



OLD ROYAL  
NAVAL COLLEGE

A photograph of the dome of St Paul's Cathedral in London, featuring a large, ornate dome with a golden cross on top, set against a blue sky with white clouds. The dome is partially obscured by a white geometric pattern on the left side.

# OLD ROYAL NAVAL COLLEGE

Annual Review  
2019–2020



Isobel Norris, 2019  
Painted Hall reopening



Oliver Rudkin, 2019  
Visitor Centre





James Brittain, 2019  
Twin Domes of the Old  
Royal Naval College



# INTRODUCTION FROM THE CHAIR AND THE CHIEF EXECUTIVE

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## INTRODUCTION FROM THE CHAIR, TONY HALES

This has been the most extraordinary year. It was a fabulous first 50 weeks for the Greenwich Foundation for the Old Royal Naval College. The Painted Hall and our wonderful conservators and staff were recognised with many awards for not only the meticulous and skilful work of conservation, but also for the interpretation, guided tours, educational benefit and the warm welcome provided by our guides.

The Painted Hall saw visitors from near and far with the year punctuated with celebratory moments, including the highlight of our Royal Gala in the presence of HRH Vice Admiral the Princess Royal. We welcomed a strong Royal Navy presence including the Royal Marine Band and Corps of Drums and with our own young Greenwich, Deptford and Rotherhithe Sea Cadets providing a guard of honour, which underlined our 300-year association with the Royal Navy.

The rest of the site including the Chapel, Visitor Centre, and Skittle Alley also played host to over a million visitors making the site, its stunning buildings and landscape one of the top tourist attractions in the country and indeed winning the Gold Award for Large Visitor Attraction of the Year category at the VisitEngland Awards for Excellence 2020.

We are also very important to the local economy and life of The Royal Borough of Greenwich welcoming visitors from across Greenwich and our neighbouring south-east London boroughs.

Of course, the final two weeks of the year saw an abrupt change as the country was locked down due to the Covid-19 global pandemic. Our team have shown incredible resilience in both the good times and through the most recent challenges.

We have had to make many changes but the site once more welcomes visitors in a safe and prudent way. We remain ambitious to tell the incredible stories of Greenwich from the days of Henry VIII to more modern history celebrating the lives of all those who have made this place not just an architectural and artistic jewel but a place built for everyone, who had served, to be welcomed and cared for no matter what their race or creed. We stand by those principles today and our interpretation and stories will always be inclusive.

We have many excellent partners with whom we work closely, and our thanks go to them all. Finally, may I thank, on behalf of a very committed Trustee Board, Matthew Mees and all our team including our volunteers who demonstrate so admirably the affection and care we have for the Old Royal Naval College and our delight in welcoming visitors here. We look forward with confidence.





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## INTRODUCTION FROM THE CHIEF EXECUTIVE, MATTHEW MEES

A look back on the last financial year for The Greenwich Foundation shows a remarkable year in many ways. It was a year which began as we celebrated our major transformation project of the magnificent Painted Hall as we reopened the space to the public in March 2019 with a new visitor offer and the excitement to welcome visitors to experience our new tours and interpretations. Our focus was very much on getting the new visitor experience right and being able to put the Painted Hall back into all we have to offer on site.

Whilst we could not have envisaged the triumphs and challenges that lay in the year ahead, it was a year in which we welcomed over a million people to the magnificent grounds and buildings of the Old Royal Naval College with a host of an extraordinary range of events and activities for our visitors and those in our local community. It was, however, a year that ended in with the country in the grip of a pandemic and a nationwide lockdown in place. In March 2020, just two weeks before our year-end we first closed our buildings to visitors and then shortly after, the grounds to the public.

The impact of our new visitor offer has been incredible and exceeded our expectations. It certainly goes some way to safeguarding our future, improving our road to independence and establishing a sustainable business that ensures we can engage with the public and conserve the Old Royal Naval College for generations to come.

Over the year we continued to invest in our long-term strategy to become an extraordinary cultural destination. With a year punctuated with awards and accolades especially in the field of conservation, glowing visitor reviews and positive feedback we are on the path to achieving our goals.

Our biggest triumph came with the news that the Old Royal Naval College had won Gold in the Large Visitor Attraction of the Year category at the VisitEngland Awards for Excellence 2020.

This award is a massive acknowledgement of the amazing work that our staff and volunteers contributed across the year to making the Old Royal Naval College the wonderful place it is and making us a successful visitor attraction; from keeping our grounds and buildings safe, clean and accessible, to researching and sharing our stories, delivering exceptional events, working with our many partners in welcoming our visitors, and providing the best possible experiences for everyone.

We are living through uncertain times; however, and we continue to work our way through the effects of the pandemic which has disproportionately affected the visitor economy and hospitality industry, which are key parts of what sustains our organisation.

Looking to the year ahead we know more of the uncertainty that is to come but we are certainly better equipped to deal with this now as we have learnt from the events of Spring 2020.

As always, I am grateful to the steadfast support of our sponsoring government department, the Department for Digital, Culture, Media and Sport and also the National Lottery Heritage Fund who have both provided much-appreciated support both in helping us invest in this outstanding site and also in supporting us in uncertain times.

I am particularly thankful for, and acknowledge here, the unyielding commitment and hard work of my colleagues at The Foundation whose passion for the Old Royal Naval College is always inspiring and certainly makes this an exceptional place to visit and to work in.



We know we always have more to do and always welcome new supporters to help us to continue to succeed in our charitable objectives.



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Oliver Rudkin, 2019  
Painted Hall reopening



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## OUR HISTORY

The Greenwich Foundation for the Old Royal Naval College was established in 1997 as a charity. Our charitable aims are to preserve and educate. We conserve and protect the magnificent Baroque buildings and grounds of the Old Royal Naval College, Greenwich, for present and future generations and provide opportunities for many and diverse audiences to enjoy and learn from its significance.

We are constitutionally independent of government but financially dependent for part of our core income on grant-in-aid from the Department for Digital, Culture, Media and Sport (DCMS). Since the Ministry of Defence vacated the site in the mid-1990s our site has been transformed from a heavily barricaded naval establishment with virtually no public access into a wonderful open space and cultural attraction for visitors.

