

**Association of European Royal Residences
GENERAL ASSEMBLY**

Hillsborough Castle
21-22-23 May 2017

MINUTES

Agenda

List of participants

Opening of the General Assembly

I/ ACTIVITIES

1.1 Presentation of the annual report May 2016-May 2017

1.2 Activities 2017-2018

- 1.2.1 Technical meeting: Learning activities
- 1.2.2 Technical meeting: Archaeology in royal residences
- 1.2.3 Provisional Programme for 2017-2018
- 1.2.4 ECHY – European Cultural Heritage Year 2018
- 1.2.5 Developing the Network

II/ BUDGET

2.1 Presentation of the Accounts for 2016

2.2 Presentation of the projected budget for 2017

2.3 Presentation of the projected budget for 2018

III/ STATUTORY ISSUES

3.1 Expanding the Network

- 3.1.1 Presentation of the Moscow Kremlin Museums
- 3.1.2 Presentation of the Danish Agency for Culture and Palaces
- 3.1.3 Examination of the Royal Villa of Monza's application

3.2 Renewal of the Board

Decision Summary

Location: Hillsborough Castle, the Square, Hillsborough, County Down

BT26 6AG//www.hrp.org.uk

Languages: Simultaneous French and English translation

Sunday 21 May 2017

- 14:45** Departure from the hotel for Hillsborough Castle
15:00 Welcome coffee
16:00 Visit of the Village and surroundings Stephen Martelli
18:00 Aperitif
18:30 Dinner – hot buffet
20:30 End of the day and return to hotel

Monday 22 May 2017

Market Room

- 9:00** *Welcome and refreshments*
9:30 Opening of the General Assembly John Barnes and Catherine Pégard
Presentation of the new members of the Board
Approval of the minutes of the General Assembly at the Venaria Reale (vote)
10:00 **Introduction of new members**
Moscow Kremlin Museums Elena Gagarina
Danish Agency for Culture and Palaces Annette Straagaard
10:30 **Annual Activities**
Presentation of the annual report 2016 – 2017 (vote) Catherine Pégard
10:45 Technical Meetings 2017
Learning activities - Lazienki Museum Królewskie, Poland Tomasz Ostrowski
Archaeology in royal residences - Coudenberg – Former Palace of Brussels, Belgium Vincent Heymans
11:00 Coffee-break
11:30 Provisional programme for 2017-2018 Laurent Salomé
12:00 2018 European Cultural Heritage Year: Hartmut
"A Place at the Royal table" Dorgerloh
12:30 Development of the Network and communication strategy Axel Harms
Questions and discussion
13:30 Lunch – cold buffet
15:00 Visit of the Palace Christopher Warleigh-Lack

16:30 Return to the hotel and free time
19:00 Departure for Hillsborough Castle

19:30 Dinner at Hillsborough Castle

22:30 End of dinner. Return to hotel

Tuesday 23 May 2017

Room: The Market Room

9:00 Welcome and refreshments

9:30 New member applications 2017 (vote)

10:00 Provisional programme 2017-2018 (vote)

10:15 Treasurer's report

Accounts 2016 (vote)

Estimated revenue and expenditure for 2017 (vote)

Projected budget for 2018 (vote)

Elena Alliaudi
Catherine Pégard
António Nunes
Pereira

11:00 Coffee-break

11:30 ARRE "Speed meeting"

Court Room et
Jury Room

12:30 Various questions and conclusions

13:00 Lunch – cold buffet

15:00 End of General Assembly

List of participants present (with voting power):

