



Old Royal Naval College
Annual Review
2014–15

Conserving a masterpiece





Introduction

Welcome to our annual report summary for 2014–15. This provides a brief summary of our activity of the past year and a review of our financial position as at 31 March 2015. Our formal Annual Report is available on our website should you wish to see more information.

As ever, the year has been very busy for all our staff and volunteers. We were delighted to receive the Round 1 pass from the Heritage Lottery Fund (HLF) for our exciting Painted Hall Conservation project. As we developed the project further through the year, we began to realise just how transformational this is going to be for the visitor experience – both during the work itself, when full access to the scaffolding is planned, and following completion in 2018. Fundraising continues apace as we strive to reach our £7m target for the project including the matched funding needed to secure the HLF grant.

Our continuing conservation work rightly takes up most of our annual budget and the year has seen the completion of some important projects. Much of this has been funded through commercial income, from filming and events in particular but also with the help of donations collected from our 1.7 million visitors.

The year also saw change at Board level when we bade farewell to Sir Robert Crawford, our Chair for 7 years. Tony Hales CBE took over in September and the board continues to develop under his chairmanship.

We look forward to 2015–16!

Brendan McCarthy

Chief Executive

Greenwich Foundation for the Old Royal Naval College

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Highlights of 2014–15

April

ORNC named as one of the UK's most popular visitor attractions

Figures released by ALVA (Association of Leading Visitor Attractions) showed that the Old Royal Naval College saw an increase in attendance during 2013–14, exceeding 1.8 million visitors for the first time. Thanks to our wonderful staff and volunteers, this growth in attendance meant that the ORNC secured its place in the UK's top 20 attractions and retained its place as Greenwich's most visited heritage site.

ORNC guidebook launched

The new ORNC guidebook (price £5) by Dr John Bold, launched in late March.



Easter Family Fun

A record-breaking 500 visitors attended events at the ORNC in the Easter holidays. Families took part in a range of 'Impossible Creatures' themed activities, inspired by the many animals, monsters and hybrid creatures that adorn the Painted Hall. The annual Easter trail led families around the site in search of clues, there was a family art workshop and over five hundred entries were received for our first drop-in drawing competition.

May

Conservation of water pumps

Conservation work was carried out on three pumps with pedimented stone cases in the courtyards and on one pump in the King Charles Court, whose skeletal ironwork is now open to the elements.

The conservation process was unique; firstly each pump was dismantled, then the surviving ironwork was cleaned and, once painted, the parts were reassembled on site and, where necessary, re-encased in their stone housings.



June

Greenwich and Docklands International Festival

London's leading festival of free outdoor performing arts included exciting outdoor performances and a sell out theatrical event entitled 'War Correspondents' in the Skittle Alley at the ORNC.



Conservation of downpipes

In the Painted Hall, a team of conservators opened up giant panels in the walls in order to inspect the rainwater downpipes buried deep within them. Many of these 'inspection' panels are incorporated into Thornhill's decorative scheme (the artist simply painted over them) so their removal required extreme care. The ducts in the upper hall are almost 12 metres long and opening them allowed the downpipes to be carefully surveyed in order to ensure that rainwater is safely dispersed from the roof of the hall, and that they have sufficient capacity to deal with more frequent heavy downpours.



and an animation app, participants dressed up in Tudor or Greenwich Pensioner costumes to star alongside other animated characters, against a backdrop of ORNC images.

'ORNC Goes to the Movies' exhibition

An exhibition of the long history of movie making at the ORNC proved to be very popular with visitors. The exhibition was also accompanied by a special event for ORNC Angels.

August

Greenwich Music Time Festival

Goldfrapp, Jools Holland, Russell Watson and The Australian Pink Floyd all performed as part of the first Greenwich Music Time Festival, with over 3000 people attending each show.



September

Royal Greenwich Tall Ships Regatta

The Tall Ships Festival was a roaring success: the weather was fantastic and the site was visited by more than 59,000 over the five days it ran, making it more than twice as busy as usual. New signage that had been installed in the Painted Hall to encourage more donations and increase awareness of the Painted Hall Conservation Project seemed to have the desired effect as £5,000 was donated during the five days of the festival. Sales in the shop were also twice the average.