Buildings have been restored with only some necessary roofing works remaining from the needed restorations that we inherited, grounds returned to their formal design and previously hidden heritage assets have been opened to the public.

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## OUR VISION

At the Old Royal Naval College in Greenwich, we are embarking on our most ambitious transformation to become an extraordinary cultural destination.

.....inspiring local pride and world-wide acclaim...

.....a place which creates rich and memorable cultural experiences...

We will secure our future through four pillars: exploration | spectacle | stewardship | independence.

### **Exploration**

Engage visitors via an exceptional site-wide historic, architectural and spiritual experience

### **Spectacle**

Inspire the public via a spectacular, cultural programme

### **Stewardship**

Conserve the fabric of our breath-taking buildings, grounds and archaeology

### **Independence**

Nurture our people and grow a cultural business which secures our future

The Old Royal Naval College is a national asset: 17 acres of public space attracting over a million visitors every year.

We are an architectural masterpiece. The Royal Hospital, home to naval heroes since 1694, is Sir Christopher Wren's riverside Baroque masterpiece and home to Britain's greatest painted interior. Our site, buildings and grounds are of historical, architectural and artistic importance and are recognised as such through their World Heritage Site and Scheduled Ancient Monument designation.

We are the start of Greenwich's royal story. Greenwich has long held an important significance for the monarchy. Beneath the site of the Old Royal Naval College are the foundations of one of the largest and most important Tudor palaces in England. A vast palace complex, Greenwich Palace was arguably the main royal palace throughout the Tudor period. Henry VIII, Elizabeth I and Mary I were





all born here; Henry enjoyed jousting here and his wife, Anne Boleyn, was famously arrested here; even Shakespeare performed here as an actor to Elizabeth I.

We are also the place where some of the greatest creative geniuses of their day, Sir Christopher Wren, Sir James Thornhill and even Canaletto came to display their extraordinary talent; today it attracts some of the world's greatest film makers including Sir Kenneth Branagh and Gerry Bruckheimer.

The Old Royal Naval College today is a diverse, cultural space at the heart of Royal Greenwich. We are a heritage attraction, a place of worship, learning space, retailer, concert venue, film set, picnic venue, entertainment space, conference host, wedding venue and performance space. We host hugely popular cultural events like Greenwich Music Time and the Greenwich+Docklands International Festival.

We are a space for local people and tourists from the UK and worldwide. Our offer covers the daytime and night-time economy. Our engagement programme ensures that visitors enjoy and have memorable experiences here and includes tours, talks, 'Late' events, recitals, concerts, family activities and trails, debates, festivals and markets. Our maritime campus welcomes more than 10,000 students from our principal site partners, University of Greenwich and Trinity Laban (the UK's first conservatoire of music and dance).

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## VALUES

The Old Royal Naval College we put our values at the heart of what we do.

- **Bold** - proud and confident, adventurous and build rich partnerships for everyone's benefit
- **Embracing** - warm and approachable, welcoming diverse people and ideas, and creating a positive, nurturing environment
- **Imaginative** - flexible, resilient and responsive to new opportunities
- **Resourceful** - inspired to create new ways of working to deepen our impact, making inventive use of resources and relationships as we build a cultural destination.



Oliver Rudkin, 2019  
King William  
Undercroft



## OUR WORK

*The Greenwich Foundation has two charitable purposes, conservation and public engagement, which inform everything that we do. Flowing from these core charitable purposes, our work is organised within four strategic pillars – Exploration, Spectacle, Stewardship and Independence.*

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### EXPLORATION

#### **Engage visitors via a site-wide historic, architectural and spiritual experience**

*We aspire to be an award-winning visitor attraction inspiring local pride and world-wide acclaim. We will ensure our estate remains a must-visit London attraction. We will deepen the quality of our offer to deliver an experience our visitors talk about long after their visit.*

We will:

- reveal the richness of our stories to create a world class visitor and learning experience
- inspire dialogue, debate and thought leadership in the areas of art, architecture, culture, history and design
- champion learning and cultural inclusion: innovating ways for diverse audiences to access our stories

#### **Our impact (Year in numbers)**

- Over 1 million visitors to the site this year
- 70,000 visitors to the Painted Hall since reopening in March 2019 to beginning of lockdown in March 2020
- 210,000 people took part in special events
- 1,415 days equivalent of volunteer hours committed
- 94 staff and volunteers took part in access awareness training
- 4,000 school children participated in facilitated sessions
- 3,800 people attended the Chapel for services and concerts in December
- 1,285 people took part in tours or drop-in visits on Open House weekend
- 281 ESOL students took part in Christmas workshops

#### **Our visitor experience**

The re-opening of the Painted Hall in March 2019 was an opportunity to launch a new ticketed visitor offer that includes a '500 years of history' tour, new handling objects and interpretation; as well as an exceptional multi-media guide and access to the Skittle Alley, which had previously been closed to the public.

The introduction of the new offer has grown our visitors from a primarily local and domestic, art loving audience to over 10% international visitors in our first season. Out of a total 70,000 ticketed visitors to the Painted Hall in the first year, 25% were from South-East and East London postcodes. Of the international audience, the majority originated in the US, Canada, Australia and near-Europe (France, Germany, Italy), with growing Chinese, Japanese and Eastern European visitation. Our new ticketed offer has also enabled us to start building a robust travel trade and groups business which will provide long term income for the organisation. In the first year of the offer, Travel Trade and





groups were responsible for 8% of total ticket revenue, largely spurred by inclusion in the London Pass from July 2019 onwards.

Actively telling our 500-year story we have also attracted visitors who are not just interested in art but also passionate about the Tudors, Royal Navy and histories of all the people who have lived in our grounds.

Integral to the visitor experience has been the restoration of the King William Undercroft as a new visitor centre area, with a new café, shop and interpretation gallery. The permanent displays in the new gallery feature information, exhibits and tactile objects, as well as the only publicly displayed physical remains of the Tudor Palace anywhere in the Greenwich. The shop and café also generate additional revenue for the organisation, capitalising on the footfall to the Painted Hall and ability to open alongside events outside of hours.

