



OLD ROYAL
NAVAL COLLEGE

OLD ROYAL NAVAL COLLEGE, GREENWICH

Annual Review
2021 - 2022



Mayor of London's New
Year's Eve display
Credit: Ben Broomfield



Josie Spencer's
Fragments in Time,
outdoor bronze sculpture
exhibition



Luke Jerram's Gaia in
the Painted Hall



INTRODUCTION FROM THE CHAIR, TONY HALES

The site of the Old Royal Naval College at Greenwich has been the gateway to London for centuries. The great Tudor Palace of Henry VIII with its royal pomp and ceremony welcomed dignitaries from Europe as they sailed into England. The current Christopher Wren designed buildings sent a different and deliberate message to visitors arriving in London. This was a palace but a people's palace for ordinary seamen, who had served their country - a major statement of our nation's values.

This was where King George I arrived in 1714 to establish the current royal dynasty and where Admiral Lord Nelson's body was returned in 1805 after his naval victory saving these islands from the threat of continental invasion.

The Royal Borough of Greenwich draws its citizens from many families, who moved to the United Kingdom over the years. We welcome the richness that this diversity brings to our local community and visitors - vibrant with life, welcoming students, and visitors from all over the world to experience its beauty, its history, and the opportunity to learn, be it at the University of Greenwich, Trinity Laban College of Music and Dance or from our stories revealed through our award-winning visitor offer.

Clearly the previous two years of pandemic reduced visitor numbers but we remained an important site for local people to relax or exercise, so important for wellbeing and health. Our visitor and event incomes were severely down. Government support was essential and greatly appreciated and on a quieter site film income was a positive highlight. Our thanks to the Department of Digital Culture Media and Sport for their essential continuing support in our delivery of public benefit.

The sustained work to conserve the site continued with notably a major addition to improve the Nelson room to tell the story of our greatest Admiral and his relationship with Greenwich. We also worked with the 100-year-old Sea Cadet Unit to bring their facilities up to date. The unit is thriving with an excellent mix of young men and women. Our American Friends have also funded important conservation work in the chapel. Our work continues to conserve, entertain, and educate our million plus visitors with more details in the following sections.

This year was the 25th Anniversary of the Foundation, a landmark in the change from a closed military site to become one of the nation's greatest attractions and learning centres. 2023 is another historic landmark, when we celebrate Sir Christopher Wren, Britain's greatest architect whose work includes the masterpiece of the Old Royal Naval College.

As we look forward it would be remiss not to recognise the uncertain economic conditions, we all face and which inevitably the Foundation must face. While great progress has been made to improve the condition of the site from its state 25 years ago, we still have some critical legacy work to address on the deteriorating roofs. This combined with a declining grant-in-aid does put real stress upon the Foundation.

We will continue our constructive dialogue with our funders, whose continuing support is so vital to delivering our mission to conserve and educate. We are extremely grateful for the support received so far from the Department of Digital Culture Media and Sport, the National Heritage Lottery Fund, and the Trusts and Individuals, who generously support us. Without that support we could not continue our community and conservation work at the current level.

On behalf of the Trustees, I would like to thank our management, staff, volunteers, and donors, who under difficult circumstances have ensured our important work, delivering great public benefit continues.



INTRODUCTION FROM THE CHIEF EXECUTIVE, MATTHEW MEES

Spectacular lighting up of the Old Royal Naval College has been a key theme for the Greenwich Foundation during this year. From the Old Royal Naval College playing host to the main spectacle in the Mayor of London's New Year's Eve broadcast show, with fireworks, lasers and lights illuminating the skies above us to our floodlighting project to illuminate the Queen Mary and King William domes and the Nelson Pediment. The lighting aims to better showcase Sir Christopher Wren's magnificent landmark architecture in the evenings and on special occasions.

Gaia in the Painted Hall was a monumental internally lit sculpture, measuring seven metres in diameter, suspended in mid-air. Luke's Jerram's thought-provoking art piece attracted over 20,000 visitors over a 4 ½ week period in June, a much-needed attraction as we were able to welcome back visitors after lockdown.

Dan Acher's amazing light installation drew in the summer crowds. Borealis recreated the light patterns produced by the Northern Lights by use of high-power lasers travelling through particle clouds to give a very real sense of the Aurora Borealis. The dramatic effect gave our Baroque buildings and Lower Grand Square an ethereal feeling, enhanced by a minimalist soundscape playing throughout the performance.