Schönbrunn Palace GMBH, Austria

Franz SATTLECKER, Director

Christina SCHINDLER, Product Manager

Former Palace of Brussels ASBL, Belgium

Vincent HEYMANS, Administrator

The Danish Royal Collections, Denmark

Axel HARMS, Head of Communication

The Danish Agency for Culture and Palaces, Denmark

Annette STRAAGAARD, Head of Cultural Projects

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

Laurent SALOMÉ, Director of the National Museum

National Estate of Chambord, France

Frédéric BOUILLEUX, Deputy Director

Compiègne Palace, France

Emmanuel STARCKY, Director

Prussian Palaces and Gardens of Berlin-Brandenburg, Germany

Hartmut DORGERLOH, Managing Director

Gabriele HORN, Head of Protection and Preservation

Royal Palace of Gödöllő, Hungary

Tamás UJVARY, Director

Tibor GONCZI, former Director

The Piedmont Region - Consorzio La Reggia di Venaria Reale, Italy

Andrea MERLOTTI, Head of the Reggia di Venaria Reale Studies Centre

Erika PAGGIORO, Studies Centre

Reggia di Caserta, Italy

Mauro FELICORI, Director

Prince's Palace, Monaco

Thomas FOUILLERON, Director of Archive dept. & Library

Het Loo National Palace Museum, Netherlands

Michel VAN MAARSEVEEN, Director

Pien HARMS, Sales Director

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

Pawel JASKANIS, Director

Elzbieta GRYGIEL, Head of Communications

Royal Castle of Warsaw, Poland

Pawel TYSZKA, Director's Plenipotentiary for Academic Activities and Education

Royal Łazienki Museum, Poland

Tomasz OSTROWSKI, Administrative department

Mafra National Palace, Portugal

Mário PEREIRA DOS SANTOS, Director

Isabel YGLESIAS DE OLIVEIRA, Curator

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

Antonio NUNES PEREIRA, Director of the National Palace of Pena

Peterhof State Museum, Russia

Anna LIASHKO, Head of Cultural Heritage Preservation and Learning

Moscow Kremlin Museums, Russia

Elena GAGARINA, Director

The Royal Collections, Sweden

Kerstin HAGSGARD, Curator

Historic Royal Palaces, United Kingdom

Michael DAY, Chief Executive

John BARNES, Conservation & Learning Director

Sebastian EDWARDS, Deputy Chief Curator and Head of Collections

Association of European Royal Residences

Elena ALLIAUDI, Secretariat - coordination

Hélène LEGRAND, Trainee

Excused: **Royal Palace of Turin, Italy**

Opening of the General Assembly

J.Barnes: I am delighted to welcome you to Hillsborough Castle for the General Assembly of our association and I hope you will enjoy your stay with us. As you know, Historic Royal Palaces manages six extraordinary sites, five of which are in London. Together these six sites tell the story of our nation and that is why we are so pleased to be here at Hillsborough, as we can contribute to the understanding of our rich Irish history.

HRP is an independent charitable organisation, which means that we have an independent business model that offers us a certain freedom.

Our mission is to look after the sites in our care, encouraging visitors to discover things for themselves, rather than telling them everything. Palaces are spectacular places of beauty and majesty and we should all be proud to continue these traditions. And more than anything, we love to tell stories.

The Castle and the town of Hillsborough were built by a single family, the Hill family, at the end of the 18th century. They were the biggest landowners in all of Northern Ireland.

The 1st Marquess of Downshire, Wills Hill served as Secretary of State for the Colonies during the American Independence. During the 20th century the castle was no longer used. In 1924, the British government bought the building after the separation of Northern and Southern Ireland in 1922.

Today it is the official Irish residence of the British monarchs when they are in Northern Ireland. This castle played a major role in the Irish peace process after the troubles of the 60s and 70s. It was here that the Anglo-Irish agreement was signed in 1985 and where the IRA gave up their arms. In 2010, the 'Hillsborough Agreement' was signed here. This type of political activity will continue to take place here at Hillsborough. HRP is here to open the castle to the public and to enhance the understanding and pleasure of visitors during their visit. The project we explained yesterday is the first phase of a 20-month project to open the entire castle to the public for Easter 2019. Our aim is to welcome 200 000 visitors over the first 12 months. This room is called the "Court House". Originally this central area where we are right now, was the market place, built in 1790. The room upstairs was often used for trials. HRP took over the management of the Hillsborough buildings in 2014.

C.Pégard: I am very grateful to John for this welcome and to all those who prepared the meeting. It is the first time we have come to Hillsborough and I must say that we already feel at home having spent the afternoon in your wonderful gardens. We have understood that this is a complex place because it needs to exist within the world of tourism when it had another destiny. Thanks to your attention to detail, you have brought it to life.

Regarding more practical matters, I would like to inform you that the Board has decided to do away with the custom whereby one hotel night was covered by the institution hosting the General Assembly. Given the growth of our network, organising the General Assembly has become much more onerous for the host country. I think it will be much simpler and more efficient from now on if everyone contributes to the whole stay.

I would also like to remind you that the right to vote is subject to your institution being up to date with its subscription fees. This is not the case for some of you. The fee is due by the end of March.

Please note:

This will be our last General Assembly with Michael Day, Franz Sattlecker, Mario Pereira, and with Tibor Gonczi, who we will always be welcome even after they have left our organisation. I am delighted to see our two new members represented here today: The Danish Agency for Culture and Palaces (Denmark) represented by Annette Straagaard, Head of Cultural Projects and the Moscow Kremlin Museums (Russia), represented by their Director, Elena Gagarina.

F.Bouilleux: Luc Forlivesi, who accompanied me at the last General Assembly at the Venaria Reale, will be leaving Chambord in June after five years in senior management. He wanted me to relay his best wishes and the pleasure he has had working with you. I am sure you will see him again in another capacity, as he is not leaving the Ministry of Culture or the Loire region.

Approval of the Minutes of the General Assembly of Venaria Reale 2016

The minutes of the General Assembly of Venaria Reale 2016 were incomplete as the name of our dear colleague from the Prince's Palace of Monaco, Thomas Fouilleron was not mentioned. We will rectify this omission ASAP.

The minutes of the General Assembly of Venaria Reale have been unanimously approved by the members of the General Assembly of the Association.

I/ ACTIVITIES**1.1 Presentation of the Annual Report, May 2016 – May 2017**

C.Pégard: This report was sent to you two weeks ago. I won't read the whole report, as I am sure you will agree it was very well presented by Elena, who gave us a very clear overview of what was done last year.

The year 2016/2017 was busy, with four technical meetings. The meeting about security at the Tower of London was highly beneficial for all of us. I heard nothing but praise afterwards. In the current context that affects all of us, it is important to discuss these issues. Internally, the Het Loo meeting on the Association's identity was very useful to clarify numerous points. We have a tendency to get distracted but managed to re-focus our attention better. I would like to insist on certain points that I feel are essential to discuss.