A new Film and TV tour was also introduced on the last weekend of every month, this has proved extremely popular with visitors covering the multitude of films that have been filmed on our site.

In order to deliver the new visitor experience, we created a new Visitor Experience Team, which incorporated the previous Retail, Ticketing and Ambassador teams. As part of this process, we provided extra hours of training and support, and a new management structure within the department. Ahead of the reopening, we also delivered a comprehensive programme of training to help orientate staff and volunteers and give them the tools and confidence to effectively deliver the new visitor offer.

In May 2019, we recruited a new Volunteer Manager to steer our volunteer team and lead the Volunteering Strategy for the organisation. The creation of that strategy will guide the direction of our volunteer programme over the next three years, with immediate results already being observed. The number of active volunteers has grown to 104, with volunteer engagement (measured by hours committed) and experience (measured by feedback and survey results) both increasing considerably from the previous year. Once again, this year, our volunteers were involved in large scale events including Greenwich Music Time, Valentine's Lates, Greenwich + Docklands International Festival, and Luna Cinema, as well as being involved in almost every team across the organisation on either an ongoing or project basis.

We have seen considerable success with our new Visitor Offer – in our annual Visit England Accreditation, we were awarded a final score of 90%, our highest ever, and we have increased our visitor satisfaction scores across TripAdvisor and our own visitor survey. This is reflected in our relatively high repeat visitation, with around 3-5% of visits each week coming from existing annual pass holders. Finally, in March 2020, we were awarded the 'Visitor Attraction of the Year' at the London Tourism Awards, recognising a "truly memorable visitor experience and excellence across every aspect of the business".

This was soon to be followed up after lockdown in July with the news the Old Royal Naval College was awarded Large Visitor Attraction of the Year at the VisitEngland Awards for Excellence 2020.

In order to support the new Visitor Experience, we developed a new marketing strategy, focused on delivering footfall to the site and ticket sales, we developed new signage in the grounds and buildings to help visitors better navigate the site and create a less confusing and more pleasant visitor experience. This signage also launched our new brand identity, a new explorer map for the grounds, and new retail product and our new website launched in January. We have seen immediate success in greater traffic and conversion from the new website, and it has provided a much more intuitive experience to help visitors book and plan their visits more quickly and easily, as well as a better platform for interpretation and event content.



## Revealing our stories

The *Lives of the Pensioners* research project, which ran from March 2019 to January 2020, engaged volunteers in studying archive material relating to the everyday lives of the Greenwich Pensioners. Studying documents held by the National Maritime Museum, National Archives and the Royal Greenwich Heritage Trust, volunteers sourced new material and built up a database of information which has already fed into the development of a new Pensioners tour and new interpretation panels in the Skittle Alley. This project was recently awarded 'Highly Commended' at the 2020 Marsh Volunteer Awards.

Stewardship of collections in the care of the Old Royal Naval College has continued, with work to improve documentation, an audit of collections management standards, improvements to our environmental monitoring systems and the introduction of policies and procedures to safeguard the collections.

The interpretation of the Painted Hall, as part of the National Lottery Heritage Fund (NLHF) funded project, continued with a new audio-described tour for blind and partially-sighted visitors, the addition of British Sign Language (BSL) interpretation to our multi-media devices and the development of the online Painted Hall virtual tour (with a virtual reality option for smartphone users). The virtual tour was launched in April 2020 to great acclaim and was short-listed as a finalist in the *Time Out Time In* awards for best digital art experience during the COVID-19 pandemic lockdown.

Our Access Panel met throughout the year, advising on the BSL interpretation functions on both the multimedia guide and virtual tour, feeding into plans around accessibility for the proposed Nelson Room Renovation Project and providing feedback on the new, site-wide wayfinding scheme.

From August to March the Old Royal Naval College ran a range of BSL events and activities, including BSL tours of the Painted Hall, a BSL-Interpreted tour of the Old Royal Naval College with Honorary Conservation Adviser, Will Palin, and the creation of a new, audio-described Painted Hall tour.

## Championing learning

The schools team recorded over 4,000 participations in our facilitated sessions. Over two thirds of visiting schools came from Greenwich, the remainder travelling from other parts of London - primarily Lewisham and Bexley. The 'Myths and Masks' workshop, based around Classical mythology, and the 'Pattern and Shape' geometry workshop proved our most popular sessions, with the newly-developed 'Curator for a Day' workshop also gaining popularity with both primary and secondary schools.

Teacher feedback from September to March shows that 98% of teachers rated our workshops as either 'excellent' (74%) or 'very good' (24%).

In March 2020, a new programme was piloted in partnership with the literacy charity *First Story*, the University of Greenwich and secondary school English students. Pupils aged 12-18 years old from schools across London worked with our Learning team and Dr Emily Critchley (Senior Lecturer in English and Creative Writing at Greenwich University) to compose a piece of creative writing, inspired by our spaces. Following enthusiastic feedback from all sides, we hope to make this an annual project.

Our SEND programme (aimed at schools for children with Special Educational Needs and Disabilities) was launched in October with workshops in the Painted Hall. 35 school children took part in sessions based around the theme of 'Kings and Queens'. The children had great fun dressing up and making their own 'treasure boxes' to take home with them. Teacher feedback included:



*'They absolutely loved the trip to the Royal Naval College, and we appreciate your support! They loved the call and response and the lovely use of Makaton throughout the day'.*

In recognition of the autism awareness training offered to staff and volunteers, the autism-focussed school and family activities offered, and the educational resources provided for autistic visitors, the National Autistic Society have recently renewed the Old Royal Naval College their Autism Friendly Award.

In the Spring and Summer of 2019, multi-sensory storytelling sessions were piloted in the Painted Hall as well as family 'make and take' sessions in the Clore Education Centre. This programme was well-received with 19 families (36 children and 20 adults) taking part.

The Hospital Outreach Programme at Queen Elizabeth Hospital, Woolwich has gone from strength to strength. Four bespoke sessions were delivered with more planned for when COVID-19 restrictions are lifted.