On 26th March the newly restored and reinterpreted Nelson Room re-opened to the public after a year of capital works and interpretation design. Martin Ashley Architects oversaw the conservation and representation of this historically and architecturally significant Hawksmoor room with wall panels, object cases and an audio-visual timed experience to tell the story of Nelson's death and lying-in state in Greenwich.

Also, in March, a Service of Thanksgiving on the Silver Jubilee of the Greenwich Foundation was held in the Chapel. We welcomed friends of the Greenwich Foundation past and present, to join us in the Chapel. The service was led by Bishop Michael Doe, Assistant Bishop of Southwark. Guests included former Trustees, CEOs and Yeomen of the Foundation, as well as guests from local societies, Greenwich Hospital, Royal Navy, Sea Cadets and Royal Borough of Greenwich.

Our ambitious learning and public programme continues to grow from strength to strength; whether through a volunteering initiative or an event or being a central place within the local community we are proud that we can provide meaningful opportunities for diverse audiences to share in the significance of our history, buildings and grounds.

As we round off the year, our focus is the conservation Benjamin West's magnificent painting in the Chapel, The Preservation of St Paul after a Shipwreck at Malta. I am delighted we gave people a rare opportunity to see this conservation in action as an expert team undertake the conservation in situ. The work involves a full surface clean of the painting's surface, adhering to the principle of minimal intervention using the latest conservation methodologies, skills and tools.

After a very uncertain and challenging 2020/21 with the coronavirus pandemic and related lockdowns it is good to reflect on an eventful past year and our collective achievements. We are now looking forward to the next 25 years through planning the next series of projects across the estate, including unlocking hidden spaces and bringing more of them into use.

As our Chair has already mentioned, the economic uncertainty adds to the increasing headwinds facing the Foundation. I am confident that we can find ways to alleviate this stress upon the Foundation, the challenge is made worse when multiple uncertainties occur at the same time as the last years have shown.



As always, I am grateful to support of our sponsoring government department, the Department for Digital, Culture, Media and Sport and the National Lottery Heritage Fund who have both provided much-appreciated support in uncertain times. I am particularly thankful for, and acknowledge here, the passion and hard work of my colleagues at The Foundation who make this an exceptional place to visit and to work in.



Matthew Mees, Chief Executive, hosts a event to celebrate 25th year anniversary of the Greenwich Foundation



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 are continually conserved and redecorated from the needed restorations that we inherited, grounds returned to their formal design and previously hidden heritage assets have been opened to the public.

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 strategic pillars:

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 the Greenwich+Docklands International Festival and outdoor cinema.

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, 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).

VALUES

At 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.



Family storytelling in
the Painted Hall



Family sessions in the
Clore Learning space



OUR WORK

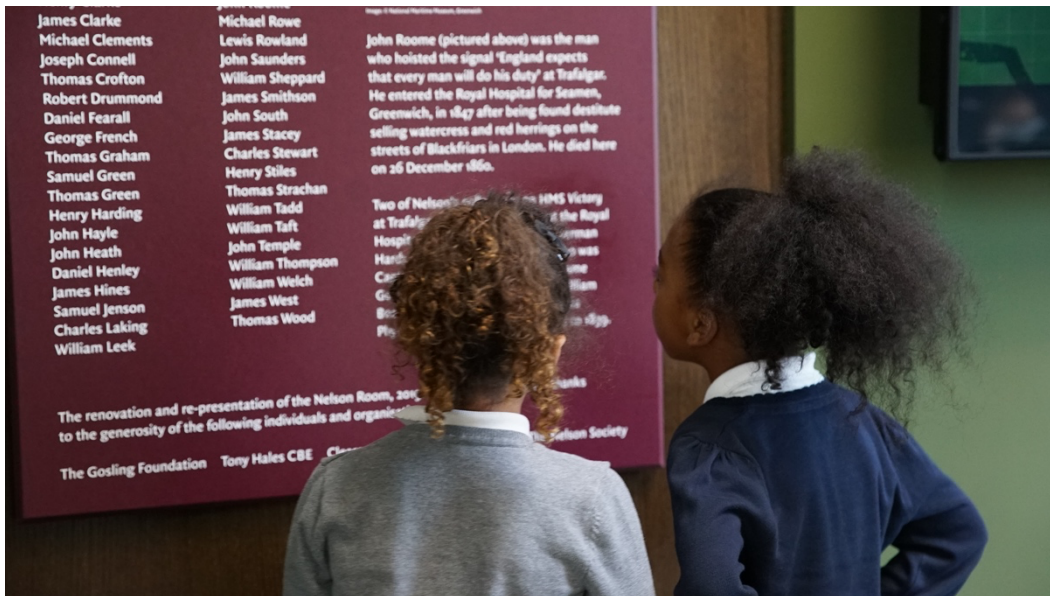
The Greenwich Foundation has two charitable purposes, conservation and public engagement, which inform everything that we do. Flowing from these core charitable purposes, our work is organised within four strategic pillars— Exploration, Spectacle, Stewardship and Independence.