- **Two ECHY workshops 2018:** I would like to thank our SPSPG and Het Loo colleagues for organising these workshops. In the framework of ECHY we also submitted a European proposal for a special call, "*Voices for Culture*" aimed at creating a think tank with the European Commission for the organisation of European Cultural Heritage Year. Unfortunately, our proposal was not successful despite the quality of our projects. This failure highlights once again the importance of strengthening our presence and visibility at European level.
- **Art gardeners** (gardener mobility): this project was exemplary; it cost the association nothing as it was financed by regional grants obtained by our Italian colleagues. Many

European colleagues expressed interest in the project and some of the gardeners were so taken with Versailles that they stayed longer than planned. I think it would be highly advantageous to develop these professional exchanges and we could extend them outside the Association. I have noticed a high demand from Japanese gardeners and we hosted some of them two years ago in Versailles. These gardeners did not speak French and the experience was extraordinary. French gardeners adopted the Japanese style of pruning chrysanthemums and the Japanese learned the topiary arts.

- This is something we must develop and expand for the prestige of our Association outside European borders. And we should not limit it to gardening – we need to examine the possibility of multiplying these professional exchanges. We are all lucky to have access to art professions and craftsmanship that are sometimes rare and that could contribute to other royal residences or other places in the world.
- **#PalaceDay:** This initiative was the result of the technical meeting on digital strategy that was held in 2015 at Venaria Reale. It is the symbol of a mutual desire on the part of our digital teams to work on a joint project. The first edition was a real success, with more than 6000 tweets. It also enabled us to make links with Buckingham Palace and the Royal Collections. Roughly 70 institutions were involved. The event cost very little (€30 for the purchase of the palaceday.com domain name by the Palace of Versailles) and it cost the network nothing.

COMMUNICATION

- **Directory:** Continual updating – our directory only contains 500 contacts. You will be asked to check it, update it and add to it over the course of 2017.
- **Newsletter:** A newsletter was implemented from September 2015 until 2016. The results were not satisfactory and the Board decided to stop it in order to concentrate our efforts on the mutual promotion of our activities.
- **Brochure:** Our institutional brochure no longer meets our needs, therefore we suggest modernising it. I'd like to thank Elżbieta who is already working with the Secretariat to update the image and content of the new brochure.
- **Internet Site:** Our Internet site is obsolete. We have therefore decided to completely redesign it. The site will be hosted by the EPV.
- **Basecamp:** Members don't use the platform much and we pay a subscription. The new site will have an area for sharing documents, which will replace Basecamp and save us money.

The Annual Report for 2016-2017 has been unanimously approved by the members of the General Assembly of the Association.

1.2 Activities 2017-2018

1.2.1 Technical Meeting: Learning activities, Łazienki Królewskie Museum, 21-22 September 2017.

T.Ostrowski: This is the first technical meeting to be held at Łazienki. The aim is to examine the interaction between learning programmes and exhibitions. This meeting will also be an opportunity to go beyond this question and think about the educational role of cultural institutions in general today.

The first day will be devoted to the presentation of our experience in this field. We have a rich and varied programme of activities for a wide-ranging public: children, families, and the elderly. The second day will be devoted to discussion and debate on the following subject: the connection between our learning projects and our exhibitions (be they permanent or not).

We would like to broaden our audience by inviting some partners and other international groups, particularly our partners from the "*Gardens of Light*" project. Since 2012, we have had a very profitable partnership with the royal residences participating in the project. Everyone participates actively in terms of education. Inviting them to attend would be very interesting and would add value to the meeting.

1.2.2 Technical Meeting: Archaeology in Royal Residences, Coudenberg-former Palace of Brussels, 9-10 November 2017

V. Heymans: Since the 2000s, the Coudenberg teams have been managing a site that is very interesting but also very complicated to understand because the palace itself no longer exists and the ruins were uncovered gradually from the 1980s thanks to specific archaeological digs in public places.

Our mission is to explain to visitors what they can see but also what they can't see and to make it accessible to them. Since the 90s, we have worked on presenting the site, notably through a series of publications. Since 2007 we have had a small museum about the site. This has brought new challenges.

During the meeting we will be talking about a very old discipline that is relatively recent in the capital city of Brussels, as well as the experience we have acquired over fifteen or so years in the daily management of an archaeological site that is open to the public.

We'll be presenting our current projects, such as a vast study on climate and the conservation of ruins. We are also launching a big project on 3D scanning of the archaeological site linked to a database. In contrast to this modern technological project we would like to talk about our education and learning projects. This year we created 20 "Wow packs". These packs, which were deliberately designed outside the technological framework, are fun and educational about history and archaeology.

Visits to other sites, such as Bruxella 1238 will be organised and we would like to show you around the archaeological laboratory of Brussels, our partner. We will invite a range of speakers and friends to present the subjects to you.

1.2.3 Provisional programme for 2017-2018

Presented by Laurent Salomé: Cf. annexe¹

Observations:

G. Horn: We would like to create a series of meetings. Some years ago we talked about the residence interiors, the passing of time, lighting and empty spaces. As Laurent Salomé has explained, we thought we should focus on heritage and restoration or conservation issues. All the members are concerned, particularly art historians and curators. These meetings would allow us to get together to find solutions, notably on the question of stone (which requires completely different techniques than those required for textiles or painting. It is a very specific field. This technical meeting will be in English, without an interpreter because it is sometimes more difficult to communicate through an interpreter. I can't tell you much more but you can find information in the summary.