A member of staff at the Hospital feedback:

*'The activities are really engaging, and cross age groups, abilities and genders. Parents, siblings and staff get involved, which is great...Many thanks - we hope to work with you long into the future!'*

Parents also commented:

*'Thanks to the College – it's brilliant that they do this kind of thing, coming out here to the kids in hospital. She's been doing the Tudors at school and she loved it.'*

*'They get so bored, it's fantastic that they (the College) make the effort to come out to the hospital and get them learning in a fun way.'*

## **Community Engagement**

Coinciding with the re-opening of the Painted Hall, the community team worked with Trinity Laban students and secondary pupils from Langton School in Kent to produce a performance of 'Boundless Skies'. The music composed and performed for this event was then recorded and used in the Tonesight machine - a motion-sensing 'instrument' provoked by movement, which uses music and audio description to interpret the Painted Hall for blind and partially sighted people.

On 5 July the ORNC welcomed 12 Year 9 students from Trinity School, Lewisham for a Careers in Heritage Construction Day. The pupils were given a tour of the site, including a visit to the Painted Hall, with special focus on materials, architecture and craftsmanship. They visited our on-site stone masonry workshop and were given some practical experience.

281 ESOL students took part in our Christmas 2019 pomander making workshops. Staff and volunteers supported ESOL learners in mastering a simple craft, enabling them to practice their English in a relaxed and friendly environment.

In November, the ORNC hosted a Citizenship Ceremony for new British citizens living in Greenwich. 55 new citizens and their families received their citizenship in a moving ceremony in the Chapel, officiated by the Royal Borough of Greenwich's Deputy Superintendent Registrar. All new citizens were offered a free tour of the Painted Hall and given free annual passes.

The Chapel of St Peter and St Paul is the spiritual heart for the Old Royal Naval College bringing together our local and on-site community. Communion, morning prayer and concerts are among the services performed regularly for the congregation and our local and international visitors.





A live broadcast of Choral Evensong on Radio Three and a recording of Sunday Worship for Radio Four which was broadcast in November for the special remembrance of those who have died allowed us to reach out further to new audiences.

April saw the Chapel celebrate the 250th birthday of Admiral Sir Thomas Hardy, Governor of the Naval Hospital, with a special Evensong and wreath laying supported by the 1805 Club with the Greenwich, Deptford and Rotherhithe Sea Cadets in attendance. Remembrance for D-Day 75 was this year marked by a short service at the Water Gates.

The annual remembrance of the Battle of Trafalgar took place in October with a service of Choral Mattins. Remembrance Sunday on 10 November saw 220 people attend the Chapel service. December remains our busiest month of the year with extra concerts and services in the Chapel. 150 people attended the service on Christmas morning and 3,800 people attended the Chapel for services and concerts throughout the month.

### **Growing our audiences**

In September 2019, Open House weekend saw 1,285 visitors take part in tours or drop-in visits to parts of the site not normally open to the public. The opportunity to see the Jacobean Undercroft under the Queen Anne building proved especially popular.

On 14 February 2020, a Valentine-themed 'late' event in the Painted Hall of a dance class and volunteer-led tours was attended by 74 people. The evening attracted a far more diverse audience than our usual Painted Hall visitor. 68% of respondents to our survey were under 35 years of age (compared with 22% of our March to September 2019 Painted Hall audience) and 32% of people were of non-white ethnicities (compared with 8% of our March to September 2019 Painted Hall audience).

Towards the end of February 2020 two Audience Development Staff and Volunteer Consultation workshops took place that looked into existing visitor data around current audiences and to explore how the organisation can develop visiting audiences to be broader and more inclusive over the next 5 years. Specific visitor groups were identified as needing a more targeted offer and this work will continue into the 2020 to inform our Audience Development plan.



Oliver Rudkin, 2019  
Family half-term event



Skittle Alley school  
workshop



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## SPECTACLE

### Inspire the public via a spectacular, artistic programme

*Our magnificent buildings are a vibrant space full of things to do and experience. We want to be known for spectacular artistic events that draw in audiences seeking culture and creativity in their lives. We want to connect our site to its surrounding communities and curate fantastic, accessible cultural experiences.*

#### We will:

- Curate a thought-provoking, culturally inclusive public programme that is founded on our heritage and environment.
- Showcase the best of contemporary culture and talent to attract new and diverse audiences and occupiers.
- Create new spaces for creative work, practice and performance; build a creative network which reaches into our surrounding communities.

#### Our impact:

- 20,000 concert goers took their seats for our Greenwich Music Time Festival
- 37,827 visitors attended Greenwich & Docklands International Festival on our site
- 2,300 young adults and families picnicked in our grounds and watched the films as part of Luna Cinemas
- 125 people saw the sell-out play, *The Soldier*, performed in the Painted Hall

#### Review of the year

A highlight of the year was the presentation of 'Elizabeth I: Construction of an Icon in April 2019 - a procession from the Queens House, through the Old Royal Naval College from the Royal Gates and down to the Water Gates and the river, accompanied by an audience of 200 and the Amies Freedom Choir.

This spectacle was organised by Royal Museums Greenwich and is a wonderful example of one of the significant and enduring collaborations which allow us to work in partnership with many prestigious organisations. These programmed events allow us to animate and bring to life our buildings and grounds all year round and welcome large diverse audiences to this majestic riverside setting.

Our grounds and buildings are brought to life in the summer months enlivened with spectacular events that attract crowds from near and far. The Greenwich Book Festival's fifth year at the Old Royal Naval College with us was very popular attracting 3,500 people to two days of talks, walks and workshops with appearances by Michael Palin, Tracey Thorn and Billy Bragg. Friday was "Children's Day" and headlining authors and events included Cressida Cowell; tea parties with the Tiger Who Came to Tea and Harry Potter.

Greenwich & Docklands International Festival in June started off with bucolic bliss on Lower Grand Square as visitors could take a seat on a life-sized frame, complete with livestock participants in *Pasture with Cows* by the Captain Boomer Collective. Juggling, acrobatics, walkabout shows, games, songs and much more in this exciting programme entertained kids and adults alike.