HIGHLIGHTS OF 2014–15

Google for Nonprofits programme

We were accepted on to the Google for Nonprofits programme, which resulted in free Google advertising worth just over £6,000 every month. This free advertising helps us promote our fundraising campaigns and events and also aids our discoverability on Google.

Silver 'Green Tourism' Award

The improvements in environmental performance that have been implemented over the last two years, including our recycling system, sensor taps, motion sensors on lights, LED lighting etc, resulted in a silver Green Tourism award, one step up from our previous bronze award.

Toast to George I

On 18 September 1714 King George I landed in Greenwich for the first time and to celebrate the centenary, the Development and Communications team put together a cultivation event entitled 'A Toast to George I' led by TV presenter and Art Historian Dan Cruickshank, which was attended by 90 people.



October



Trafalgar Night Dinner

The annual Trafalgar Night Dinner was held to mark the 209th anniversary of the Battle of Trafalgar: it proved to be an enjoyable and rich blend of naval tradition and culture in magnificent surroundings.



Hallowe'en at the ORNC

More than 200 people enjoyed a 'Ghostly Tour and Ghoulish Supper', which included a tour of the ORNC and a two-course supper in the Painted Hall.

November

Yan Fu exhibition opened

On 13 November the Chinese Ambassador, Liu Xiaoming, attended the exclusive opening of an exhibition devoted to former Royal Naval College student and enlightenment thinker, Yan Fu, along with 50 other guests.



HIGHLIGHTS OF 2014–15

HLF first-round pass

The Heritage Lottery Fund awarded the ORNC a first-round pass for a £2.7 million grant towards the £7 million Painted Hall Conservation Project. Over the next three years we plan to conserve the remaining 40,000 square feet (3716 m²) of Thornhill's masterpiece and restore the Painted Hall to its former glory.

New grant to support Painted Hall research

The Paul Mellon Centre for Studies in British Art, which promotes original research into the history of British art and architecture, awarded £17,000 to support curatorial research in connection with the Painted Hall Conservation Project.

Samuel Pepys Supper

This fundraising dinner provided a magnificent culinary evening curated by food and art scholar, Janine Catalano. The wide-ranging guest list included patrons, current and prospective major donors, senior figures from trusts, foundations and livery companies, and new members of the Board.



December

First series of 'Architecture for All'

The future of the Thames, and in particular the burgeoning development along the riverside, is currently one of the hottest topics of discussion in London. Leading architecture critic Ellis Woodman took it as the theme for three keynote debates, which launched the ORNC's 'Architecture for All' programme.

The debates brought together a wide range of voices, from professional architects, planners and developers, to members of the public who experience and interact with architecture in their daily lives.

Appointment of new Chairman Tony Hales CBE

Tony Hales was appointed Chairman of the Greenwich Foundation for the Old Royal Naval College. He was previously Chief Executive of Allied Domecq, Chair of the Canal and River Trust and NAAFI Pension Trustees, a director of Capital and Regional PLC, and a non-executive director of Aston Villa and HSBC Bank. He was awarded a CBE for services to the armed forces.

ORNC hosts first citizenship ceremony

On Tuesday 16 December the ORNC played host to its first citizenship ceremony in the Painted Hall. It was organised in partnership with the Royal Borough of Greenwich and saw 20 people officially welcomed as British citizens.

January

Conservators complete condition survey

Specialists completed work on a condition survey, which was the starting point for the conservation of the lower hall. They examined the ceiling up-close for the first time in over half a century via a special 90 ft (27 m) cherry picker that gave access to an area of the paintings and revealed the full range of issues facing the conservation scheme.



Drone takes flight in the Painted Hall

The BBC flew a drone in the Painted Hall during a report for BBC national news on the conservation project and the condition survey. The ORNC Communications team produced a video using footage from the drone that has been watched over 52,000 times.

