

**GENERAL ASSEMBLY
OF THE ASSOCIATION OF EUROPEAN ROYAL RESIDENCES**

**Organised by the team of La Venaria Reale
30 & 31 May 2016**

MINUTES

Agenda.....	2
List of participants	3
Opening of the General Assembly	4
I/ ACTIVITIES.....	6
1.1 Presentation of the annual report May 2015- May 2016.....	6
1.2 ARRE Activities 2016 – 2017.....	6
1.2.1. Technical Meeting: Organising and hosting events in royal residences.....	7
1.2.2. Technical Meeting: Site security	7
1.2.3. Provisional programme 2016-2017.....	8
1.2.4. ECHY – European Cultural Heritage Year 2018	11
1.2.5. The Identity of the Royal Residences: a research project for ARRE.....	12
II/ BUDGET.....	14
2.1. Presentation of the Accounts for 2015.....	14
2.2. Presentation of the estimated budget for 2016.....	14
2.3. Presentation of the estimated budget for 2017.....	14
III/ STATUTORY ISSUES.....	16
3.1. Enlargement of the Network.....	16
3.1.1. Presentation of the Palace of Compiègne.....	16
3.1.2. Presentation of the Łazienki Palace.....	16
3.1.3. Examination of the application by the Danish Agency for Culture and Palaces.....	16
3.1.4. Examination of the application by the Moscow Kremlin Museums.....	16
3.1.5. Future applications	16
3.2. Renewal of the Board	17
Decision Summary.....	18

Venue: La Venaria Reale, ItalyPiazza della Repubblica 4, Venaria Reale (TO) www.lavenaria.it*Sessions in French, in English, or in Italian and simultaneous translation in English, in French or Italian***Monday 30 May - Diana Room**

11:00	Welcome Speech La Venaria Reale, heritage management of a royal residence in the Piedmont	Paola Zini and Mario Turetta
11:30	Visit of the Reggia – Noble floor	
13:30	Buffet lunch	
14:30	Opening of the General Assembly	Paola Zini and Catherine Pégard
	Round of introductions by participants	
	Approval of the minutes of the Wilanów General Assembly (vote)	
15:00	Presentations of new members 15:00 Palace of Compiègne 15:20 The Royal Lazienki Museum	Juliette Rémy Izabela Zychowicz
15:45	Presentation of the ARRE Annual Report May 2015 – May 2016 (vote)	Catherine Pégard
16:15	Coffee break	
16:45	2016 Technical meetings: “Organising events” (Château of Chambord) “Security site” (Tower of London)	Luc Forlivesi Sebastian Edwards
17:15	Provisional programme 2016-2017 (discussion and vote)	Elena Alliaudi & Céline Delmar
17:45	The identity of Royal Residences: a research project for ARRE	Andrea Merlotti
18:00	2018: European Year of Cultural Heritage	Gabriele Horn

Tuesday 31 May – Diana Room

9:00	Welcome	
9:30	Treasurer report Accounts 2015 (vote) Provisional accounts statement 2016 (vote) Provisional budget 2017 (vote)	Franz Sattlecker
10:00	Network Enlargement (vote)	Elena Alliaudi & Céline Delmar
10:30	Board Renewal (vote)	Catherine Pégard
11:00	Coffee break	
11:30	ARRE « Speed Meeting »	All Organised by Elena Alliaudi & Céline Delmar
12:30	Various questions and conclusions	Catherine Pégard
12:45	<i>Patio dei Giardini</i> Aperitif with press followed by lunch	
15:00	End of the General Assembly	

List of participants - Present (participants with voting power):

Schloss Schönbrunn GMBH, Austria

Franz SATTLECKER, Director

Christina SCHINDLER, Product manager

Former Palace of Brussels ASBL, Belgium

Vincent HEYMANS, Administrator

Kongernes Samling - The Royal Danish Collection, Denmark

Jørgen SELMER, Museum Director

Axel HARMS, Head of Communication

Patrimonio Nacional, Spain

Pilar MARTIN LABORDA, Head of cultural programmes

Public Establishment of the Palace, the Museum and National Estate of Versailles, France