Greenwich Music Time (GMT) is an established part of the Greenwich calendar. It attracted over 20,000 concert goers over the July week. GMT provided us with free use of the main stage which enabled a community celebration of the Painted Hall in music, dance and visuals, presented by Richard Navarro and introducing musicians and dancers from Trinity Laban Conservatoire of Music





and Dance, Trinity Lewisham School and Simon Langton Grammar School for Boys. The event was attended by over 350 people.

Amber Markets food and craft market stalls continue to be a massive draw for local people and visitors alike, bringing a range of international culinary experiences to the site over the course of summer weekends.

Working in collaboration with local artists and makers was a key component of our participation in London Design Festival in September. It showcased contemporary interpretations of the architectural and decorative elements of the Old Royal Naval College that enticed a younger audience and architecture and design lovers to discover the spectacular buildings and grounds. A 'Trail of Works' with themes linked to the buildings and spaces, provided visitors with a memorable experience curated through the works of art, talks with a free drop-in exhibition in the Visitor Centre Gallery and further exhibits in the Skittle Alley and Painted Hall.

Performances in the Painted Hall are not only important revenue stream but also a vital way to grow our audiences. In partnership with Greenwich Performs and Opera Prelude, we hosted an opera event 'Music and Monarchy' in the Painted Hall. Artists from Opera Prelude presented a concert of baroque arias by Purcell, Lully and Handel, accompanied by musicians from London's music conservatoires, including musicians from Trinity Laban.

MESH Theatre Co stages historic war dramas in locations relevant to their origins. The play, The Soldier by Rachel Wagstaff, is inspired by Rupert Brooke's poem and features three sailors of the Royal Naval Division in WW1. The company performed a sell-out production to 125 people in the Upper Painted Hall.



Elizabeth I: Construction  
of an Icon, 2019



Oliver Rudkin, 2019  
GDIF: Pasture With  
Cows



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## STEWARDSHIP

### Conserve the fabric of our breathtaking buildings, grounds and archeology

*The centerpiece of the Maritime Greenwich, World Heritage Site, our historic site is protected for the public's enjoyment. The magnificence of this unique feeds inspiration and understanding about the arts, culture, architecture and heritage. We will safeguard a future as rich and intense as our legacy.*

#### We will:

- maintain and enrich our unique estate to the highest standard for the benefit of future generations
- unlock hidden spaces and heritage assets and bring them to life for the public's enjoyment
- be a valued estate owner and landlord for our on-site partners

#### Our impact

- 8 conservation awards won
- King William and Queen Mary colonnades cleaned and redecorated
- Railings from Cutty Sark Gate to Water Gate cleaned and repainted – approximately 350 metres of railings in total
- Repair and redecoration of the river wall railings at Water Gate
- Cyclical redecoration of King William building completed – approximately 220 windows in total

#### Review of the year

We were delighted with the recognition we received for the conservation and architectural work undertaken in the previous year for the Painted Hall and King William Undercroft. We started the year with the Museums and Heritage Awards 2019 'Conservation Project of the Year', followed by awards from RIBA - a RIBA London Award and a RIBA London Conservation Award. In the July the project was also awarded a RIBA National Award.

In October the Painted Hall won Best Restoration of a Public Building in the 2019 Georgian Group Awards. In March 2020 we won three Civic Trust Awards – the only project in the UK to be successful in all three categories.

The site-wide conservation programme allowed us to complete significant works including the decoration of the colonnade ceilings as well as the latest phase of cyclical conservation and redecoration works to railings and the external joinery. These works are managed by the consultant surveyor allowing us to better plan for works and respond to current financial conditions.

Our Planned Preventative Conservation & Maintenance (PPCM) programme's 10-year plan was refreshed and recast throughout the year to better reflect priorities and show specific projects separated from reactive and cyclical maintenance budgets. A new project tracking document showed progress of projects against time and budgets.

#### Specific works:

Conservation masonry and cleaning works on the SE corner of the King William south range were completed followed by cyclical redecoration works to the King William building joinery. Approximately 220 windows were redecorated in this phase of works, out of around 1,250 windows in the four principal courts. The work represented the first determined extensive redecoration programme of the four principal courts since 2012 and was the first in a phased redecoration cycle detailed in the 10-year plan.



Redecoration of the King William and Queen Mary colonnades was also carried out along with the overhaul of pigeon protection in the Queen Mary colonnade. The colonnade ceilings had been in poor decorative condition prior to these works, and a subtle colour change was introduced to improve the appearance of these important spaces.

Work was completed to many of the lightwells across the site, the masonry elements of the lightwells to the King William colonnade in Upper Grand Square were carried out before the metalwork and joinery of each of these lightwells was repaired and redecorated. This completed maintenance works to these 17 lightwells to the King William colonnade which had been in poor condition.

We also made good progress on the redecoration of the site's railing of which there are many. Railings between West Gate and Water Gate (approximately 350 metres) were completed in the year, this represents one-quarter of the Old Royal Naval College railings and the first significant railing redecoration programme since 2012. Additionally, repairs and redecoration of the river wall railings at Water Gate was undertaken where the presence of steps and the subsequent action of river water had heavily corroded these railings.

Conservation, repair, and redecoration was also completed of East Gate which is the major thoroughfare on the eastern end of College Way.

Specialist survey work was undertaken to the George II statue in Lower Grand Square and a report issued on potential future conservation.

Survey work was also carried out to the Sea Cadet unit in advance of removing impervious cement plasters internally. Initial removal of modern internal plasters was undertaken, along with the external repairs to the King William colonnade lightwells, to address the water ingress issues, before a scheme of cement removal and plaster reinstatement is actioned in 2020-21.

We also carried out a successful trial cleaning of the floor in the King William Undercroft with some remedial re-pointing in the interpretation gallery area and the re-painting of the entrance to the King William Courtyard.

The 8 lanterns to Lower Grand Square were taken down, cleaned, conserved, redecorated and re-gilded to improve their appearance and condition, a longstanding aim to improve the appearance of the site.

In addition to these specific projects extensive reactive maintenance works were completed by our maintenance contractor and Old Royal Naval College mason, in various areas of the site, including window repairs and redecoration along with masonry conservation and cleaning.