A. Harms: This technical meeting is part of a cycle, comprising highly technical and scientific subjects. In another meeting we can see how best to communicate and transmit these subjects, which are very important for us and our visitors. We have scientific and artistic constraints but it's very difficult to convey them to the public.

E. Starcky: I would like to come back to the DEMHIST meeting that took place in Compiègne, where we broached this topic and discussed putting the proceedings online. The subject was very interesting and deciding which restoration approach to adopt is key for the future of our great residences. If the discussions we had in 2014 could be available online, it would be a good thing.

F. Bouilleux: I would like to suggest that we broach an essential issue (maybe not in a technical meeting, as the agenda is fixed, but as a small research project), which is a little technical, and that is the subject of image rights of historical monuments and sites, and the use of a trademark.

Today in France, under the law of last July, so-called 'national' domains are allowed to authorise use of their image and to be paid for it. The rule is a bit problematic. At Chambord we have been asked for authorisation to use the "Chambord" name for an underwear brand! We believe that the protection of our image should allow us to refuse such usage, which does not correspond to the height of our ambitions in terms of heritage protection. There is also a real financial aspect involved in the use of a trademark. Today, we all carry out marketing activities based on our sites, by the sale of merchandising and also the use of our trademarks. I think this subject is an interesting one. Could we ask members to examine the situation in their respective countries and tell us what their position is? Does this issue interest the other members? If so, perhaps we could discuss it all together during a meeting. If everyone is interested, we could have a meeting on the subject at Caserta. I need to wait for approval first from the Ministry's legal council.

C. Pégard: It is a good idea and a good way forward to take stock of the situation before organising a technical meeting. We could apply this approach to other topics too: consult

¹ Cf. Annexe 1_Schedule 2017_2018

each other on an informal basis, (e.g. via email) before formalising things if we think we need to delve deeper into them and it may happen that our situations are just too different for any discussions to be productive. I'd like to ask our Chambord and Caserta colleagues to work with the Secretariat on drawing up a questionnaire to this end.

P. Martin Laborda: As far as the 2018 AG goes, I think it would be very interesting to hold it in Aranjuez or Escorial. I will be able to confirm within a fortnight or so.

1.2.4 ECHY – European Cultural Heritage Year 2018

Presented by Hartmut Dorgerloh and Gabriele Horn

H. Dorgerloh: Yesterday, John mentioned the importance of this site in Anglo-Irish relations. It was an important meeting place where they tried to ensure that yesterday's foe became tomorrow's partners. When you arrive here from Dublin you don't realise that there is a border and it is really hard to imagine that there could be one between both Irelands. One of the most striking moments in my life was the fall of the Berlin wall and I am totally against the construction of any new walls, even following a public vote.

We are actively involved in European cultural policies and have an important political role to play in European heritage. Cultural heritage initiatives are paramount. It is important to show that Europe is not just a political and financial structure. Europe is also a cultural space, with a common heritage and common values. I think that ECHY 2018 represents an important opportunity to discuss these questions. From Russia to Portugal, from Greece to Northern Ireland, from the four corners of Europe, when we talk about the future of Europe, that includes European heritage and history. And here at Hillsborough, I think we are in the right place to talk about Europe's future.

Last year, we discussed ways in which we could increase our visibility in the European Union. Obviously our network is responsible for an important part of our history and culture even though these residences were built before the concept of a 'nation'. Through our dynasties, artistic exchanges and travelling artists, Europe already existed. So it is important that we make ECHY a success. We must remain aware of our central role in European cultural heritage. And if the European Commission wishes to undertake any initiatives in this domain, it must understand that it cannot do so without us. We have decided to participate in ECHY with a general theme but very simply so that everyone can participate. The main idea is to attract people to come and visit us, be they local or international.

G. Horn: The two workshops on this subject were very productive and lead to the project: "*A place at the Royal Table*".² Very quickly, we decided to adopt a format that would enable each participant to develop his own activities. I think this is important as our resources are very different and European funding was not guaranteed. The aim is to raise awareness about the subject. We also want to be more visible to European institutions to develop "*A place at the Royal Table*" as a common project. The Network of Royal Residences is mentioned in the "Sharing Heritage" concept note by the German government. Currently, not all the members

² Cf. Annexe 2_Brochure ECHY « A Palce at the Royal table »

of the network are interested in the project, but I think that everyone should do a little something. We are an official body, an association, a network, not an informal group. Yesterday, I spoke to Pilar and Mr Starcky, who would like to join the project. I also spoke to our Russian colleagues. This subject provides an opportunity to develop a wide range of activities, whether related to cultural traditions, exchanges, the origin of food, etc. I think we have a lot of things to say on the subject and that everybody could find something to work on. We would also like to establish links with non-European cultures. We talked about refugees present in Europe and raising their awareness of our heritage.

This project will begin in March. We will have to discuss how we wish to organise the launch. An international picnic will be organised in June, the same day as #Palace Day (Saturday 23 June).