Catherine PEGARD, President

Béatrix SAULE, National Museum Director

Public Establishment of the National Estate of Chambord, France

Frédéric BOUILLEUX, Deputy General Director directeur général adjoint

Luc FORLIVESI, Heritage and Audience Director

Palace of Compiègne, France

Juliette RÉMY, Curator

Stiftung Preussische Schlösser und Gärten Berlin-Brandenburg, Germany

Hartmut DORGERLOH, General Director

Gabriele HORN, Head of Protection and Preservation

Gödöllői Királyi Kastély Kht, Hungary

Tibor GÖNCZI, Director

Consorzio La Venaria Reale, Italy

Paola ZINI, President

Mario TURETTA, Director

Andrea MERLOTTI, Head of the Studies Centre

Musei Reali - Palazzo Reale di Torino, Italy

Enrica PAGELLA, Director

Mario EPIFANI, Head of collections

Reggia di Caserta, Italy

Mauro FELICORI, Director

Paleis Het Loo National Museum, The Netherlands

Michel VAN MAARSEVEEN, General Director

Pien HARMS, Commercial Director

Museum of King Jan III's Palace at Wilanów, Poland

Elzbieta GRYGIEL, Head of Communication

Zamek Królewski w Warszawie, Poland

Przemysław MROZOWSKY, Director

Artur BADACH, Curator of the Department of Art

Royal Łazienki Museum, Poland

Tadeusz ZIELNIEWICZ, Director

Izabela ZYCHOWICZ, Deputy director

Palácio nacional de Mafra, Portugal

Mário PEREIRA DOS SANTOS, Director

Isabel YGLESIAS DE OLIVEIRA, Curator

Parques de Sintra - Monte da Lua, S.A., Portugal

Manuel BAPTISTA, President

Antonio NUNES PEREIRA, Director of the National Palace of Pena

Peterhof State Museum, Russia

Anna LIASHKO, Head of Cultural Heritage Preservation and Learning

Royal Collections Kungl. Slottet, Sweden

Kerstin HAGSGARD, Curator

Historic Royal Palaces, United-Kingdom

Sebastian EDWARDS, Deputy Chief Curator and Head of Collections

Association of European Royal Residences

Elena ALLIAUDI, Secretariat – coordination

Céline DELMAR, Secretariat – coordination

Opening of the General Assembly

P. Zini: I am delighted to welcome you to the Venaria Reale and on behalf of the management team of the consortium, may I thank you for attending this first general assembly at the Venaria Reale. Our ARRE membership has always been very important to us and today's meeting is a symbol of the network's potential. It is an opportunity for exchange, coproduction, training, promotion and the emergence of new synergies and partnerships.

The last 20 years have been very important for the Venaria. Until the mid nineties, the palace and the town were in a state of total abandonment. Local, national and European funding have contributed to its great transformation and allowed us to open to the public in 2007. Venaria is part of a much wider and more ambitious strategic plan where, already in the nineties, the territory devoted a lot of energy into developing its identity and transforming its industrial past through culture and tourism. History is at the heart of the Venaria Reale's identity, and we have developed a multidisciplinary strategy as a place of contemporary culture in association also with the Venaria Restoration centre.

M. Turetta: The Venaria Reale is the only royal residence in the seven most visited sites in Italy and belongs to the collection of 'Royal Residences of Turin and Piedmont', added to the UNESCO World Heritage list in 1997; "The Royal Residences of Turin and Piedmont offer a perfect example of 17th and 18th-century European monumental architecture and represent an authentic harmony between culture and nature". This collection, which is also called the 'Crown of Delights' comprises 22 sites. Currently we are working on several of them: *The Musei Reali di Torino, the Venaria Reale, the Castello e il parco di Racconigi, the Castello e il parco di Aglié, the Palazzina di Caccia di Stupinigi, the Castello di Rivoli* (which today houses the national museum of contemporary art), *Villa della Regina, il Castello di Moncaglieri, Palazzo Madama et Palazzo Carignano*. For each one of these residences, we have thought about their 'vocation' in order to provide a varied cultural program to visitors. They stretch over a large part of the Piedmont region (100 km from north to south and 50 km from east to west), and represent considerable potential in economic and touristic terms, providing considerable benefits for the area. Over the last few years, thanks to agreements between the state, local institutions and financial foundations, measures have been taken to enhance and promote this collection of sites, amounting to an investment of over 600 million euros. An agreement between these institutions was signed in 2015 and in November 2016; the project steering committee will present the main guidelines for the general promotion of these sites.

In terms of promotion, we have taken the Loire valley castles as our example: an ensemble of castles presented to the general public as a connected circuit. Our recent twinning with Chambord castle demonstrates our desire to get closer to this system. The collection of Royal residences of Piedmont has a cultural and touristic impact on the region; we have gone from 700 000 visitors in 2006 to 2,7 million in 2016.

The website www.residenzereali.it presents each residence. It facilitates access to the different sites, visitors can also purchase a 'royal card', valid for 48h across all the sites with reductions on public transport. The example of the Loire valley castles helped us to understand the importance of transport in the perception of the system as a whole. There is now a bus and a cycle path linking the sites; a mobile app providing communal tourist information also connects the residences. Another common initiative is the 'royal teatime', which gives visitors the opportunity to taste local chocolate specialities across the different residences.

Our involvement in ARRE underlines our desire to work in a network on a European level: We are finalising a new partnership with the Royal Castle in Warsaw and an agreement with the Palace of Versailles has recently enabled six young gardeners from our own historical gardens training course to carry out their work placements in the gardens of Versailles. We would like to repeat this experience in the future and with other members.

C. Pégard: This General Assembly is an opportunity to celebrate 15 years of ARRE. Anniversaries are a time for reflection: In 15 years, we have already achieved a lot together and we are preparing to achieve a lot more. At 15, you want to embrace the world and that is what we should do with our Association. We have had many fruitful exchanges so far, we have built a unique network in Europe and today, I believe that we need to shine more brightly and achieve greater exposure for our network in Europe and the world. At a moment when we are all experiencing difficult times in our respective countries, we need to demonstrate the importance of this association because when times are hard one must keep going. Our job is to look ahead in order to go further together so that our association becomes exemplary to all our onlookers, across the world.

Among those present today, of particular note are the representatives of our two most recent active members, the Palace of Compiègne (France), which joined following the success of the DEMHIST conference in 2014, represented by Juliette Rémy and Lazienki Palace, Poland.

We are delighted to welcome back our Spanish colleagues from the Patrimonio Nacional. Pilar Martín Laborda, who has worked hard at maintaining our ties, is here representing Alfredo Pérez de Armiñán. Following the reorganisation of the Italian map, according to the reform implemented by the Ministry of Culture and Tourism, we are now partnered with three legally independent institutions: the Venaria Reale, the Musei Reali, whose director, Enrica Pagella and head of collections, Mario Epifani, I would like to welcome, as well as the Reggia de Caserta with its new director, Mauro Felicori.