As part of its ongoing partnership with the Building Crafts College (BCC), Stratford, the Old Royal Naval College hosted a NOCN-accredited two-day course on Understanding Repair & Maintenance of Traditional (Pre 1919) Buildings delivered by the BCC. The Old Royal Naval College received two free places on the course for members of staff.







King William and Queen  
Mary colonnades





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## INDEPENDENCE

### Grow a cultural business which secures our sustainable future

*We are committed to becoming self-sustaining. Our public grant remains vital but to grow we will enhance that funding through commercial activities, grants and fundraising. We have implemented a new business model incorporating a new ticketed admission for the Painted Hall which will enable us to do more, reach wider audiences and increase our impact.*

We will:

- integrate commercial opportunities into all aspects of our work
- cultivate new and existing valued partnerships which feed our sustainability
- build an organisation with the capability and capacity to deliver our ambition

### Review of the year

In its first year with a visitor ticketed offer the Foundation continued to progress all its commercial income streams, not just to offset the falling grant-in-aid, but to reduce reliance on the grant in general. Compared to the prior year the Department of Digital, Culture, Media and Sport (DCMS) grant fell by £63k (or 7%) to £838k and now represents just 12.6% of total income and 14.2% of total unrestricted income.

While our grant-in-aid from the Department of Digital, Culture, Media and Sport (DCMS) remains essential to support the Old Royal Naval College's core objectives, the organisation also increasingly needs to raise funds from wider enterprise and philanthropy to continually invest in conservation and enhance our visitor offer.

The new visitor season 2019-20 saw our new ticketed visitor offer become embedded as an approach. We contracted with ticketing partners to sell the new admission ticket to ensure our offer was available to local, domestic, and international visitors.

Our weddings and corporate hire business partner marketed the newly re-opened the Painted Hall and we worked closely with CH&Co to ensure this income is complementary to the wider Painted Hall offer. Together we hosted 143 events - a mix of corporate, site partner and internal events.

Some of the highlight events included The Greenwich Foundation's Royal Gala, New London Architecture annual charity dinner, the Naval Attaché Association Annual Dinner and Royal College of Defence Studies, Cartier's new season product launch, University of Greenwich Graduations & The APS Pharmaceutical Conference & Gala.

As the other major income streams such as commercial events, venue and film location hire and retail improved during the year, the results for the year show a more diversified portfolio of income which would be beneficial for the Foundation as it strives toward financial independence. Had the pandemic not caused significant economic disruption to the organisation as it has to the wider economy it would have been expected that the pace of growth in commercial income would have continued.

### Ticket and retail sales highlights and income

The reopening of the Painted Hall also marked the launch of a new shop in the King William Undercroft space. This shop features a higher-end range of products than the Visitor Centre shop, with a focus on representing the artistic and architectural wonder of the Painted Hall and Chapel and highlighting our Naval and Tudor connections. The Painted Hall Shop was named as a finalist in the Museum and Heritage Awards 2020, in the Shop of The Year (Turnover under £500k) category.



Both shops onsite have seen significant improvements in average transaction values and average visitor spend this year, reflecting the greater appeal of our product ranges, and better understanding of our audiences to drive sales.

We have also seen success with our ticket sales, with 68% more tickets sold in the first 9 months of the new visitor offer than in the same period of the previous year with the Ceiling Tours. Our offer now has broader appeal, is more accessible, and our marketing campaigns have worked to effectively drive ticket sales and footfall to the site.

### **Income from filming**

The Old Royal Naval College regularly features in major film and TV productions and filming on our site remains an important part of our income stream. It also makes us famous! Reputationally, it provides us with other ways to tell our story. We introduced a Film and TV tours last weekend of every month, that has proved extremely popular with visitors. The behind-the-scenes tour of '*the most popular filming location in the world*' (Empire magazine) allows people to see the settings for Buckingham Palace in *The Crown* to 19th century revolutionary Paris in *Les Misérables* and across 60 years of filming both on our iconic riverside grounds and inside the magnificent Painted Hall.

This year's highlights have included '*Enola Holmes*'; our biggest film set on site for several years that filmed along the length of College Way and on Upper Grand Square. It included cows, sheep, dogs, geese as well as 30 horses and numerous carriages and two hundred extras.

Others have included filming for Disney's '*Cruella*'; '*The Crown*', BBC documentaries about Queen Anne and Elizabeth and the Armada and '*Operation Mincemeat*'.

### **Philanthropy**

The most important achievement of the year was our successful campaign to raise the £325,000 required to install a lift providing step free access to the Chapel. We were delighted to reach our target thanks to the continued generosity of long-term donors such as the Foyle Foundation and the Kirby Laing Trust and thankful to those, like Morden College and the Rose Foundation, who have now joined our family of supporters. Crucial to our success however was a grant from the Old Royal Naval College Chapel Fund and the incredible legacy left to this project by former Patron and loyal member of the Chapel congregation, Commander George Greaves.

The year was also bookended by two spectacular fundraising events. In May we welcomed HRH the Princess Royal to the Old Royal Naval College for a magnificent Gala Dinner. Princess Anne was joined by many of our most generous benefactors for an evening whose proceeds supported the conservation of the magnificent Painted Hall in which dinner was served. Outside, the Royal Marines band and Corps of Drums, CTCRM, Lympstone beat the retreat whilst the Fleet Commander, Vice Admiral Jeremy Kyd CBE gave Her Royal Highness the salute.

In January the Painted Hall was transformed into a stage for some of the UK's most celebrated acting talent. 'A Play for Five Voices and a Painted Hall' was written exclusively for the evening by renowned West End playwright and 18th-century specialist Ian Kelly. The script was performed by an all-star cast including Hugh Bonneville, Lisa McGrillis, Jane Asher, Anthony Ofoegbu and Robert Bathurst who retold the stories of the men and women who gaze down on us from Thornhill's ceiling. A copy of the script was auctioned at the end of an evening that provided much needed revenue for the Old Royal Naval College and a trove of memories for all who attended.





Salon Event 2019

## **Governance**

### **Objects**

The two equal charitable objects for which the Old Royal Naval College was established, as set out in its founding constitutional documents, are:

- to preserve for the benefit of the nation the Old Royal Naval College site, buildings and monuments as being of historical, architectural and artistic importance; and
- to educate the public thereon.

