assets	32,393	27,979
Represented by:		
Restricted funds	6,360	3,968
Unrestricted funds		
	Pension plan	(3,389)
	General fund	27,400
Total funds	32,393	27,979

The summary financial statements of Historic Royal Palaces were approved by the Trustees and the Accounting Officer on 20 June 2011 and signed on their behalf by:

Charles Mackay
Chairman of the Board of Trustees

Michael Day
Chief Executive & Accounting Officer

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

I have examined the summarised financial statements of Historic Royal Palaces for the year ended 31 March 2011 on pages 38-9.

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

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

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

Basis of opinion

I conducted my work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. My report on Historic Royal Palace's full annual financial statements describes the basis of my opinions on those financial statements and the Trustee's 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 2011.

Amyas C E Morse
Comptroller and Auditor General
27 June 2011

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

Trustees

Charles Mackay Chairman

Chairman of Production Services Network Limited (from 2009 until April 2011), a Member of the Business Board of the House of Habib and a Member of the Advisory Council of INSEAD. He was Chairman of TDG plc (2000–8), and of the Eurotunnel Group (2001–4), having been Deputy Chairman since 1999 and a non-executive Director since 1997. He was Senior Independent Director of Johnson Matthey plc (1999–2008) and a member of the Board of INSEAD (2000–11). Other former non-executive directorships have included HSBC Holdings, British Airways, Thistle Hotels (where he was Deputy Chairman) and Gucci Group. He is also Trustee of The Development Trust (for the mentally handicapped). He was until 1996 Group Chief Executive and Deputy Chairman of Inchcape plc, the international marketing and services group. Previously he worked with BP, McKinsey, Royal Pakhoed and the Chloride Group.

Sir Alan Reid KCVO Deputy Chairman

Keeper of the Privy Purse and Treasurer to The Queen, and Receiver General of the Duchy of Lancaster. He is a Trustee of the Royal Collection Trust and Chairman of Royal Collection Enterprises Ltd. Formerly he was International Chairman of KPMG Management Consultancy Worldwide and Chief Operating Officer for KPMG in the UK. He is also Governor and Member of Council, King Edward VII's Hospital (Sister Agnes) and Trustee and Deputy Treasurer of the Royal National Lifeboat Institution.

Sophie Andreae

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

Dawn Austwick OBE

Chief Executive of the Esmée Fairbairn Foundation. She was Deputy Director of the British Museum, and was Project Director of Tate Modern (1995–2000). Formerly she was Principal Consultant at KPMG, Theatre Manager of the Half Moon Theatre and Projects Co-ordinator at Arts & Business. Dawn is the Chairman of Foundations Forum and is a member of the independent Philanthropy Review. She was a member of the Social Investment Task Force.

Ian Barlow DL

Retired from KPMG (a leading provider of professional services including audit, tax and advisory) in March 2010 after over 36 years with the firm latterly as Senior Partner, London. He is a non-executive director of Smith & Nephew plc, The Brunner Investment Trust plc, PA Consulting Group and Candy & Candy. He is Chairman of The Racecourse Association, the trade association for Britain's 60 racecourses. He is a member of the boards of the

Horseshoe Betting Levy Board and London Development Agency. Ian is Chairman of our Campaign Board.

Liz Cleaver

(since 27 May 2011)

An experienced media professional with a long and distinguished career at the BBC. Here she fulfilled a variety of roles from radio and television production to launching BBC Knowledge, the forerunner of BBC 4, setting up the interactive capability for all factual and learning programmes and as Controller, BBC Learning, responsibility for the BBC's learning output and activity. Before moving to the BBC, Liz originally worked as a history teacher. Liz is currently a Digital Consultant, Chair of The Reading Agency and a Trustee of Crisis.

General the Lord Dannatt GCB CBE MC DL

159th Constable of the Tower of London, following 40 years in the British Army. Final appointment was as Chief of the General Staff (2006–9). He is a Trustee of the Royal Armouries; Patron, Hope and Homes for Children; Trustee, the Windsor Leadership Trust; Founder Patron, Help for Heroes; Patron, Royal British Legion Norfolk; President, ABF The Soldier's Charity Norfolk; Vice Patron St Dunstan's; Appeal Board Member, Combat Stress; Council Member, Royal United Services Institute. He is also a comment writer and analyst for the Telegraph Media Group.

Sue Farr

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

for Thames Television plc (1990–3) and Director of Marketing for the BBC (1993–2000). A Director of The Marketing Society since 1984, she was the first woman Chair in 1991–2. She is now a fellow and a member of the Chairman’s Council. She was Chairman of The Marketing Group of Great Britain in 1999–2001 and is a Council Member and Secretary. A non-executive Director of Motivcom plc since 2008.