Reminder of the voting procedure

C. Delmar: there are 19 voters present. According to article 6.7 of the statutes, all votes are counted by simple majority, except the admission of new members, which needs a 2/3 majority (13 votes).

➤ **Approval of the minutes of the General Assembly in Wilanów 2015**

M. Van Marseveen: Is the projected budget for 2016, presented in the annexe of the 2015 GA minutes still relevant?

C. Pégard: No, it isn't, the projected budget for 2106, presented at Wilanów was revised by the Board and will be subject to a vote tomorrow.

The minutes of the General Assembly at Wilanów are unanimously approved by the members present at the General Assembly of the Association.

I/ ACTIVITIES

1.1 Presentation of the annual report May 2015-May 2016¹

B. Saule: This report was sent out two weeks ago and I would like to highlight some of the best points.

SPECIAL PROJECTS

In 2015, two exceptional projects mobilised the efforts of the ARRE coordination team:

Publication of the ARRE – DEMHIST conference proceedings. This conference enabled us to reflect on the notion of authenticity in historic houses (which is not the same as in museums) and how it is perceived by the general public.

The publication is planned for summer 2016 and requires considerable editorial work.

The IDEA project, submitted in the framework of the EC's Creative Europe programme, aimed to investigate new visitors and allow historians to think about adapting our content for these new types of visitor via an innovative new mediation tool. Despite its strong points, an international outlook, the study of foreign visitors and partnerships between royal residences and universities, this complex project was not selected.

WORKING MEETINGS

Recent months have been very busy with six technical meetings on various topics since February 2015: collections, preventive conservation, historical research, digital communication and understanding our visitors, particularly those from abroad.

COMMUNICATION

In addition to ordinary activities (updating the directory, website and brochure), two new channels have been set up. As our members do not contribute enough to keep them going, I would like to know whether you consider them to be well suited to your needs and if you are aware of their existence.

- **The newsletter** was requested by all the members. It contains the programme of ARRE activities and also of member activities that might be of interest for joint collaboration. It does not contain the entire schedule of each member institution. Unfortunately, it was only opened by 40% of recipients. In light of these figures, I would like to know if they were due to a lack of time, a lack of interest and if the newsletter should be continued.
- **The Basecamp platform** recently set up assembles all the content presented during technical meetings, as well as the minutes. It can be used as a discussion forum.

HUMAN RESOURCES

This considerable body of work was made possible by the efforts of Céline Delmar and Elena Alliaudi. The team has already been reinforced due to the exceptional projects and the growth in size of the association, which went from 10 members in 2001 to 21 in 2015.

¹ Cf. Annexe 1 : ARRE annual report May 2015-May 2016

Obviously, all of this involves extra work which is also required in response to the members' ambitions laid out in the 2015 questionnaire:

- Increase cooperation through technical meetings,
- Increase contact outside the framework of technical meetings and the GA (bilateral meetings),
- Promote the best practices developed by ARRE and its members,
- Re-establish a mobility programme with the hosting and despatch of staff members (call for Erasmus+ proposals every year),
- Develop joint projects (conferences / exhibitions / activities / publications / summer schools) that favour audience development and visitor awareness of our collections,
- Encourage the circulation of exhibitions and events.

The annual report for 2015-2016 is unanimously approved by the members present at the General Assembly.

1.2 ARRE ACTIVITIES 2016

1.2.1 Technical Meeting: *Organising and hosting events in royal residences, Château de Chambord, 15 & 16 November 2016*

L. Forlivesi: This meeting refers back to a technical meeting held in Stockholm in 2008 and will deal with the subject of organising and hosting events in our residences. We will be able to consider the balance between the opportunities presented by such occasions, (including the financial aspects) and the burden they represent for the institution. Our discussions will focus on 3 main points:

- Seizing opportunities: what type of event, how to establish the nature of the event and the type of negotiation, what occasion (exhibition / wedding / company seminar / conference / commemoration, etc.), public or private functions, who decides on the way it is hosted, how much input does the institution have, etc.
- Distribution of tasks: internal and external organisation, specifications, limits and constraints in a historic house and for its collections, how much involvement during the actual event, etc.
- Activity report, aims and objectives in terms of the image of the monument (do such events enhance or damage its image?), what type of communication around the event and what are the financial stakes?

In order to prepare the meeting, we will be sending out a questionnaire to help establish the agenda.

1.2.2 Technical meeting: *Site security, Tower of London, 5 & 6 December 2016*

S. Edwards: This meeting will focus on all the different types of attack that royal residences may be confronted with today, with particular attention paid to terrorist attacks. As residences and tourist sites, we are all potential targets of terrorism in our countries and we have a certain amount of experience in this area. For this reason, Historic Royal Palaces (HRP) has recently carried out a large test operation. We closed the Tower of London for a whole day and we asked Palace staff to participate in this trial attack simulation. Nobody knew what was going to happen and people's reactions enabled us to collect precious information and feedback for analysis, which we would like to share with you. On the first day we will present these case studies and the second day will be devoted to your experiences. The meeting will be organised by a specialist in the field, Nigel Cook, who recently joined HRP as Departmental Security Office of the tower of London; he previously worked in counter terrorism for the metropolitan police. This meeting will provide an opportunity to examine the essential physical actions for prevention and the daily prevention measures that palaces like ours, which welcome millions of visitors each year in small spaces, must take into consideration. The aim is to offer our visitors the most enjoyable experience possible, while maintaining optimum security measures.