February

‘Big Picture Bulletin’ launched

A dedicated newsletter for the Painted Hall Conservation Project was launched.

March

Conservation of the south elevation of King William block completed

Stonework was gently cleaned using steam and (for the more robust elements) a fine compressed air spray with lime particles. Some of the more decayed elements were then coated with a natural – and carefully coloured – lime shelter coat. The result of this ambitious conservation project – described by English Heritage as ‘utterly exemplary’ – is a magnificently bright and re-unified elevation.



£18,000 for the development of a new website

The Transform Foundation donated a £18,000 grant to cover the costs of developing a new website.

Annual Report 2014–15

As you might expect of a World Heritage Site, over two-thirds of our expenditure goes on conserving and maintaining the magnificent buildings and running the beautiful site of the Old Royal Naval College.

Whilst we generated a healthy surplus for 2014–15, the majority of this relates to funds raised for our endowment, generously doubled by a DCMS/ HLF Catalyst grant. These funds have been invested and will provide the ORNC with an investment income in perpetuity, helping to maintain the

Painted Hall and Chapel for future generations to enjoy.

Our day-to-day unrestricted funding is coming under increasing pressure as our Grant-in-aid from DCMS continues to be cut. This has fallen by over a third in real terms over the last five years, and is likely to be cut further over the next five years.

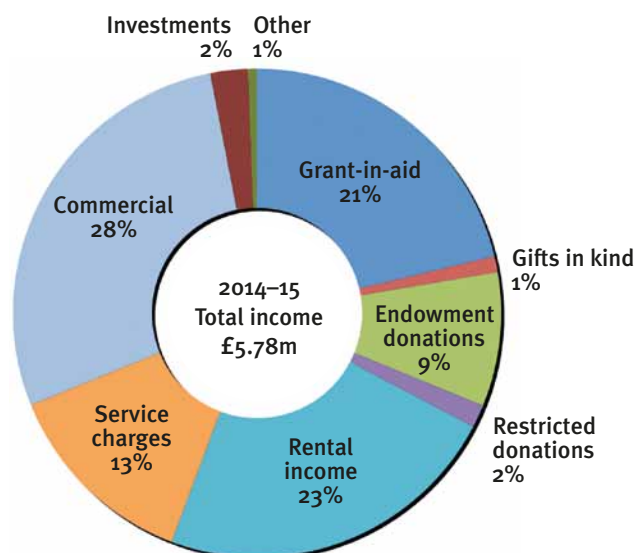
Therefore our major challenge over the next few years is to continue to expand our commercial activities as well as income from philanthropic giving. This will ensure we can continue to conserve and look after our magnificent site,

as well as developing our visitor experience and award-winning educational programmes.

We are also entering an exciting period as we seek to raise funds for the Painted Hall project, which as well as conserving the magnificent Painted Hall, will also transform the visitor experience. At £7.2m, the project is considerably greater than our annual turnover, and once finished will also provide us with additional revenue generating capacity with a new shop and café in the King William Undercroft.

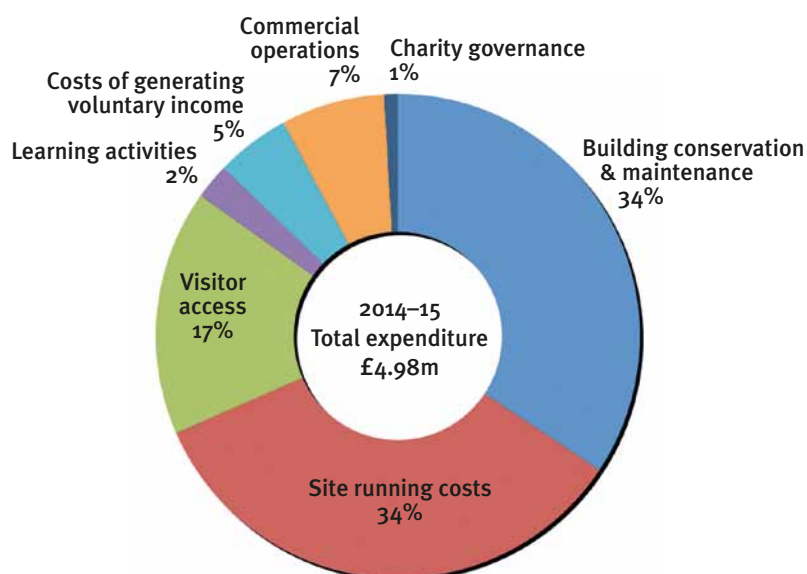
How we're funded...