In pursuance of these objects the Greenwich Foundation for the Old Royal Naval College secured, on 1 January 1998, a 150-year lease on the Old Royal Naval College from the Secretary of State for Defence in his capacity as Trustee for the Greenwich Hospital Naval Charity.

### **Charity's Public Benefit**

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

### **Our structure**

The Greenwich Foundation for the Old Royal Naval College is a charity (charity registration number 1062519) and a company limited by guarantee (company registration number 3340541), governed by its Memorandum and Articles of Association.



All the Trustees are members of the Board, which has responsibility for the overall management of the Old Royal Naval College. There must be between three and eleven Trustees. The full Board meets quarterly as does the Board's Audit & Finance Committee. The People & Remuneration Committee meets half-yearly. A Committee for Trustee nominations meets as required. All Committees are advisory only, to the main Board. The Chief Executive is responsible to the Board within a set of delegated authorities for the operation of the Old Royal Naval College.

Audit & Finance Committee is chaired by Rupert Evenett with Tony Hales, Jamaria Kong and William Bax as members. People & Remuneration Committee is chaired by Diane Laura Whyte with Tony Hales, Rupert Evenett and Jamaria Kong as members.

The Board conducts an annual review of its own performance and the Deputy Chair leads an annual review of the Chair.

The Charity has a wholly owned trading subsidiary, The Greenwich Trading Company Ltd, which undertakes the commercial aspects and visitor management of the organisation. It donates any profits that it makes to the Greenwich Foundation for the Old Royal Naval College.

The Old Royal Naval College operates with a staff of **53** full time equivalent employees (2019: 51 employees) and **110** (2019: 137) volunteers.

### **Appointment and Training of Trustees**

Trustees are appointed for an initial term of four years. They may offer themselves for re-appointment for a second term not normally exceeding four years. If appointed other than at a General Meeting, a Trustee shall hold office only until the next Annual General Meeting.

Trustee appointments are made by the Board of Trustees and do not require approval by any external authority; however, the Secretary of State at the Department for Culture, Media and Sport (DCMS) is advised of prospective appointments and given the opportunity to comment.

The Old Royal Naval College seeks to appoint Trustees who can advance the objects of the charity through their professional expertise, knowledge or experience. The 'Nominations Committee' of the Board is convened to interview prospective candidates for each appointment, assess their suitability for the role and to ensure that before any appointment is made candidates are fully aware of the Foundation's aims, objectives and future plans.

The Greenwich Foundation for the Old Royal Naval College advertise all Trustee vacancies in accordance with the Trustees aim to have a diverse range of skills, background and experience on the Board. A diversity register is maintained, and all vacancies are advertised openly to encourage the most diverse range of relevant candidates.

After appointment, new Trustees follow a detailed induction programme, designed to acquaint them with all aspects of the Charity and its operations. Further training is made available to Trustees when required.

### **Remuneration**

The Old Royal Naval College's principle on remuneration is to ensure the reward package is competitive with other equivalent organisations so it is able to attract and retain staff. Remuneration is reviewed on an on-going basis by Directors, for roles within their teams, and is also reviewed when any vacancies occur and is adjusted according to movements in market rates for particular roles.

The Trustees, on the advice of the People & Remuneration Committee, set the salary for Chief Executive and approve the salaries of their direct reports, as well as the overall reward structure and policy.



Trustees receive no remuneration but are entitled to claim necessary expenses in carrying out their duties, see note 5 in the financial statements.

### **Investment Powers of Trustees**

Trustees may use the resources of the Old Royal Naval College in such ways as they regard most beneficial to the achievement of its objects. They have discretion to invest resources in the name of the Old Royal Naval College. The Trustees established an endowment by signing a Trust deed. This endowment has been established to produce a regular investment return to fund maintenance costs for the Chapel of St Peter and St Paul and Painted Hall.

### **Fundraising**

We have a number of active programmes to encourage individuals and organisations to support the work of the Old Royal Naval College, and the Trustees gratefully acknowledge the financial support given to the Charity by so many generous donors.

We always aim to achieve best practice in the way we communicate with and support our donors. We do not undertake any direct mailing campaigns and take great care with our communications over e-mail and other forms to ensure that undue pressure is not placed on individuals or any vulnerable people for financial support. We apply best practice to protect our supporters' data; we never swap or sell data and ensure that communication preferences can be changed at any time.

We manage all of our own fundraising activities, occasionally taking advice from external professional fundraisers. We work with an independent American charity, *American Friends of the Old Royal Naval College*, which is incorporated as a 501(c)3 in the United States, to fundraise on our behalf, and we closely monitor and advise on their activities to make sure that they adhere to our standards.

We take seriously the need to achieve the highest standards in our approach to fundraising and we are not aware of any failure by the Charity or firms which support us to comply with fundraising standards.

The Charity sets high standards about how we communicate with current and potential donors. In 2019/20 the Charity did not receive any complaints.

### **Sustainability**

While our grant-in-aid from the Department of Digital, Culture, Media and Sport (DCMS) remains essential to support the Old Royal Naval College's core objectives, the organisation also needs increasingly to raise funds from wider enterprise and philanthropy to continually invest and enhance our offering.

The Old Royal Naval College enjoys a secure rental income from its site partners, most notably the University of Greenwich (145-year lease from 1999) and Trinity Laban Conservatoire of Music and Dance (140-year lease from 2000). Other site partners and tenants include Young's and John Smith's Bookshop, administrative offices for Cutty Sark, and satellite offices for the Royal Borough of Greenwich.

The Old Royal Naval College also holds an investment in the Newton Real Return Fund (see note 9 to the accounts). Our listed investment performance is evaluated on a total return basis each year with a benchmark of LIBOR + 4% gross of fees as a target for the investment manager. The total value of the fund fell by 4.7% during the year.



The Old Royal Naval College also has a further investment with Newton Investment Managers. This is invested in the Newton Growth and Income Fund for Charities, the total value of the fund fell by 9.4% during the year.

The Old Royal Naval College has an investment with M&G Investments invested in their Charifund. The investment fell by 23.7% in the financial year.