Observations:

B. Saule: Anti-terrorism security is certainly a major challenge for Versailles and for all of us. In addition, this subject has never been dealt with outside emergency measures. This meeting will be a great opportunity to think about this subject.

C. Pégard: The Palace of Versailles will also ask the security head of the Ministry to attend our discussions, as this will be the first time that there has been an examination of this topic at a European level

1.2.3. Provisional programme 2016-2017²

Presented by Elena Alliaudi and Céline Delmar: Cf Annexe n° 2

Observations:

B. Saule: The EPICO (*European Protocol in Preventive Conservation*) research project is a very ambitious programme of great interest to the Palace of Versailles. The demands of this programme emerged when the palace embarked on large-scale restoration works, which highlighted the inadequacy of the tools at hand for measuring climate, dust levels and anti-pollution measures. They were too ad hoc and the results were not easy enough to interpret. At that point we realised that all the existing methods were adapted for museums and did not correspond to the needs of a royal residence, where an array of different material is used for the decor, the artworks are not protected as they would be in a museum and the spaces are put to different uses. The three teams working on the project are highly specialised and they are testing the tools to see how to best adapt them to the needs of the royal residences. Afterwards, they will work on software that will enable those involved to read the results easily.

H. Dorgerloh: I have no concerns about the basic programme for next year (general assembly and 4 technical meetings), or the Epico conference. I do, however have some concerns about European projects. I think we need to discuss our application for the Erasmus+ programme very carefully, as it represents a real opportunity to pool our efforts and expand the number of experts in our institutions who can share their experiences. I am hugely in favour of increasing meetings between our staff (B to B) but applying involves a lot of work and we have to choose the activities with the highest level of success. We should also work on an application in relation to European cultural heritage year 2018, which Gabriele will talk to you about later.

As regards the newsletter, I was surprised to read in the annual report that it is not well read when it requires a lot of work so we need to think about how to continue, given the results. Regarding #Palace Day on Twitter, is it about promoting ARRE or our palaces? What are the aims of such an initiative? On this subject, the technical meeting on Corporate Identity would be a good time to address several aspects of our marketing activities. What future for the newsletter and the use of social media like LinkedIn, for example? We could discuss internal matters but also external one, such as the increase in visitor numbers.

Tourist promotion and the *Pass* project are recurring issues in our network that we have been discussing for years. I would like to tackle the question of tourist promotion concretely during the technical meeting at Caserta, with a real strategic plan of action, taking into account European and non-European visitors to our palaces. How can we be more active in terms of tourism? We also need to discuss the *Pass* project seriously because we cannot create a *Pass* without the participation of all the members.

² Cf. Annexe 2 : Provisionnal programme 2016-2017

C. Pégard: We need to agree on our mutual wishes. The newsletter requires a lot of work and if it isn't read as widely as we thought, then we need to discuss it and decide what to do. I agree that we shouldn't neglect social media. The #PalaceDay project will serve as a trial run for all of us. It is a simple idea, which is easy to carry out, and can easily unite us. We have all seen what a success Museum Week was and this is exactly the same kind of scheme we wish to implement but on a smaller scale. It is important that all the members engage with this project, so I would ask you to identify a competent staff member in your digital strategy departments as a go to person.

With the IDEA project, we realised what a huge task it is to respond to calls for European projects and that these calls are not always best suited to our needs. I think that preparing a project for 2018 could be a good opportunity for everyone to get involved. Germany has shown us the way and managed to motivate our government. To pursue this project, I ask you to designate a contact person who can contribute to it with Gabriele Horn. The communication agency, *Image 7* kindly provided us with some initial groundwork free of charge, which deserves to be pursued. On this subject we need to ask ourselves what kind of lobbying we should be doing with European institutions. To maximise efficiency, I think that each of us needs to go and meet with the representatives that deal with Europe in their country to raise their awareness of this subject. Several times I have realised that our association is not well known enough. When I met the French Minister of European affairs I told him about the existence of ARRE. He immediately realised what an exceptional institution it is and its potential in the promotion of culture on a national, European and international level.

F. Sattlecker: It seems to me that we are headed in opposite directions and we need to decide on a common direction and pursue it. During the latest Board meetings, we discussed budgetary issues and then the possibilities of developing other projects, rather than focusing solely on technical meetings. The ideas put forward are very interesting but they are not covered by the 2017 budget. So I would like to know whether we wish to pursue our basic programme with 4 technical meetings and the sharing of experiences between staff or if we want to discuss other, more ambitious projects like the Pass, which require a lot of work and which will only be successful if the majority of members participate. We have not really answered this question and in order to do so, we need a strategic plan.

C. Pégard: It is true that our strength lies in our technical meetings and we must absolutely not give them up. The stability of our network depends on these exchanges. However we do need to ask ourselves if we want to go beyond this and if so, we need to give ourselves the means to do so. We will doubtless talk about it again when we discuss the budget but we obviously don't have many solutions. We can either increase membership fees, or find European patrons by becoming active, each and every one of us, to find this funding. In my opinion, if one project deserves our attention among all those that have been suggested beyond the scope of the technical meetings, it is the 2018 project because it involves the whole of Europe in a cultural discussion, an entirely natural subject for an association like ours.

