

Old Royal Naval College

Annual Review  
2015–16

Conserving a masterpiece





# Introduction

Welcome to the 2015-16 annual report summary for the Old Royal Naval College (ORNC). As usual, our formal annual report is available on our website should you wish to see more information but this provides a brief review of our activities during the past year and records our financial position as at March 31, 2016.

The year has been dominated by the preparations for the Painted Hall Project following news of our successful Stage 2 Heritage Lottery Fund bid in December. Our fundraising efforts have continued, both in the UK and in the US, where the American Friends of the ORNC is now firmly established and raising funds. The combination of ambitious targets for both the the Heritage Lottery Fund (HLF) and Department of Culture, Media and Sport (DCMS) Catalyst grant (£1m to be raised by June 2016) and the Painted Hall Project (£8.4m by Dec 2018) have been concentrating minds!

Our regular conservation programme of continuing repairs has carried on through the year, including amongst a myriad of other work, the external refurbishment of Foundation House and undertaking the complete recovering of the southern part of the King Charles West range. We have enjoyed a number of high profile events, including in September, the UK: China People to People dialogue when we were visited by the Vice-President of China with a large and important entourage for a series of meetings in the Painted Hall. This was a precursor to the Presidential visit to the UK the following month.

We were delighted to add four new Trustees to our Board and during the year we continued to welcome new staff and many volunteers from a number of countries, reflecting the international make up of our 1.6m visitors.

I hope you enjoy this brief synopsis of our activities and do visit our website should you wish to learn more about what we do as a small charity with a big, continuing ambition!

**Brendan McCarthy**

Chief Executive

Greenwich Foundation for the Old Royal Naval College

# Highlights of 2015–16

## April

### **New Research Curator joins for Painted Hall Project**

Dr Anya Matthews joined as Research Curator, a role supported by a grant from the Paul Mellon Centre for Studies in British Art. Her research will inform many different elements of the Painted Hall Project, from the methodology of the painting conservation process to the interpretation and presentation of the space and its history to visitors.

### **Painted Hall condition survey completed**

Conservators examined the lower hall ceiling up close for the first time in over half a century. A range of imaging techniques were employed to examine the paintings at an extremely high level of detail. The plaster ground was found to be in a sound state but many darker passages suffer from a characteristic blanching, as well as a surface bloom across many highlights. There is also a surface layer of 50 years' accumulated dust and grime, which disfigures and obscures much of the scheme.

## May

### **Hugh Broughton Architects for Painted Hall Project**

Hugh Broughton Architects were announced as the lead consultant to deliver the conservation of the Painted Hall.

### **ORNC Fundraising Event in New York**

Our launch of the American Friends of the Old Royal Naval College received a warm welcome from over 100 guests at the British Residence in New York. The evening yielded several significant donations and pledges.



## June

### **Painted Hall public consultation**

An interactive consultation event was held to explore the many stories and characters extant in the Painted Hall, and to decide how they could be utilised during the conservation project.

### **Waterloo 200**

The ORNC was the starting point for the ceremonies commemorating the arrival of the news of victory at the Battle of Waterloo.

### **Second Citizenship Ceremony at the Old Royal Naval College**

Organised in partnership with the Royal Borough of Greenwich, the ceremony saw 28 people from over 10 different nationalities welcomed as British citizens, with musical accompaniment from students from Trinity Laban Conservatoire of Music and Dance, and a speech from Mayor Cllr Norman Adams.



### **New website launched**

The simplified and streamlined new website, supported by the Transform Foundation, was redesigned to make full use of the ORNC's visual appeal and improve ease of use for visitors, making it easier to find out about events, plan visits and to make donations.



### **Greenwich Music Time**

Once again, Greenwich Music Time was a resounding success, building on the previous year with acts including Ray Davies (formerly from the Kinks), Gipsy Kings, George Benson and two sold-out performances by versatile singer Tom Jones.

## **August**

### **Conservation trials in the Painted Hall**

Specialist conservators Stephen Paine and Sophie Stewart carried out trial conservation works on the paintings of the lower hall walls and ceiling.

## **July**

### **New interpretive display for the Painted Hall**

A display featuring Thornhill's preparatory sketches and details of the challenges faced by our conservators was erected in the Painted Hall.

### **Painted Hall by Numbers**

Europe's largest Paint by Numbers, based on the ceiling of the Painted Hall, was commissioned to celebrate James Thornhill's 340th birthday and to re-launch the Future Fund. Visitors and staff of all ages participated to recreate Thornhill's masterpiece shape by shape, colouring over 7,500 numbered shapes in total.

### **Heritage Careers Awareness**

We welcomed aspirational painting and decorating students from Lewisham and Southwark College to explore heritage craft skills and to meet conservators.





## September

### Volunteers in Museums Awards

ORNC Volunteers Rachel Bates and Fran Moore-Hill received runner-up certificates at this prestigious awards ceremony.