At a glance:

- 346,000 visitors
- 60 million people globally saw the Old Royal Naval College play host to the main spectacle in the Mayor of London's New Year's Eve broadcast show
- Over 2,000 young people from UK schools took part in learning workshops
- 466 people took part in supported community visits
- 1,000 miles journey of the Swedish Oland limestone as part of the Nelson Room restoration
- 416 training and shadowing hours for our 94 volunteers
- 130 new citizens received their citizenship in the ceremony in The Chapel
- £3million per annum to maintain our site each year
- 10,000 hours of maintenance and conservation to protect our heritage site.

Over the past 25 years since the Greenwich Foundation was established:

- Over 800 volunteers over the 25 years have supported our charity, trustees and staff
- An estimated 60,000 guided tours have been conducted over The Greenwich Foundation's 25-year history, bringing to life over 500 years of history for tens of thousands of people who visit us from across the world
- 86,000 people took a Painted Hall ceiling tour during its conservation
- £8.5 million was raised to complete the three-year conservation project of the Painted Hall
- 40,000 square feet of Baroque paintings cleaned and conserved over.
- 350 metres of railings from Cutty Sark Gate to Water Gate repaired and redecorated
- 1,250 windows in the four principal courts restored
- 135 TV and film productions have filmed here over the years
- 20 prestigious awards for our work from the conservation, architecture and tourism sectors, since 2015.



School visit to the newly restored Nelson Room



First Sunday storytelling in the Painted Hall



EXPLORATION

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 visitor experience

The impact of 11 days of full closure of site and 75 days of part closures of the Painted Hall, as well as international travel and tourism restrictions influenced our visitor figures. However, it is heartening to see numbers increase with our visitor offer attracting 346,892 visitors over the year, compared to 70,992 people in 2020-21 (1,218,326 in 2019-2020).

Our daily guided tours continue to be cornerstone of any visit highlighting the many wonderful things to do and see when visiting. Any guided walk takes you through over 500 years of history. As wonderfully summed up by one of our tour guides who has been with us for over ten years, the story takes us...

'From the Plantagenets to the Tudors, to the Stuarts and on to the Hanoverians. A tale of kings and queens, naval heroes, Arctic explorers and ordinary sailors. War, romance, political intrigue and even sport!'

The Film and TV tour showcasing us as a backdrop for the major blockbuster films that have filmed here has proved extremely popular and is now offered through the week.

Engaging our Greenwich, London and UK domestic visitors was our key focus for the year. Our Awesome on your doorstep campaign reflected the magnificent space and architectural wonder that we are a wonderful accessible destination in London and as part of UK staycation.

During the course of April 2021 to March 2022 we've grown our audience across our digital platforms; by 2,000 new followers across Facebook and Instagram, achieved 65,000 page and profile views and had a combined Facebook and Instagram reach to 2.5m people. Top performing content included posts about the New Year's Eve fireworks show, Gaia and Borealis. We made improvements to our website and SEO – particularly in keyword searches and improving overall ease of use and dissemination of information with visits to the Old Royal Naval College website was up 109% from the same period the previous year.

We were delighted to be awarded Best Museum for UK & Ireland in the Tiqets Remarkable Venues Awards 2021. Tiqets is just one of several online travel agents that we work that reach international markets. Additionally, we have started welcoming coach parties, this is already proving popular with a mix of groups, particularly among older visitors.

Our volunteer programme includes 94 active volunteers. Volunteer engagement (measured by hours) has seen a 30.9% increase since 2020-2021. Volunteers received 416 training and shadowing hours, including induction, tour guide and security training. This year we also launched the volunteer led 'History Geeks' group, reviving knowledge sharing sessions for staff and volunteers.