The picnics could be linked by webcams. A gala dinner will be organised at the Palace of Versailles in autumn 2018. We are thinking that maybe we will need another workshop in autumn 2018 to evaluate the positive points and impact of the project, "A Place at the Royal Table". Through this project we would like to encourage links between the members and with our visitors. We would like to test this new model of cooperation without any additional funds. I have given Elena a list of national ECHY coordinators by country³. You will receive a copy of the list, which will enable you to find out whether there is any specific ECHY funding available from your national coordinator. The EU isn't currently very clear about the availability of funds. However, this project can be carried out without extra funding. Everyone is capable of laying a table, showing people round a vegetable garden, showing children how to cook, etc.

Observations:

A. Harms: We really would like a majority of our members to participate in this project. The programme could be the start of heightened collaboration within our network and it really showcases our activities.

E.Starcky: We want to be part of this project. Compiègne has acquired a lot of Sevres porcelain and silver. We have a fully laid table nearly all year round. The presentation of royal and imperial tables is an important issue, in terms of its impact on the public. It brings our grand residences to life. What's more, there are opportunities to seize. We recently bought some Napoleon III table linen. In ten or fifteen years, it may be difficult to find any on the market. We are very keen to participate in this project.

M. Felicori: We are a little behind and have not joined the project yet but I am certain we will do so very soon. On June 3 we are organising a historical picnic in the park. It will be a way of preparing before joining you. We will need information about the dates and the places.

K. Hagsgard: As far as Sweden is concerned, I will forward the information to our colleagues in charge of tables. Six to eight times a year we present a laid table. I will let you know what we can do.

³ Cf. Annexe 3_ECHY National Coordinators

A. Merlotti: We are in contact with the University of Gastronomic Sciences in Pollenzo. Pollenzo was a royal residence of the House of Savoy, and it has become the home of the most important Italian university in the field of food science. We need further discussions with the university to formalise our partnership, but some professors are already working with us. We are currently looking at specific foods consumed at Court: red wine, truffles, chocolate, etc.

We would like to create a triennial project on the history of food at Court and the shift from Court food to popular food. We hope to be able to let you know very soon how we intend to communicate about this project to our public.

J. Barnes: We are going to renovate the Tudor kitchens this winter and open them next March. If we can be of any assistance in launching your programme, we would be more than happy to contribute.

H. Dorgerloh: In Germany, we have discussed activities linked to this subject very often. Nutrition, diet and food are very topical subjects. Every day we have a choice of different foods, such as pizza, kebabs or tacos. It's obvious that European and international relations are important when it comes to food. How relevant is this on a European level?

I would like to discuss raising funds for the coordination of all or joint activities. We will need photos and short video clips showing our activities, that we can put online on our website (and create a joint calendar) or on YouTube. We could, for example, create a European recipe book with added comments from our visitors. So I would ask for your help in providing a maximum amount of photos and video footage in order to have sufficient resources.

At the Het Loo technical meeting we decided that it would be good to have a common logo/brand so that visitors can clearly see when a project is a joint ECHY project. We can discuss this idea. Could this kind of logo/brand be supportive of Europe? Maybe we could aim for March 2018 and decide on a logo, the colours etc. A decision will be made by the Committee. I don't know what the result will be like, but it will in all likelihood be something simple, something that highlights our cooperation. The 2018 workshop will be a good opportunity to talk amongst ourselves, strengthen our collaboration and see if the project has been successful.

G. Horn: In Germany, we will have a calendar as from July 2017. The EU is also drawing up a calendar. We need to establish one for the Association as soon as possible. We were also talking about another workshop in 2018 to assess the success of the project, "A Place at the Royal Table". I think we need to discuss evaluation more generally, be it for technical meetings or for more specific projects. It would be a way to monitor how our work is progressing.

V. Heymans: We are very interested in this topic because at Coudenberg we have the ruins of one of the two former palace kitchens and a cellar. The Palace had its most brilliant period between the 15th and 17th centuries and that is a time when the history of cooking underwent a lot of change. The Renaissance changed many things in history but it also had an impact on food habits, codifying culinary customs, the first books, etc. Last year we held an exhibition on this topic. It was a revelation because we realised that we could actually

cover everything we have through this one subject. We could include everything we had to show. We would like to set up the 2016 exhibition on culinary arts again online, highlighting feasts and banquets at Coudenberg in particular.

A. Nunes Pereira: The kitchens of the Palace of Queluz are being restored. Our director is very interested in this topic. Our focus will be on Queluz primarily, however, we will also be working on other palaces to include them and show their particular features related to the topic. Not too much building work will be necessary. We would like to adapt ECHY to the ensemble of Parques de Sintra-Monte da Lua residences. We have already organised a picnic and made a short film.

I. Yglesias De Oliveira: We have recently recovered the kitchens, which, until a month ago, were being used for storage. We have a restoration project planned for the kitchens. We would like to participate in this ECHY project and find out more about the subject of royal kitchens.

T. Foulleron: A few years ago we published a culinary and historical book on the Princes' table. The book was the result of research carried out with the Prince's current chef on menus preserved in the archives. Monaco's kitchens cannot be visited as they are still in use for the Prince. For next year, the main problem I foresee for Monaco is the major exhibition on the Forbidden City in Monaco. This exhibition, which opens in September, will include examples of the Prince's table with the silverware, porcelain and crockery in our possession. Consequently, it might be difficult to put on an exhibition on that subject in the palace. I think the subject is very inclusive. Notwithstanding the availability of sufficient relevant items, the concept and content are more or less ready.