The provisionnal programme 2016-2017 presented below is unanimously approved by the members present at the General Assembly.

2016						
	#PalaceDay	Working group EYCH 2018	EPICO test and annual meeting	TM Organising events	TM Security sites	General Assembly
	July, Twitter	Berlin, 6 or 18 October	Turin, November 2016	Chambord, 15-16 November	London, 5- 6 December	Venaria Reale 30 -31 May

2017						
TM ARRE Corporate Identity	TM Tourism Groups Promotion	#PalaceDay	TM Education	SM Royal Residences and Archaeology	EPICO International Conference	General Assembly
Paleis Het Loo, 16-17 February	Reggia di Caserta, 6-7 April	July, Twitter	Royal Łazienki, September	Coudenberg, 9-10 November	Versailles 30 November and 1-2 December	Hillsborough Castle 22-23 May
Restyling ARRE Institutional Brochure and Graphic design						

To be discussed:

Project within EYCH 2018						
Research project: (identity of Royal Residences)						
ARRE Pass						
Common video						
Erasmus +						
Newsletter						

1.2.4. ECHY – European Cultural Heritage Year 2018³

G. Horn: After the initial ideas on ECHY, presented at the GA in Wilanów last year, we have thought about this project and studied the documents produced by the German team, representing this initiative. I have sent you various pieces of extra information throughout the year including the official document by the German delegation, where, as you can see, the name of ARRE features amongst the participants; this is a first step to promoting ARRE in Europe.

Timetable and proposal by the European Commission (*cf. Annexe*). We need to identify:

- A precise subject out of those that have been suggested
- The members who wish to participate and who will work with the working group (Oct 2016)
- The partnership: restricted to ARRE members or open to other local players?

Observations:

A. Harms: This project has great potential. What is more, part of it can be set up without financing, which is a good method to use for a European project. I already have some concrete ideas for the project, which we can discuss in October.

A. Núñez Pereira: This project is interesting because it corresponds well to ARRE's mission. Out of all the projects suggested, this one has the advantage of clearly highlighting the artistic and architectural links between our residences. This is one of the most interesting aspects about our network and allows us to access our colleagues to discuss the influences and historical exchanges that have impacted our collections. In my opinion, this project should be achievable in addition to our technical meetings.

F. Bouilleux: This project is very interesting and concrete. However, I think that instituting a day devoted to European royal residences is only adding yet another day among so many existing days in honour of something or other. We already have the European Heritage Days, which we could complete in some way to draw attention to our network. We also have the option of Twitter day that I think is more dynamic, much easier to organise and which will undoubtedly be more successful. For a 2018 project, we should focus our efforts on a common video and a website as well as all the other tools linked to new technology that can facilitate communication between colleagues. This could be part of the ARRE website, like a section devoted to the exchange of information about our collections.

E. Grygiel: I agree that the website is a good tool for collective promotion but it needs more content. That is why I think that the most interesting area in these proposals is the study of the links between our collections. If we develop these connections between our collections, the artists, the inhabitants of our residences, etc. we will be developing stories that will be interesting for us, but also for the general public. I would like to concentrate on this project and its financing very seriously. The aim is not to construct a complicated project but to imagine a pilot project that can be smart and easily understood by the organisations that fund it.

T. Gönczi: The 2018 year promoted by the European Commission would give us several opportunities for development. It could be a time to think about our strategy. As our President said, our network is not visible enough on a European level and this project could help us to increase our visibility beyond our habitual technical meetings. I suggest that we develop this project together so that it can be carried out with or without European funding and in such a way that it increases our visibility in Europe. If supplementary funding is required from ARRE, we can discuss it when the time comes. With regard to the Pass, I think that each site could promote it at an individual level if we decide to go ahead with the project.

³ *Cf. Annexe 3 : Presentation ECHY ARRE GA 2016*

H. Dorgerloh: Regarding the visibility of our network, ARRE is mentioned among other important institutions in the documents relating to year 2018. There is also another very interesting document where ARRE figures: “*The Value of International Cultural Networks*”. Perhaps we could work more closely with these networks. I’m thinking of music, for example, which is an essential aspect for all of us; we could do something together in this area.

In the context of ARRE, we have never before talked about a European policy as much as now, but our daily work is already strongly influenced by the political and economic situation. We must certainly think about what is happening in Europe and for this reason, Germany strongly endorsed the initiative supporting European cultural heritage. We believe that European heritage is something that we should all share and it is also an opportunity to discover our common points for the future. So this really is a political challenge, which will open new perspectives on our work and on our visitors. Our audience is changing and we need to be able to explain better what it means to be European and what it has meant through the centuries, how Europe is developing today and changing. We should think about all these issues in our network.

B. Saule: At Versailles, we are organising an exhibition for the end of 2017 and early 2018 on foreign visitors to Versailles, which many of you are participating in because the visitors were ambassadors. This exhibition fits right in with the topic as it shows all the diplomatic gifts exchanged during these visits. The exhibition will then go to the *Metropolitan Museum* in New York. I am wondering how this exhibition could be included as an additional activity in the context of our cooperation and whether it could be extended to other initiatives in other institutions. In this context, it would be completely appropriate to mention the Network of European Royal Residences.