To recognise our volunteers' contributions, 28 volunteers received the 100 Award by the Volunteer Centre Greenwich for completing over 100 volunteering hours in the past year and 3 volunteers were awarded by the Mayor of the Royal Borough of Greenwich for completing over 250 volunteering hours.

Revealing our stories

Our year-round learning and cultural programme provide opportunities for people to discover something new every day with compelling stories for everyone - whatever interest, age, or background.

Our 'First Sundays: 500 years of history' for £5 is a monthly opportunity to welcome visitors from Greenwich and beyond with storytelling for young audiences and pop-up events. This year HistoryRiot and Spectrum Drama have been trusted partners providing theatrical vignettes on history with costumed characters out in the grounds all year round. Characters are based on figures from history, relating to the themes of architecture, the British Navy, travel and trade costumed actors welcome family visitors, engage them in conversation and lead activities such as skittles, croquet and quoits. Family events run on a weekly basis, incorporating a range of activities from drama and dance sessions to arts and craft workshops. A highlight from this year's programme was a Halloween-themed event, based on Franklin's ill-fated voyage across the Arctic. This was programmed to tie in with the launch of David Attenborough's Arctic research trip from Greenwich. A ghostly Franklin met families in the Skittle Alley and regaled them with the story of his final journey, begging them to follow the clues dotted around the site to find out what happened to his crew.

'Mischievous and Mayhem: Illustrations' by Nick Ellwood in Spring was an exhibition that took an irreverent and refreshing look at the history of the Old Royal Naval College, including amusing illustrations of sailors, kings, architects, and astronomers. It was aimed at local families who interacted creatively with the exhibition using traditional materials as well as augmented reality software. Blipper animations, accessible through smartphones or tablets, brought paintings to life, offered information about the night sky and created an interactive quiz for families.

The 'Reflecting Greenwich watercolours and sketches exhibition in the Autumn, presented jointly with the Royal Greenwich Heritage Trust, incorporated sensitive watercolours that have never been seen in public before. The exhibition looks back at how the Old Royal Naval College site and surrounding area has changed over the past two hundred years, as documented by artists. The exhibition was accompanied by a family trail and adult walks programme. Many visitors have been moved to add positive feedback to the exhibition comments book:

"A lovely exhibition, giving such varied glimpses of the history of Greenwich, bringing new life and insights to the many places we thought ourselves (after 30 years as Greenwich residents) familiar with. Thank you."

On 26th March 2022 the newly restored and reinterpreted Nelson Room re-opened to the public after a year of capital works and interpretation design. Situated just off of the Painted Hall – this now impressive space complete with new audio visual and interpretation explores the fascinating story of Vice-Admiral Lord Nelson's lying in state here upon his death in 1805.

Martin Ashley Architects oversaw the conservation and representation of this historically and architecturally significant Hawksmoor room by restoring the roof-lantern, the stonework, reinstituting the original Oland limestone floor and treating the windows with a light-reducing film. For the next year, the Room will house a ticket to Nelson's funeral procession, kindly lent to the organisation by the Palfrey family. The opening was accompanied by a well-attended lecture series,



including a talk by Anthony Cross, President of the Greenwich Historical Society, highlighting the 1900 theft of the Nelson Relics; a lecture by the historical writer, Steve Martin, exploring the lives of Black Mariners in Nelson's Navy; and a insightful lecture by Professor Andrew Lambert of King's College London, on Nelson's innovative approach to war strategy.

Championing Learning

Schools returned to site with great enthusiasm in the Spring, with over 2,000 pupils taking part in our facilitated workshops between March 2021 and March 2022. The Old Royal Naval College hospital schools programme, delivered in partnership with the Queen Elizabeth Hospital in Woolwich, expanded to three outreach workshops a term.

One of the highlights of the school programme in Autumn was the creative writing workshop, in partnership with the literacy charity *First Story* and the University of Greenwich. The project brought together 83 secondary school students from 5 state schools in Camden, Tower Hamlets and Haringey, all of whom were identified by their teachers as being particularly talented writers. The aim of the day was to introduce the students to university life and allow them to work with staff from the University and the Old Royal Naval College to create pieces of writing inspired by our historical grounds.

"You can be inspired to write about anything around you. We looked back at history, wrote descriptively about objects. To be given this opportunity is such a privilege. The Painted Hall left me in awe."