### A Doughnut: the Outer London Festival

An adventurous celebration of all things Outer London. This one day event brought together writers, historians, architects and economists to discuss the development of London's peripheral boroughs.

### HRH The Duke of Gloucester Dinner

Chairman Tony Hales, together with our President, HRH The Duke of Gloucester KG GCVO, hosted a fundraising Gala Dinner in the Painted Hall.

### UK: China People to People dialogue

The Old Royal Naval College proudly served as the venue for policy talks with the Vice-President of China ahead of the Chinese President's official state visit.



## October

### French Rugby Team Welcome Ceremony

The French national rugby team visited the Painted Hall for a welcome ceremony ahead of their participation in the Rugby World Cup.

### Investing in Volunteers

The ORNC began the process of gaining the Investing in Volunteers accreditation, which aims to benchmark the quality of our volunteering programme and improve the effectiveness of our work with volunteers.

### Nelson Pediment Repairs

Benjamin West's Nelson Pediment underwent delicate conservation works including cleaning, removal of previous cement infills, and a full photographic survey assessing the success of previous works on the pediment in 2012.



UK:China People to People dialogue

## HIGHLIGHTS OF 2015–16

### **Invicta Primary School Pop-Up Museum**

The displays in the pop up museum were designed, installed, and looked after by children and teachers from Invicta Primary School, and each year group curated a display based on their autumn term history topics.

### **Trafalgar Night Dinner**

The final Trafalgar Night Dinner before the closure of the Painted Hall for conservation was a resounding success. The sold out event received positive feedback from guests and catering partners Ampersand delivered an exciting culinary spectacle.



## November

### **Chapel Floor Repairs**

Loose and cracked stones in the Chapel of St Peter and St Paul were repaired and re-bedded following years of heavy use, ensuring the longevity of James “Athenian” Stuart’s intricate geometric designs.

### **American Friends of the Old Royal Naval College (AFORNC)**

Our development team returned to New York with an extremely successful event for the AFORNC, in support of the Painted Hall Project. Guests enjoyed an exclusive update on the progress of the project from Conservation Director Will Palin, and a number of donations were made.



### **Half term family learning events**

In a particularly popular half term, over 250 people took part in our family half term learning activities.



# 12 DAYS OF CHRISTMAS

A NEW DEAL EVERY DAY

## December

### Twelve Days of Christmas

We celebrated the twelve days of Christmas with a series of special animations featuring facts about our site and history as well as festive giveaways.

### Art Club Moves to the Old Royal Naval College

The Art Club, which seeks to promote and encourage the creation of marine art through regular meetings, painting exhibitions and lectures, moved to the ORNC.

## February

### Young's become new operator of the Old Brewery

Young's, who also own the Cutty Sark pub and Richard I, among many more in London, successfully beat off considerable interest from a number of brewers and others to take a new 25 year lease on the Old Brewery.

### Four new members of the Board of Trustees

Four new Trustees, Jamaría Kong, Rosemarie Macqueen, Andrew Clark and Desmond Shaw-Taylor, joined the board, bringing with them a wealth of enthusiasm and experience.



## March

### Revamp of the Visitor Centre

The layout of the Visitor Centre (previously the Discover Greenwich visitor centre) was refreshed, with a new welcome desk placed in the centre. The old tourist information space was also removed and its staff now share the desk with ORNC staff. These developments have improved the ease of navigation in the Visitor Centre.

### HLF Second Round pass

The ORNC passed the Heritage Lottery Fund's second round, securing a £3.2 million grant, which, combined with other major donations, grants and gifts from funding bodies, will enable the ORNC to begin landmark conservation work on the Painted Hall and King William Undercroft in September 2016.



# Annual Report 2015–16

As you might expect of a World Heritage Site, around 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 the 2015–16, most of this relates to funds raised for our endowment, and funds raised for The Painted Hall project. The endowment funds have been invested and will provide the Foundation 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 Department of Culture Media and Sport continues to be cut. This is due to fall by over 30% in real terms over the next 4 years, having already been reduced by over 33% in real terms since 2010.