C. Pégard: We need to find simple ideas, perhaps linked to exhibitions or to music like Hartmut suggested. In addition, the Palace of Versailles could refer to ARRE in its communication about the exhibition on foreign visitors to the palace as an allusion to the type of network the embassies might have formed in the past. We could put our logo on the documentation (press release, etc.). Each of you in your respective residences could find subjects that would increase the visibility of the association. In the same way, if we agree that heritage days can be an opportunity to refer to ARRE, we should all be using the logo systematically in all of our countries. Referring back to the example of music, we could, for example, imagine a show given at the Opera in Versailles, which would be dedicated to our association.

1.2.5. The Identity of the Royal Residences: a research project for ARRE⁴

A. Merlotti

Observations:

B. Saule: Thank you Andrea. That is the first time I have heard an original idea about what a royal residence is today. All existing publications and trains of thought until now refer to museums and there is no equivalent for royal residences. This approach - going from a place of history to a place of remembrance, a place of politics to a non-political place, from a centre of national impact to a place outside that – is extremely interesting. The chronological time frame should not be limited to the 20th century in my opinion. The designated study period should be wider, starting from when the residence ceased to provide a seat for the Court. This is also an exciting project because it will be managed by research centres and I would be delighted if this essential subject could bring research back into the heart of ARRE’s preoccupations.

L. Forlivesi: I agree with the idea of extending it to the 19th century, bearing in mind several criteria. Chambord is a paradox because the castle was already in the collective memory before being a place of history so this distinction is very interesting to us and should be linked to any research we may carry out in the depths of our archives to find the sources that will enable us to understand the perception of these residences and its development. We would be very interested in contributing to this research.

⁴ Cf. *Annexe 4 – Presentation of Andrea Merlotti*

H. Dorgerloh: In Berlin, year 2018 is called « *100 Jahre Kaiser weg* ». It is an important year for us and for our Bavarian colleagues, a starting point for thoughts about our history. The Bavarians will celebrate the 100th anniversary of the administration of their castles and the accompanying programme has just been announced. They are planning an important conference on post World-War One Germany, with a particular focus on official royal residences, which, at that time, became public property, open to visitors. The aim is to examine what that meant, specifically from a European perspective because this year has been an important one for all European countries, not only for the Germans. I like Andrea's idea and I think that the year 2018 would be the perfect occasion to expand on this subject, perhaps in parallel to our technical meetings, with the aim of understanding how we can improve our knowledge of the 20th century, which is less well known than the preceding ones.

I. Zychowicz: We would also be interested in analysing the 20th century, in particular to see how the royal collections of monarchs became accessible to the public. In 1792, Stanislas Auguste had the idea of turning Lazienki into the first modern museum, but in the end it didn't happen until the 20th century. The shift from an official Russian residence in Poland to an official Polish residence is very interesting to us as is the change from a private, unofficial residence to a public place.

A. Núñez Pereira: The subject is very interesting and many universities are also interested in it. Could we envisage opening up the discussion to include academic researchers?

A. Merlotti: The triennial programme begins in 2017 to brainstorm ideas at a local level, and then I would like to suggest a technical meeting devoted to ARRE in 2018 and a big international conference in 2019. The dates will be fitting if we think about various anniversaries because if the First World War ended in 1918, peace treaties were signed between 1918 and 1919. In Italy, royal residences came into the hands of the State in 1919 and in some countries it was 1921. In any case, each country has its own time frame and I agree that we need to extend it as Béatrix Saule and Luc Forlivesi suggested. Working on a project of this sort over the coming years would be useful for all of us I think, but it is essential that we work together between ourselves before extending our thoughts outwards to other subjects. Our approach and the nature of the research that we could carry out in our palaces is not the same as that of academics. It is important to have our own voice. The goal is to understand that royal palaces also have a republican identity in addition to their royal one. Having a well-defined identity will support our attempts at increasing our visibility.

We will have a greater chance of raising funds for the future if we present ourselves as palaces that are deeply inscribed in today's Europe, rather than presenting ourselves as places linked solely to the past.

B. Saule: This programme was really designed for the Network of European Royal Residences. We need to develop our ideas on our identity to be able to speak about our residences today and that is why it is only for researchers working in royal residences. However, the research programme being carried out at the Palace of Versailles Research Centre on Court history is fed by academic research but it isn't the same thing. As "Royal residences today" are at the heart of the research, only we can represent the royal residences of today.

II/ BUDGET

2.1. Presentation of the Accounts for 2015

F. Sattlecker: The 2015 budget forecast total spending at 163 000 € and the use of 52 738 € from our reserves. In the end, we used less than that: 29 705.82 € which explains our 2015 deficit.

We saved 23 000 € on the estimated budget for 2015 due to the following:

- Spending on the ARRE-DEM HIST conference was less
- 3 000 € budgeted for a potential additional ARRE event were not spent.
- The internet site and its hosting cost us nothing (4000 € initially estimated)
- Social security contributions were lower than expected

The accounts for 2015 are unanimously approved by the members present at the General Assembly of the Association.

2.2. Presentation of the estimated budget for 2016

F. Sattlecker: During the Wilanów General Assembly we voted for a 2016 budget that estimated revenue at 99 000 € and included spending 18 000 € from our reserves.

The revised estimated revenue for 2016 is actually 116 000 € because we have more members due to the return of the Patrimonio Nacional and the administrative independence now of some of the Italian residences. As from 2016, the Italian Ministry of Cultural Heritage, Activities and Tourism, Piemonte and Campania (« MIBACT Piemonte and Campania ») will be replaced by two members: « I Musei Reali di Torino » and « La Reggia di Caserta ».