The Community programme gathered pace in November with ESOL (English as a second language) tours and the welcome revival of the Greenwich Citizenship Ceremony. 130 people attended the ceremony in the Chapel, in which new British citizens received their citizenship from the Royal Borough of Greenwich's Deputy Superintendent Registrar. Pomander-making workshops in the Clore Learning Centre, aimed at ESOL learners, introduced and 139 new visitors to the Old Royal Naval College.

Our Black Greenwich Pensioners workshops, designed to coincide with the 2020 exhibition but made permanent due to high demand, went from strength to strength this year, with particular interest from local secondary schools. Building on this success, an additional session is being developed focussing on Black Women and their connections to our site.

Community Engagement

The Chapel of St Peter and St Paul for the Old Royal Naval College brings together our local and on-site community with the reopening of the Chapel for public worship at the end of March 2021.

The death of HRH The Duke of Edinburgh was marked during the Sunday service in April and a service of Solemn Choral Evensong was held on Friday 16th April attended by the Deputy Mayor of the Royal Borough of Greenwich.

The Archdeacon of Lewisham and Greenwich, the Venerable Alastair Cutting, preached at the service and blessed the George Greaves Memorial Lift at a short ceremony to celebrate the installation of the Chapel lift and its donors.

The Greenwich Deptford and Rotherhithe Sea Cadet Unit is based in T.S. Dreadnought within the grounds of the historic Old Royal Naval College. The Sea Cadet Unit is flourishing with a company of about 40 young people. The refurbishment of their current quarters saw the Unit back in action and on parade across our grounds.



The Foundation has made great progress in making the buildings and grounds accessible to all. We now welcome visitors with limited mobility through the addition of lifts in both the Chapel and Painted Hall. Blind and partially sighted visitors can join audio described tours and we have introduced British Sign Language and speech to text tours for deaf, deafened and hard of hearing people. We are also committed to being an accessible venue for autistic visitors and their family and friends.



Visitors to Gaia in the Painted Hall



Championing early learning



SPECTACLE

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.

Highlights of the year

Our public programme this year provided meaningful opportunities for everyone to discover the significance of our heritage – our buildings, grounds, art and history.

Following a sold-out installation in 2020, Gaia returned to the magnificent Painted Hall at the Old Royal Naval College in June 2021 with a programme of special events. This monumental sculpture by Luke Jerram - rotating slowly, suspended in mid-air, a scale replica of Earth - amazed our audiences and was a sell-out show that exceeded all our expectations. This temporary exhibition provided an extraordinary visitor offer just when we as a visitor attraction and the public needed it most.

The thought-provoking piece of art perfectly chimed with the mood of the nation as lockdown lifted and we needed to find meaningful ways to connect. One of our aims is to grow our audiences; to engage families, younger people, harder to reach groups - this exhibition allowed us to do so with many visiting us for the first time.

It was also an opportunity to reconnect with children too; we used it as an inspiration for our "Where in the World" primary school workshop which focused on the Black History of our site. The young Sea Cadets paid a special visit to Gaia, holding one of their regular meetings underneath the Gaia globe as part of their lesson on meteorology.

Swiss artist Dan Acher brought two exciting installations to the Old Royal Naval College as part of the Greenwich+Docklands International Festival. We Are Watching is a striking image of a giant eye flown on a monumental flag, comprising of thousands of digital portraits, contributed by people from 190 countries across the globe. It is designed to send a clear message to world leaders with the power to affect decisions about climate change: that the eyes of the world are upon them. The 10-storey high flag flew between the twin domes of the Old Royal Naval College.

Dan Acher's amazing light installation, Borealis, recreated the light patterns produced by the Northern Lights by use of high-power lasers travelling through particle clouds to give a very real sense of the Aurora Borealis. The dramatic effect gave Lower Grand Square an ethereal feeling, enhanced by a minimalist soundscape playing throughout the performance. The audience were encouraged to walk around the grounds, to experience the aurora from a variety of positions, and it was interesting to find people interacting - either standing, sitting, or lying down, transfixed, skyward. We also added a series of lates and special dining events around the programme to engage visitors and new audiences further.



Up, Down & Beyond was an interactive experience by award-winning performer Laura Mugridge. Visitors were encouraged to take a walk around the grounds, listening to stories drawn from people's connections to the Old Royal Naval College unfold, whilst encountering music, comedy and stories along the way and culminating in a silent disco in the Painted Hall.