It should be noted that these are long term investments and by 30 September 2020 both of the Newton funds were higher than on 1 April 2019. Newton Real Return Fund was up by 9.1% over the 18-month period and Newton Growth & Income Fund was up by 3.8%. At the same point M&G's Charifund had regained some of its lost value but was still 15% below the start of the financial year.

The catering, retail, public events and filming activities which take place at the College are run by the Greenwich Trading Company Ltd, a wholly owned subsidiary.





## FINANCIAL REPORT

The Greenwich Foundation for the Old Royal Naval College has reported a consolidated deficit for the year with a net movement in funds of £757,868 (2019: surplus of £417,601). Of this, a deficit relating to unrestricted funds amounted to £629,313, the deficit relating to endowment funds was £314,240 and a surplus on restricted funds of £185,685.

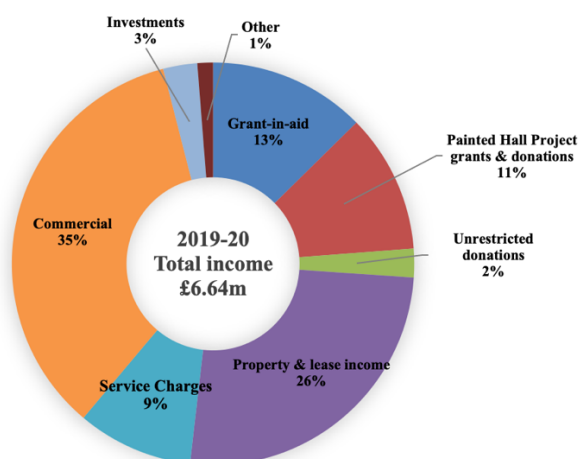
The operating profit from our commercial activities through the trading subsidiary amounted to £728,399 (2019: £369,104).

Our resource Grant in Aid income fell by £63,000 and further reductions over the next year represent a significant risk to the financial health of the Old Royal Naval College. The Old Royal Naval College is therefore planning an expansion in revenue generating opportunities as part of the Painted Hall Project, including charging for a site-wide experience, a new café and retail areas. Investment returns from the Catalyst Endowment Fund in future years will help to further diversify revenue streams and ensure the long-term financial stability of the Old Royal Naval College.

There were investment losses of £501,618 during the year. The losses were primarily incurred in March 2020 due to economic uncertainty at the start of the coronavirus pandemic. The Newton Real Return Fund, representing the funds invested from the lease premium associated with the King Charles building (see note 9 to the accounts), had an investment loss of £187,378. There was an investment loss of £118,625 on the Newton Growth & Income for Charities Fund, reflecting a decrease in the value of the fund in which the Foundation has invested the proceeds of the endowment fund. There was also a loss of £195,615 on the M&G Charifund.

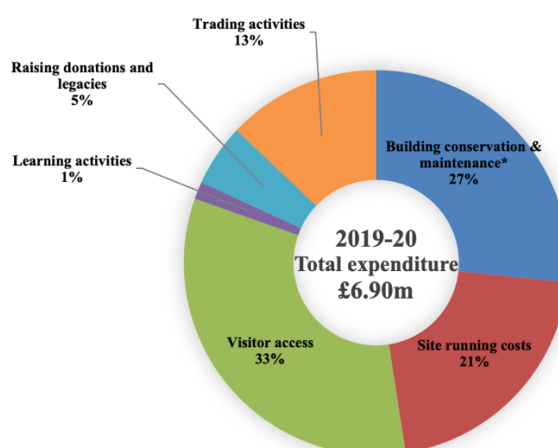
**How we're funded....**

	£'000s
Grant-in-aid	838
Painted Hall Project grants & donations	741
Unrestricted donations	153
Property & lease income	1,709
Service Charges	618
Commercial (inc Events, Ceiling Tours)	2,315
Investments	182
Other	83
	<b>6,639</b>

**How we spend it....**

	£'000s
Building conservation & maintenance*	1,837
Site running costs	1,442
Visitor access	2,264
Learning activities	101
Raising donations and legacies	360
Trading activities	891
	<b>6,895</b>

\* Includes PH Project & PPCM expenditure





## ACKNOWLEDGEMENTS

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### SUPPORTERS OF THE OLD ROYAL NAVAL COLLEGE 2019-20

#### Major Benefactors

The Department for Digital, Culture, Media and Sport

#### Major Donors

City Bridge Trust

Dame Susan Morden's Charity

Tony Hales CBE

Kirby Laing Foundation

The Lord Barnby Foundation

The Pilgrim Trust

#### Supporters

Martin Ashley Architects

The Aurelius Charitable Trust

Paul Auston Family Trust

Bennett Lowell Limited\*

Mr Julian Cazalet

Clearance Capital Limited

Dr Rupert Evenett

The Fishmongers' Company's Charitable Trust

The Foyle Foundation

The Gibbs Charitable Trust

Alan Halsall

William Hausner

Rodney N.M. Johnson MBE and Mrs Johnson\*

Philip and Laura Mickelborough

Millcroft Services PLC

Lady Slynn of Hadley

Old Roan Association+

Old Royal Naval College Chapel Fund

Openwork

Rear Admiral Brian Perowne

The Port of London Authority

Savills plc

Ms Dai Shi\*

Chris and Tracey Springett

Thales UK

Robert Thomson and Moira Taylor

#### Patrons

Andrew and Stephen Allen-Tidy

Mr George Anson

Mr Adrian Attwood

Sir Frank and Lady Berman

Sir Nicolas and Lady Bevan

Dr Tony Butler

Lorna Byrne

Sir Robert and Lady Crawford

Kelly Dowling



Dr Rupert Evenett  
Paul Ganjou  
Tony Hales CBE  
Jonathan and Marjorie Ouvry  
The Hon Francis Plowden  
David and Jo Robins  
The Rt Hon. Sir Timothy Sainsbury  
Desmond Shawe-Taylor  
Mr Eric Shawyer CBE  
Admiral the Rt Hon. Alan West of Spithead

And all those who prefer to remain anonymous

\*Gifts made through the American Friends of the Old Royal Naval College

+In memory of Tony Slaney