Unfortunately, the IDEA project, which would have enabled us to consolidate the Secretariat team with two full-time posts, was not retained by the European Commission: Céline teleworking from Munich and Elena based in Versailles. This involves an increase in HR costs but I think this is justified, particularly vis-a-vis Céline who has worked for us for a long time. In 2016, we will spend more than the amount approved at the GA in Wilanów (22 700 € from our reserves). The estimated budget for 2016 also comprises the costs linked to the publication of the ARRE – DEM HIST conference proceedings.

The provisional budget for 2016 is unanimously approved by the members present at the General Assembly of the Association.

2.3. Presentation of the estimated budget for 2017

F. Sattlecker and T. Gönczi: For 2017, we have two options to suggest:

The members of the Bureau suggest option 1 as follows:

- Keeping on one full-time employee based in Versailles.
- Extra spending to the order of 15 000 € allowing for some flexibility in preparation for a new call for proposals for a European project (preparation, consultant, audit etc.) or to cover any other unforeseen events.
- An additional activity on top of the four technical meetings: 10 000 € have been set aside for the international conference relative to the EPICO project.

Option 1 sets out a balanced provisional budget: total revenue (including the fees of the new 2016 members) is equal to total spending of 128 000 €. We would also respect the decision made during the GA in 2015 not to increase fees in 2017 and not to have less than a minimum of 50 000 € in reserve.

Option 2 is for information purposes for ARRE members. We would like to remind you that the fees have not been increased for 15 years. As our president has mentioned, we have to think about increasing them if we want to develop more ambitious projects. An increase of 10% in fees plus the arrival of new members would enable us to increase our reserves by 12 800 €. Before deciding whether to increase the fees, we need to discuss our strategy. At the next GA we will decide if we only wish to maintain our traditional technical meetings (a choice that does not require an increase in fees) or if we wish to undertake more ambitious projects (like the ones we have started discussing).

Observations:

M. Van Maarseveen: I am delighted to learn that the 2017 budget will be balanced and that we will not need to draw on our reserves as this was one of our worries.

C. Pégard: I suggest that we also vote on Option 2 because it will indicate whether our members are ready to increase the fees or not. The Palace of Versailles would have been in favour of this increase as from the 2017 budget because we believe it is a real opportunity to become involved in new projects and keep the Association alive. I would like to underline the fact there has never been an increase in the fees in 15 years so this suggestion doesn't seem outrageous to me. Even if we choose not to increase them this year, I think it is essential to express a desire to move in that direction.

Please note:

- **BUDGET OPTION 1 (WITHOUT an increase in fees for 2017) voted by 13 members**
- **BUDGET OPTION 2 (WITH an increase in fees for 2017) voted by 6 members**
(EPV, HRP, SPSG, Chambord, Venaria Reale, Het Loo).

The provisional ARRE budget 2017 OPTION 1 is approved by the majority of the members present at the General Assembly of the Association.

III/ STATUTORY ISSUES

3.1 Enlargement of the Network

3.1.1 Presentation of the Palace of Compiègne, new member since 2015⁵

J. Rémy

3.1.2 Presentation of the Łazienki Palace, new member since 2015⁶

I. Zychowicz

3.1.3. Examination of the application by the Danish Agency for Culture and Palaces⁷

Observations :

A. Harms : The Danish Agency for Culture and Palaces has an important role in the management of many palaces in Denmark and it manages all restoration work. We work closely with them and I think they will be an important addition to our network, as they have a lot of experience relating to restoration and the management of gardens and they will add value to our whole community. In the same way, I am certain that they will also benefit from our experience. For these reasons, we strongly support their application.

H. Dorgerloh : I agree with you completely and I think that their membership is very important, especially considering their value in Danish history.

The membership of the Danish Agency for Culture and Palaces is unanimously approved by the members present at the General Assembly of the Association.

3.1.4 Examination of the application of the Moscow Kremlin Museums

Observations :

H. Dorgerloh : our status allows for three types of membership and the Kremlin is much more complicated than a simple royal residence. It is a fascinating site, a symbol of Russian power since the very beginning and of religious life. As a residence, I would like to underline the fact that it is very original because it is a residence and a museum at the same time and for this reason, I think it would be more appropriate for it to become an 'associate member'.

The membership of the Moscow Kremlin Museums as an Associate Member is approved by the majority of members present at the General Assembly. No. of abstentions: 4

3.1.5 Future applications

B. Saule : The director of the Pitti Palace in Florence, Matteo Ceriana, recently informed me that he wishes to join ARRE next year. An agency manages both the museums and the palaces of the city but if he applies, it will be for the Pitti Palace only.

⁵ Cf. Annexe 5: Presentation of the Palace of Compiègne available on request

⁶ Cf. Annexe 6: Presentation of the Łazienki Palace available on request

⁷ Cf. Annexe 7: Presentation Enlargement 2016 available on request

3.2. Renewal of the Board

C. Pégard : Today we need to elect the Board of the Association, which will come into office the 1st November 2016. The current Board was elected in November 2013 for a period of three years, so until November 2016. All the Board members are ready to stand again for a new three-year mandate (1st November 2016 – 31 October 2019) except our treasurer, Franz Sattlecker. Tibor Gönczi, our assistant treasurer is ready to step up. In compliance with our statutes, no institution may have more than one staff member on the Board, except that of the President. The ARRE Board suggests that we keep the current configuration with a president and general secretary at the Palace of Versailles. In this configuration, only one position is vacant, that of assistant treasurer and Antonio Núñez Pereira, Director of the National Palace of Pena in Portugal would like to stand for election.