Summer months included Luna Cinema with 3,000 people across the film screenings. Amber Markets, London Makers Market and Meantime Farmers Market continued to be a massive draw for local people and visitors alike over the course of summer weekends.

June and July saw artist Josie Spencer bring 6, life-sized, bronze figures to the King William Lawns for her exhibition, 'Fragments in Time'.

"The Old Royal Naval College is a most beautiful setting and one that is very apt for those of my sculptures with a classical or archaeological reference. The works chosen are from a group that treated the figure as if they were the archaeology of our time found in another century, in the future, when those then looking at them can see the fragility of our life now. To exhibit them in a surrounding so steeped in history is a privilege and feels most appropriate." – Josie Spencer

In June, and with the assistance from the Cultural Recovery Fund, we were able to welcome The HandleBards with their unique, outdoor-theatre performance of Macbeth to the Lower Grand Square lawns. Cycling from venue to venue with all their set, props, and costumes on the back of their bikes, the all-female troupe of three produced a bicycle-powered production of Shakespeare's classic.

December saw Goblin Theatre's production of 'A Christmas Carol' in the Painted Hall and met with rave reviews. After a highly successful run of initial dates, the cast and crew were forced to cancel the final week of shows due to a pandemic lockdown. The family production was inspired by the Old Royal Naval College's Dickensian links, evoked the historical figures and 'ghosts' of the Painted Hall to bring this iconic ghost story to life.

For the first time, the Old Royal Naval College played host to the main spectacle in the Mayor of London's New Year's Eve broadcast show, with fireworks, lasers and lights illuminating the skies above one of London's most popular visitor attractions. The thirteen-minute dynamic broadcast show, as seen live on BBC One at midnight on New Year's Eve and broadcast to a global audience of millions, saw London welcome in 2022 in a playful and inspiring way featuring displays and performances that took place across the city, celebrating its diverse cultural heritage and spreading a message of hope and positivity for the new year.

The new year saw more innovative immersive activities take place. We were one of the 20 iconic global locations that simultaneously projected The Big Dream. A unique piece of digital art in the form of a video projection depicting these global dreams of what the world will look like in 2030 projected onto the King Charles building on Lower Grand Square. The Old Royal Naval College was the only location in the UK to be showing the projected artwork, one of 20 iconic venues worldwide. The Big Dream programme included dream themed creative workshops led by our local associate artists and a special late welcomed the producer and co-creator of The Big Dream, Sharonna Karni Cohen, and the artist behind the fascinating digital artwork, GLOWA.

People were invited to celebrate Valentine's Day in style in one of the most romantic settings in London, sitting down in the magnificent baroque surroundings of the Painted Hall to enjoy an exquisite three course dinner, serenaded by beautiful live piano music.

The Little Match Girl was a brand-new family musical performed outdoors, based on the short story by Hans Christian Andersen, audiences were transported to a magical world through original songs, superb storytelling and the awe-inspiring backdrop of the King William Colonnades.



Dan Acher's *We Are Watching* as part of Greenwich+Docklands International Festival



The Big Dream's digital art displayed outdoors



The Little Match Girl,
family theatre performed
outdoors



Goblin Theatre's A
Christmas Carol in the
Painted Hall



STEWARDSHIP

The centerpiece of the Maritime Greenwich, World Heritage Site, our historic site is protected for the public's enjoyment. The magnificence of this unique estate 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.

Highlights of the year

Our Pre-Planned Preventative Conservation & Maintenance (PPCM) programme's 10-year plan is underway with a significant amount of work undertaken to address important maintenance and safety issues.

The Foundation has completed significant projects this year to look after these precious buildings and grounds. The planned conservation and management programme ensures that we redecorate and re-gild; clean and conserve, repair and restore every aspect of the buildings and grounds; from our colonnades to hundreds of windows and doors, miles of stonework, railings, gates, lanterns and lightwells.

The small but hugely significant 'Nelson Room' underwent a dramatic transformation. Designed by Nicholas Hawksmoor according to Wren's masterplan, the room was being carefully conserved and the story around Nelson and his connection to Greenwich explained. Its imposing roof lantern, monumental stonework and Swedish marble flooring was restored to its former glory. The large marble flagstones, called Öland Stone were selected by architect Sir Christopher Wren himself in his own designs. Historic paint analysis is providing the basis for a colour scheme.