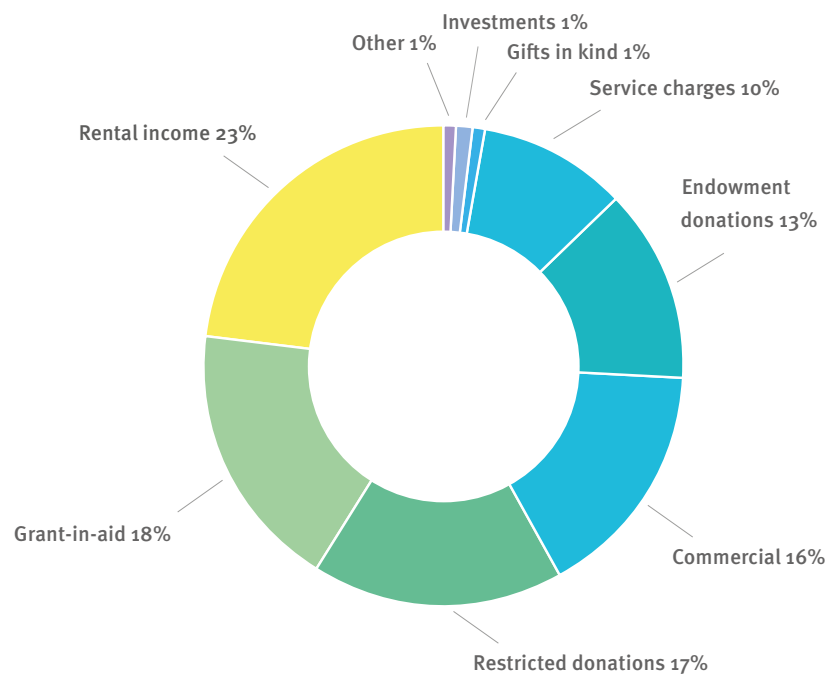
Therefore our major challenge over the next few years is to continue to expand our commercial activities as well as income from philanthropic giving. This will ensure we can continue to conserve and look after our

magnificent site, as well as developing our visitor experience and award winning educational programmes.

We are entering an exciting period with the Painted Hall Project starting in September 2016. Once finished this will also provide us with additional revenue generating capacity with a new shop and cafe in the King William Undercroft, as well as re-opening the hall for commercial events.

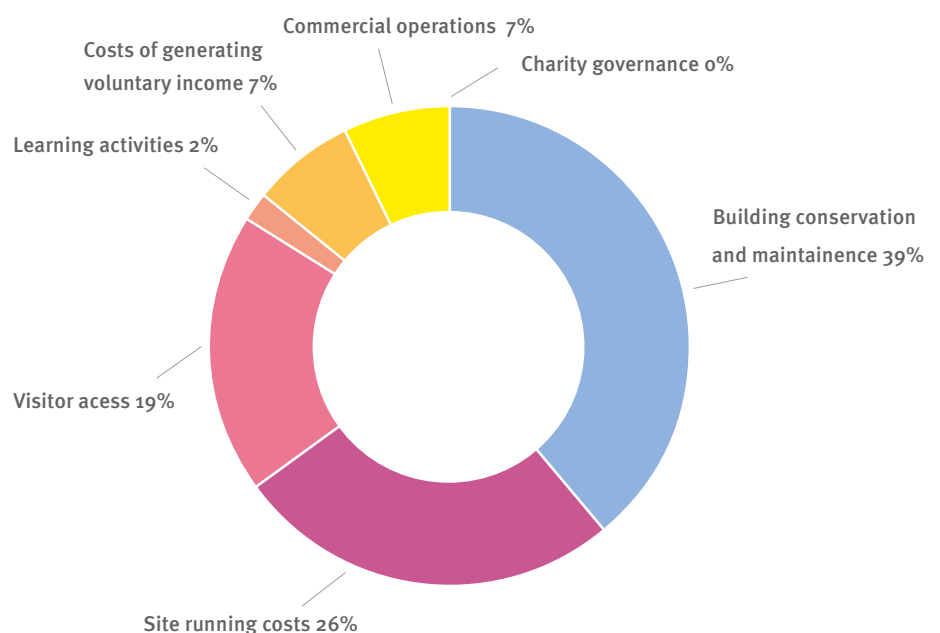
## How we're funded...

	£'000s
Grant-in-aid	1,218
Gifts in kind	53
Endowment donations	910
Restricted donations	1,142
Rental income	1,562
Service charges	707
Commercial	1,094
Investments	81
Other	35
	<b>6,802</b>



## How we spend it...

	£'000s
Building conservation & maintenance	2,540
Site running costs	1,678
Visitor access	1,216
Learning activities	164
Costs of generating voluntary income	431
Commercial operations	475
Charity governance	23
	<b>6,527</b>



# Our Supporters

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

## **Catalyst Endowment**

The Heritage Lottery Fund  
Mr Andrew Allen-Tidy  
Mr Adrian Attwood  
Sir Frank & Lady Berman  
Sir Nicolas & Lady Bevan  
Dr Tony Butler  
Sir Robert & Lady Crawford  
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The David Pearlman  
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The Nelson Society  
Robert Thomson & Moira Taylor  
Mr Richard Upton  
Mrs Emanuella Watson-Gandy  
Mrs Susan Wilkinson

## **Painted Hall Project**

### **Trusts & Foundations**

The Heritage Lottery Fund  
The Department for Culture,  
Media and Sport  
Aurelius Charitable Trust  
The John S Cohen Foundation  
Fidelity UK Foundation  
Garfield Weston Foundation  
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Mrs Susan Wilkinson

\* gifts marked with an asterix were made possible through the American Friends of the Old Royal Naval College

**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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