| | £'000s |
|----------------------|--------------|
| Grant-in-aid | 1,225 |
| Gifts in kind | 60 |
| Endowment donations | 511 |
| Restricted donations | 87 |
| Rental income | 1,324 |
| Service charges | 758 |
| Commercial | 1,616 |
| Investments | 142 |
| Other | 35 |
| | 5,758 |



How we spend it...

| | £'000s |
|--------------------------------------|--------------|
| Building conservation & maintenance | 1,709 |
| Site running costs | 1,696 |
| Visitor access | 817 |
| Learning activities | 118 |
| Costs of generating voluntary income | 246 |
| Commercial operations | 345 |
| Charity governance | 45 |
| | 4,976 |



Our supporters

The Old Royal Naval College would like to thank the following:

The Heritage Lottery Fund
The Department for Culture, Media and Sport
The 29th May 1961 Charitable Trust
Absolute Return for Kids-for the Clore Learning Centre
The Aurelius Charitable Trust
The Barbara Whatmore Charitable Trust
Biffa Award
The Bruce Wake Charitable Trust
CetraRuddy Architecture D.P.C.
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The Clore Duffield Foundation
The David Pearlman Charitable Foundation
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The Drapers' Charitable Fund
The Eranda Foundation
The Ernest Cook Trust
Galliard Homes
GDR Sea Cadet Unit
Gieves & Hawkes
The Glaziers Trust
The Golden Bottle Trust
The Greatbatch Family Trust
Greenwich Hospital
The Hedley Foundation
The Headley Trust
Heritage of London Trust
The Holbeck Charitable Trust
Holden Harper
The Idlewild Trust
In Memoriam Rear Admiral Frank Pegram, C.B., D.S.O.
The J Paul Getty Jnr Charitable Trust
The John Ellerman Foundation
The John S. Cohen Foundation
Jones Day
The Kirby Laing Foundation
The Leche Trust
Lufthansa Festival of Baroque Music
MBNA Thames Clippers
The Mercers' Company
The Monument Trust
Morden College
The Museums, Libraries and Archives Council
The Nelson Society
The Oakmoor Trust
Ordre des Coteaux de Champagne UK
The Paul Mellon Centre for Studies in British Art
The Pilgrim Trust
The Princess Anne's Charities
Royal Borough of Greenwich
The Stanley Foundation
The Steel Charitable Trust
Transform Foundation
TTP Recruitment
Viking River Cruises
The Wolfson Foundation
The Worshipful Company of Innholders
The Worshipful Company of Tallow Chandlers
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Mr Tony Hales CBE
Mr Christian Haw
Mr David Holberton
Jonathan Horsfall Turner
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Mr and Mrs Jonathan and Marjorie Ouvry
Mr Michael Palin
The Hon. Francis Plowden
Mr Adam Pollock CBE
Lord Robertson of Port Ellen
The Rt. Hon. Sir Timothy Sainsbury
Ms Susan Schulman and Mr Larry Eyink
Mr Eric Shawyer CBE
Ms Sue Sheridan OBE
Ms Nerina Spriggs
Sir Angus Stirling
Mr Richard Upton
Mr and Mrs Richard and Susan Walduck
Mrs Emanuella Watson-Gandy
Rear Admiral Nicholas Wilkinson CB
Mrs Susan Wilkinson
And all those who prefer to remain anonymous

KING HENRY VIII
QUEEN ELIZABETH I
SIR CHRISTOPHER WREN
SIR JAMES THORNHILL
ADMIRAL LORD NELSON

**We have great history,
help us secure a great future**



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