A. Núñez Pereira : I am honoured to apply for this position on the ARRE Board as I believe that this Association is very important with its collection of the most important monuments and museums in Europe. Its existence is a positive thing and the reason I am applying today is because I would like Portugal to have a more central and active role in the association, as it has been on the periphery until now. I have international experience because I lived in central Europe, in Germany for 12 years and now that I have returned to Portugal, I have 2 different perspectives: a central and a peripheral one. These two angles, and my total commitment are what I can bring to the role if I am accepted on the ARRE Board.

Composition of the ARRE Board (1st November 2016 - 31 October 2019)

Catherine Pégard, President, Établissement public du château, du musée et du domaine national de Versailles, France

Hartmut Dorgerloh, Vice-president, General Director, Stiftung Preussische Schlösser und Gärten Berlin Brandenburg, Germany

Axel Harms, Vice-president, Head of Communication, The Royal Danish Collection, Denmark

Béatrix Saule, Secretary General, Director of the Museum, Établissement public du château, du musée et du domaine national de Versailles, France

Elżbieta Grygiel, Assistant Secretary General, Head of Department of Communication, Muzeum Pałacu Króla Jana III w Wilanowie, Poland

Tibor Gönczi, Treasurer, Managing Director, Gödöllői Királyi Kastély Közhasznú Nonprofit Kft, Hungary

António Nunes Pereira, Assistant Treasurer, Director, Palácio Nacional da Pena, Parques de Sintra - Monte da Lua, S.A., Portugal

The new ARRE Board is unanimously approved by the members present at the General Assembly.

ARRE GENERAL ASSEMBLY 2016

Decision Summary

The minutes of the General Assembly in Wilanów are unanimously approved by the members present at the General Assembly of the Association.

I. ACTIVITIES

The annual report for 2015-2016 is unanimously approved by the members present at the General Assembly of the Association.

Work Programme 2016-2017

In 2016, the next technical meetings will be held on 15-16 November 2016 at Chambord Castle on the theme of organizing events in royal residences, and on 5-6 December 2016 at the Tower of London on the theme of site security. Each meeting will be co-financed by ARRE for a sum of up to 2 000 €

Are also planned:

- Unifying event on Twitter : #PalaceDay (July)
- Publication of the ARRE newsletter (September)
- Working group for the preparation of the European Year of Cultural Heritage (EYCH) 2018 (October)

In 2017, four technical meetings on the following themes will be organized:

- *ARRE Corporate image*, 16-17 February 2017, Paleis Het Loo
- *Tourism promotion, group tourism*, 6-7 April 2017, Reggia di Caserta
- *Education*, September 2017, Palace of Łazienki
- *Archaeology in royal residences*. 9-10 November 2017, Coudenberg

Each meeting will be co-financed by ARRE for a sum of up to 2 000 €

Are also planned:

- #PalaceDay 2017 (TBC)
- International conference on preventive conservation – presentation of the EPICO project, 30 November, 1 and 2 December 2017
- New communication strategy of ARRE and reflection on communication tools (resulting of the technical meeting “ARRE corporate image”)

➤ **To be discussed :**

- Joint project within the framework of EYCH 2018
- Scientific research project on identity of royal residences
- Strategic plan for creating a pass of royal residences (technical meeting on tourism promotion, group tourism).
- Mobility project within the framework of the European programme *Erasmus+*
- Common video

Two Board meetings will be planned for December 2016 and April 2017.

General Assembly

On May 22-23, 2017, the General Assembly will take place at Hillsborough Castle, Northern Ireland.

In May 2018, the place of the General Assembly remains to be defined.

In May 2019, the General Assembly will take place at the Prince's Palace of Monaco.

II. STATUTORY ISSUES

The membership of the *Danish Agency for Culture and Palaces* as an Active Member is unanimously approved by the members present at the General Assembly of the Association.

The membership of the *Moscow Kremlin Museums* as an Associate Member is approved by the majority of members present at the General Assembly.

The new ARRE Board is unanimously approved by the members present at the General Assembly.
Composition of the ARRE Board (1st November 2016 - 31 October 2019)

Catherine Pégard, President, Établissement public du château, du musée et du domaine national de Versailles, France

Hartmut Dorgerloh, Vice-president, General Director, Stiftung Preussische Schlösser und Gärten Berlin Brandenburg, Germany

Axel Harms, Vice-president, Head of Communication, The Royal Danish Collection, Denmark

Béatrix Saule, Secretary General, Director of the Museum, Établissement public du château, du musée et du domaine national de Versailles, France

Elżbieta Grygiel, Assistant Secretary General, Head of Department of Communication, Muzeum Pałacu Króla Jana III w Wilanowie, Poland

Tibor Gönczi, Treasurer, Managing Director, Gödöllői Királyi Kastély Közhasznú Nonprofit Kft, Hungary

António Nunes Pereira, Assistant Treasurer, Director, Palacio Nacional da Pena, Parques de Sintra - Monte da Lua, S.A., Portugal

III. BUDGET

The accounts for 2015 are unanimously approved by the members present at the General Assembly of the Association.

The revised provisional ARRE budget for 2016 is unanimously approved by the members present at the General Assembly of the Association.

The provisional ARRE budget for 2017 is approved by the majority of the members present at the General Assembly of the Association.