The Prince's chef could represent his residence during the Versailles dinner. He is still the president of the chef's chef club, which includes all the chefs of the heads of State on the planet. He is very used to attending this kind of event.

C. Pégard: I suggest that we fix a date for the gala very quickly so that everyone can inform their chef. The same goes for the picnic to be held on 23 June.

Developing the Network

Presented by Axel Harms

Current Context:

- Continuous enlargement of the Network – today there are 24 members
- A balance between activities for members and those for the public (e.g. Palace Day).
- Preparation of ECHY

Needs:

- Increase visibility of the network within the teams of member-institutions
- Increase the visibility of the network outside the organisation (stakeholders, decision-makers, cultural and heritage institutions, potential new members, etc.)

Tools:

- A new website hosted by the Palace of Versailles
- A new brochure in PDF format, available for all the members, to be distributed in each institution.
- Opening technical meetings to external professionals against a registration fee.
- Invest in communication around ECHY
- Integrate other European networks such as Europa Nostra and Culture Action Europe

Observations:

G Horn: How exactly can we organise the inclusion of external experts at technical meetings? Won't we find ourselves with 60 people at a meeting?

A. Harms: Theoretically, yes, that could happen. But in practice, I don't think it will. We need to be responsible in issuing invitations only to someone we feel can contribute relevantly to the meeting. And there will be a registration fee for experts. But the idea is that each participant can invite someone if he wishes.

F. Sattlecker: In Austria we have very strict rules about financial transparency. The cost of our new website (6 000 euros) is very reasonable but perhaps you could give us a breakdown of these costs. Would it be possible to have a more detailed description of the site?⁴ As regards the brochure, personally, I think that a brochure was for the 20th century. Shouldn't we concentrate on the website? And what do you mean by 'PDF format'?

A. Harms: The idea is for all the members to be able to present the Network clearly when they are in contact with other institutions. Each member can print out the brochure and bring it with him to a meeting, an event or a discussion. It is a digital brochure. It's an inexpensive and simple tool, especially given that the design has already been established with the help of Wilanów.

E. Grygiel: The main idea is that the brochure should be simple and concise, well designed and pleasing to the eye. Each member will have the same PDF file that can be printed as required.

G. Horn: I am delighted about this initiative, as it has often been challenging to present the Network. I suggest we also include our achievements to date in the brochure.

E. Grygiel: Absolutely, and we have already included examples of our activities in the brochure.

H. Dorgerloh: With regard to European influence, I'd like to inform you that the next Europa Nostra conference will take place in Berlin. ECHY will of course be on the agenda, as well as the question of training for academics and professional qualifications in the heritage and conservation sector. I also wanted to discuss the historical garden project⁵. If we want to be more active in these European networks we need ambassadors to represent us. It is not

⁴ Cf. Annexe 4_Website costs estimation

⁵ Cf. Annexe 5_ Historical Gardens

possible for Elena or other Board members to be act as ARRE representatives. If we want to gain visibility we need to find a way to manage this. Furthermore, every member has contact with important people for the network. These personal links could serve the Network. That might be a solution.

M.Felicori: I don't understand why we don't use the same social networks. We are not on Facebook or Pinterest, nor are we on Instagram. Even with a new website, we still need to invite people to visit it. Facebook is the best ay to do that. We talk about being more visible but don't use the means available.

A. Harms: The short answer is that it is difficult in practice. It's a complicated issue. Facebook is a great tool but there's a lot of maintenance involved. We would need more resources—both financial and human. But we are aware of the power of social media. We try to work with them and use them as much as we can, depending on our different situations. Moreover, Facebook allows you to communicate with people directly in the private sphere. Facebook would be the right tool if we wanted to communicate about our Network to all Europeans. As a network, we are of greater interest in the professional sphere and Facebook is not suited to that. Most professionals don't want to mix their private and professional lives. That's why we are on LinkedIn, which is narrower in reach, but entirely geared towards professionals. PalaceDay is already on Twitter and Instagram. We are concentrating all our efforts on one day.

E. Grygiel: We can use Facebook ourselves as member residences of the Network. This morning I posted a photo of Hillsborough Castle with my Director and some friends who were with us. I will post other things before the Assembly is over. We often post information about our technical and committee meetings on the museum's page. On our website, we also carry out promotion for exhibitions in other residences. It's really a question of time and motivation. Elena is alone and has a lot of work.

M. Felicori: Just to be clear, if we decide to create an official Facebook page for the Network, we will need to share it. We will all have to contribute to it. That's' what I do for the Caserta page. Elena can't do alone what we can do as a group.

A. Harms: I agree, but who is our target audience? We always come back to this question. In my opinion, if we wish to raise awareness about our network, we need to do so amongst people for whom the Network is of particular interest. I don't think that is the case for our millions of visitors.

A. Nunes Pereira: Elena has loads of work, so do we. It's hard to carry out all the necessary work in our palaces and gardens, and to manage communication on Facebook, Instagram, Pinterest, etc. I don't think it's the Network's job to communicate information about my residence. Moreover, I'm not sure that the Board in Sintra would support an external platform communicating about our institution, which is something we already do internally. We should focus on communicating around Network projects and I think we should concentrate on professionals. We need a simple platform to communicate about our ideas and activities. The new website will host links to all our respective institutional websites. These will also facilitate access to Facebook, Instagram, and other profiles of the each member.