John Hamer OBE

(until 26 May 2011)

An education consultant, Deputy Chairman of AlphaPlus Consultancy Ltd and special lecturer in the School of Education at Nottingham University. He worked as a teacher in primary and secondary schools in Manchester, Sussex and Canada before joining HM Inspectorate as a history, assessment and secondary education specialist. He was an education policy adviser to the Heritage Lottery Fund (1997–2000). He is also an author, an adviser to the Council of Europe and the Historic Houses Association and was Chairman of the Heritage Education Trust (2000–9). He is a trustee/governor for two schools.

Jonathan Marsden LVO FSA

Director of the Royal Collection and Surveyor of The Queen’s Works of Art (since May 2010). He was Deputy Surveyor of The Queen’s Works of Art from 1996 until 2010, with curatorial responsibility for the decorative arts. He was a Trustee of the Georgian Group for ten years until 2005 and is currently a Trustee of the Art Fund, the City and Guilds of London Art School, the Royal Yacht Britannia Trust and the Household Cavalry Museum Trust. He is on the Collections Committee of the Royal College of Music and edits the annual journal *Furniture History*. He is a

governor of a primary school in North Lambeth.

Sir Trevor McDonald OBE

The television presenter who in the past has anchored ‘News at Ten’ and led ITV’s flagship current affairs programme, ‘Tonight with Trevor McDonald’. He has enjoyed a long and distinguished news career, interviewing some of the world’s most high profile leaders such as Nelson Mandela and George Bush. More recently he has presented the documentaries ‘The Secret Caribbean’ and ‘The Secret Mediterranean’. He serves in a number of charitable organisations including DePaul Trust, Action for Children, Friends of Barnes Hospital, Missing People and Leukaemia & Lymphoma Research. He was Chancellor of South Bank University, 2002–9.

Sir Adrian Montague CBE

Chairman of 3i (since July 2010); Chairman of Anglian Water Group (since March 2009) and Chairman of Michael Page International plc, a recruitment company; Chairman of CellMark AB, the forest products marketing group based in Gothenburg and a Director of Skanska AB, the Swedish international engineering and construction group. He is also a Chairman of London First and Chairman of the Advisory Board of Reform. He was Chairman of British Energy Group plc (2004–9) and of Friends Provident plc (2004–9).

Malcolm Reading

An architect who runs a multi-disciplinary company, he works in the heritage, education and museum sectors. He was Director of Architecture and Design with the British Council (1991–6). He is a Fellow of the Chartered Society of

Designers, Honorary Fellow of the Royal Geographical Society and an adviser to the competitions office of the Royal Institute of British Architects. He is also Chair of the Tower of London World Heritage Site Consultative Committee.

Directors

Michael Day

Chief Executive

John Barnes

Director of Conservation and Learning

Keith Cima CB

Resident Governor of the Tower of London (until 31 December 2010)

Tania Fitzgerald

Finance Director

Gina George

Retail Director

Rod Giddins

Palaces Group Director
(until 8 April 2011)

Richard Harrold OBE

Acting Resident Governor of the Tower of London (December 2010 until April 2011)
Tower Group Director (since 18 April 2011)

Danny Homan

Director of Communication and Development

Graham Josephs

Human Resources Director

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

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

Historic Royal Palaces

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Waterloo Block
HM Tower of London
EC3N 4AB
T: 020 3166 6321
E: development@hrp.org.uk

- * Made to Historic Royal
Palaces Inc
- ** Appointed to the Campaign
Board during 2010/11
- † Member of the Executive
Committee of the Campaign
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- ‡ Resigned from the Campaign
Board during 2010/11

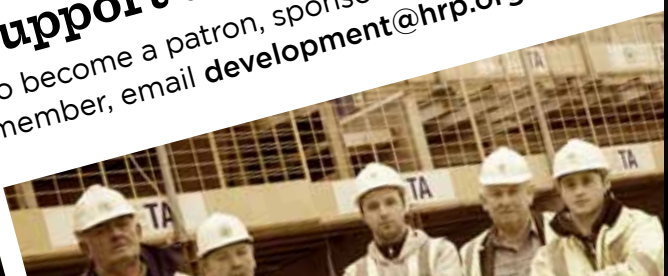
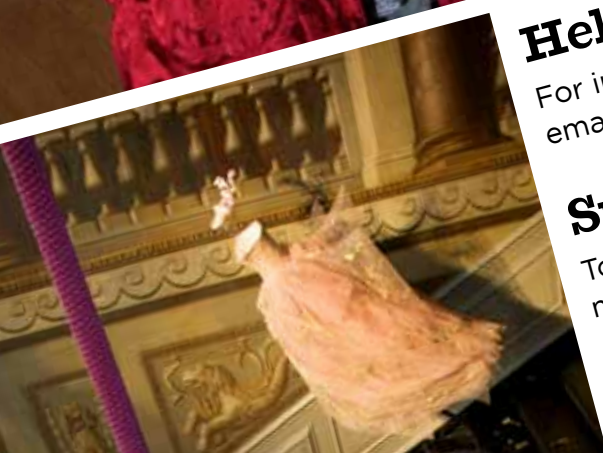
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