E. Grygiel: When you have a Facebook page, you are responsible for the content that is published there. But you know how difficult it is to even reply to Elena within a certain time frame. Who will provide content for the Facebook page? Certainly not me. I feel sure that we can successfully promote our Network through our institutional profiles.

V. Heymans: I wanted to come back to the suggestion about opening technical meetings to external colleagues. The Coudenberg team is small and most of my colleagues come from other organisations. I have realised that outside visibility of the Association is important, but that it is even more important internally. I think that most of my colleagues wonder whether the Network isn't just an excuse to travel and dine with friends. By inviting our colleagues to our meetings we can increase the visibility of our Association very simply and quickly. It won't require much effort and we will benefit from their input. I really believe in this idea.

A. Harms: Our exchange programmes have been some of the most productive in our collaboration over the years. They come up again and again because a lot of people are interested in them. It's something we do well. The first exchange was partially funded by Erasmus+, however, the Association is no longer eligible for this type of funding. Nevertheless, we believe that we should continue with this kind of activity without external funding if necessary. The host residence could cover/provide accommodation. The sender residence could cover the cost of the trip. Recently we had a very good example with the gardening mobility exchange at the Venaria Reale. There is a lot of demand for this type of exchange. A new edition of Erasmus+ programmes is due shortly and we would like to see whether we might be eligible. There is no guarantee of course. If you have staff that are interested, we would urge you to let the other members and Elena know. The Secretariat will try to coordinate it all and make it concrete. Exchanges are wonderful opportunities for our institutions.

II/ BUDGET⁶

2.1 Presentation of the Accounts for 2016

T. Gönczi: Last year we had two employees at the Secretariat, but due to French laws we encountered some unforeseen costs.

Revenue stands at 116,000 euros. We have dipped into our reserve in order to maintain our budgetary balance. We always respect the Committee's guideline not to have less than 50,000.00 euros reserve money.

There are some minor differences with the budget:

- 1) We spent a little on publications and the organisation of technical meetings.
- 2) We saved money on accommodation and translation.

We used 24,697.72 euros of our reserve fund instead of 22,7000.00 as initially forecast. But 2016 was a year of transition so the figures are good.

We have just voted in a new member for 2018 and conditions next year should be better. We always try to respect the balance forecast in the approved budget. Our finances are healthy and we are heading in the right direction if we continue in the same vein.

⁶ Cf_Annexe 6_ Projected budgets 2016_2017_2018

The Accounts for 2016 have been unanimously approved by the members of the General Assembly of the Association.

2.2 Presentation of the predicted budget for 2017

A. Nunes Pereira: Now I am going to present the budget for 2017 which reflects the Network's activities. We are mainly investing in the General Assembly, conferences and technical meetings. The 2017 budget includes expenditure on two items that have been absent in previous years:

- The EPICO conference: 10,000 euros
- The new website: 6000 euros

We did not have these expenses in 2016, but will not have them again in 2018. These are exceptional expenses. We had 15,000 euros set aside for "other projects". That amount has been reduced in order to save our reserves compared to 2016. Other expenses are more or less the same. We no longer cover the accommodation costs for participants in the General Assembly. What should be noted in the 2017 budget is the disappearance of expenditure related to brochures. Printing costs have come down to 600 euros.

M. Van Maarseveen: Board spending has gone down from 4,000 to 500 euros. What is the explanation?

A. Nunes Pereira: We thought it best to allocate those funds to the General Assembly where everyone is present rather than Board meetings where there are only 7 members. Board meetings are held twice a year but the host institutions can cover the costs.

ARRE's revised Projected Budget for 2017 has been unanimously approved by the members of the General Assembly of the Association.

2.3 Presentation of the Projected Budget for 2018

A. Nunes Pereira: Network members are investing in special projects, such as EPICO and ECHY and there are related costs. (10,000 euros expected for ECHY). Otherwise, the majority of costs won't change apart from point 6. We should have a little more flexibility thanks to our new member in 2018. However, if we want to be more ambitious, I think there is no alternative but to increase the subscription fees by 10%. There has been no increase since the Network was created 15 years ago. We need to inject a bit more money into our budget. The latter is not endless! If we are to be more ambitious, we must increase the fees.

Observations:

F. Bouilleux: In line 622 661, it goes from 1,000 à 10,000 euros in the "Other costs" category. Why so?

A. Nunes Pereira: We had 15,000 euros allocated in the "Other expenses" category. There was nothing on that line in 2016. The unspent money goes into the reserve. As it had already been allocated, there is no need to vote again during the GA.

Any unforeseen expenditure must be submitted to the General Assembly. There is a 10,000 euro reserve for unforeseen expenses that can be used by the Committee for unexpected costs without the approval of the General Assembly. Any expenditure must also be submitted to the Treasurer.

Every quarter we receive a breakdown of spending by the Association. Anything in excess of the approved amount must be validated by one of the treasurers.

Pien Harms: Yesterday we talked about the website. Wouldn't it be wiser to allocate those costs to 2018? 1,000 euros per year is not a lot for a website.

A. Nunes Pereira: It's true, the current investment in the website is substantial, but as from 2018 we will only have maintenance costs. According to the website project team, maintenance will only cost 1,000 euros per year. So the biggest outlay is this year. If by any chance there were some extra costs, they would be low and easily covered by the aforementioned 10,000 euros.

ARRE's predicted budget for 2018 has been unanimously approved by the members of the General Assembly of the Association.

III/ STATUTORY ISSUES

3.1 Expanding the Network

3.1.1 Presentation of the Moscow Kremlin Museums⁷

Elena Gagarina

3.1.2 Presentation of the Danish Agency for Culture and Palaces⁸

Annette Straagaard

3.1.3 Examination of the Application by the Royal Villa of Monza⁹

Elena Alliaudi

Observations:

F. Sattlecker: Elena and I were at Monza last year. It is a great example of successful restoration as the villa had been abandoned since 1923 and closed to visitors. In the attic there is a magnificent permanent exhibition on Italian design, which fits in perfectly with the building.

M. Felicori: Yes, it is the art department of a teaching institution in Milan that is responsible for the design. They have a solid reputation in art and design and many students work there.

The membership of the *Royal Villa of Monza* has been unanimously approved.

⁷ Cf. Annexe 7_ Presentation of the Moscow Kremlin Museums

⁸ Cf. Annexe 8_ Presentation of the Danish Agency for Culture and Palaces

⁹ Cf. Annexe 9_ Presentation of the Application by the Royal Villa of Monza

3.2 Renewal of the Board

Catherine Pégard: May I remind you that our Board was elected in May 2016 for a period of 3 years, until November 2019 (as the term started last November). Our last General Assembly agreed that the presidency and Secretariat should remain seated at the Palace of Versailles, and I'd like to thank you again for that. I see that you were happy to keep me as president, just like President Hollande has been happy to keep me at the head of the EPV in France. I am delighted and touched.

Laurent Salomé, who took over from Béatrix Saule last year will work in tandem with me, as you have also agreed. We were sad to see Tibor Gonczi leave and he has been replaced by Tamas Ujvary. We are delighted to welcome him into our midst. For the time being, Antonio has been dealing with Treasury matters and he will continue to do so until the end of the year. At the next Board meeting we will discuss the best composition of the Board to put forward at the next General Assembly. We have decided to improve the organisational structure, giving each member a more specific role as your daily representatives.

- Institutional reports and external relations (C. Pégard, H. Dorgerloh, A. Harms)
- Communication, promotion and development (A. Harms, E. Grygiel)
- Finance (A. Nunes Pereira, T. Ujvary)
- Conservation and scientific issues (L. Salomé, H. Dorgherloh)

ARRE GENERAL ASSEMBLY 2017

Decision Summary

I/ ACTIVITIES

The Annual Report for 2016-2017 has been unanimously approved by the members present at the General Assembly of the Association.

Work Programme 2017-2018

In 2017, the next technical meeting is on 21 and 22 September at Łazienki (Poland) on the subject of learning activities; the following one is on 9 and 10 November at Coudeberg (Belgium) on archaeology in royal residences. Both meetings will be co-funded by the Network with a contribution of 2,000 €.

Other events:

- A unifying event on Twitter: #PalaceDay (19 July)
- An international conference "Preventive Conservation in Historic Houses and Palace-Museums: Assessment methodologies and Applications", 29-30 November and 1st December 2017 in Versailles

In 2018, three technical meetings will be organised on the following subjects:

- *Stores*, 22-23 February 2018, Museum of King Jan III's Palace at Wilanów, Poland
- *Gardens and vegetable gardens*, 22-23 March 2018, Danish Agency for Culture and Palaces, Denmark
- *Natural aging versus retouching: pros and cons of artificial patina in historic interiors (1st meeting in the "Historic Interiors" series)*, 14-16 November 2018, Prussian Palaces and Gardens, Berlin-Brandenburg, Germany¹⁰

¹⁰ Cf. Annexe_abstract_SPSG

Each meeting will be co-funded by the Network with a contribution of 2,000 €.

Other events:

- #PalaceDay 2018
- ECHY Project "A Place at the Royal Table" and associated events

To be discussed:

- Developing mobility programmes with internal funding
- Project on "Historic European Gardens", a European cultural journey with the European Network of Historic Gardens
- Meeting on image rights (Chambord/ Caserta)

Two Board meetings planned for 8 December 2017 (Rosenborg Castle, Denmark) and April 2018 (TBC)

General Assembly

In 2018, the General Assembly will be held in Spain (30/31 of May and 1 of June)
In May 2019, the General Assembly will be held at the Prince's Palace of Monaco

Approved:

- Application to the European networks Europa Nostra and Culture Action Europe
- Creation of a new website
- Creation of a new brochure
- Application to the "Europa Nostra Heritage Award" for the EPICO project

II/ STATUTORY ISSUES

The (active) membership of the *Royal Villa of Monza* has been unanimously approved by the members present.

III/ BUDGET

The accounts for 2016 have been unanimously approved by the members of the General Assembly of the Association.

The revised predicted budget for ARRE 2017 has been unanimously approved by the members of the General Assembly of the Association.

The predicted budget for ARRE 2018 has been unanimously approved by the members of the General Assembly of the Association.

The 10% increase in dues from 2018 has been unanimously approved by the members of the General Assembly of the Association.