We completed works to the Water Gates, restoring the beautiful entrance from the river used most famously for the arrival of King George I from Hanover in Germany in 1714. He was the first recognised member of the House of Hanover now Windsor in the current monarchy, with dedicated work from our stonemason to repair the stone plinths of the gates.

The vaulted space used by the Sea Cadets (Greenwich, Deptford & Rotherhithe) has been replastered and redecorated and opened for use providing expanded and improved facilities for them and other youth groups. A team of specialist conservation plasterers were commissioned to restore the rooms using traditional limestone mortar, making the area fit for purpose again.

The King William undercroft stone floor has been cleaned, sealed and reopened whilst the Queen Mary undercroft has been redecorated complete.

Masons under the direction of Rory Chisolm completed important repair works to paving, lightwells and window heads beneath the colonnades amongst other repairs.

Funding was secured for the cleaning and recording of the Rysbrack statue in Lower Grand Square with works that will finish in 2022.

Following trials of lighting to the King William and Queen Mary domes, as well as the Nelson Pediment, our floodlighting project will better showcase Sir Christopher Wren's magnificent landmark architecture in the evenings and on special occasions.



Water Gates repaired
and redecorated



Nelson Room restored
and reimagined



INDEPENDENCE

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

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.

Our weddings and corporate hire business show a healthy return to business with 2021 ending with the highest number of weddings hosted under the CH&CO contract. We hosted 27 full weddings and 9 micro weddings from May to December 2021. Our valentine's day pop up dining experience was a huge hit with 100 seated guests. We developed new opportunities to make the most of our public programme introducing special dinners and 'lates' in the Painted Hall and afternoon teas on the Colonnades. These proved popular and a winter version was opened in Admiral's House. Outdoor pop ups including gin & Pimm's bar, ice cream and our food and drink van helped to boost weekend sales.

A Pop-Up shop was opened on 22nd November, repurposing what was the old John Smiths bookshop. This new use of an unused space enabled us to display all our Christmas cards and wraps in one location along with a selection of books and gift lines. This new outlet enhanced the overall retail performance, capturing footfall along College Way. This space has now been converted into a permanent bookshop newly named 'The Mews Bookshop'. We participated in Museum Shop Sunday at the end of November, running a ceramics workshop, gin tasting workshop and a signing session with local authors. Similar retail events are planned for the future.

For heritage and historic buildings, filming can provide significant income through location hire fees. In addition, being associated with a film or television show can be a powerful draw for international and domestic visitors who wish to visit a famous movie location and subsequently contribute to a place's vital visitor economy.

Netflix's *Bridgerton* and *The Crown*, *A Spy Amongst Friends*, *Slow Horses*, BBC's *Great Expectations* and Ridley Scott's *Marengo* all filmed on site. The production of *Marengo* is a personal take on the story of Napoleon's ruthless and relentless ascent to the top of French politics and includes a tense encounter with Parisians within the Painted Hall, a scene where Napoleon staves off a baying mob using cannon fire, filmed on upper grand square and a famous assassination attempt on Napoleon and Josephine as they made their way to the opera, filmed at night on Lower Grand Square across two days.

IT Systems

This year we embarked upon a strategy of targeted investment in our IT infrastructure to enable greater security, flexibility, efficiency and agility in operational working practices while enhancing the commercial potential of our event hire spaces. Over the course of this year our core operational



software has moved to an integrated cloud-hosted suite of products that now see our finance, commercial and learning teams systemically connected better than ever.

Our infrastructure has been upgraded to a 1000/1000 Mbps circuit and self-switches to the fastest provider to minimise outage and our wireless access point speed and availability were upgraded site-wide this year to keep pace with our upgraded network infrastructure.

We are now able to deliver wireless high-definition event streaming from our Painted Hall, Chapel and Admirals House event spaces. We also installed high speed wireless into the newly refurbished Sea Cadets space. Offering uprated WIFI in hire spaces has garnered excellent feedback from film / broadcast productions and other large-scale space hire clients who have successfully live streamed to >8K definition. We seek to further expand our wireless provision during FY2022-23 accordingly.

Philanthropy

Round 2 of the National Lottery Culture Recovery Fund provided crucial support for staff, security, and training which enabled us to reopen to the public safely as soon as government guidance allowed. This enabled us to open the reimagined Nelson Room as a key element in our visitor offer. The project was made possible through an extremely generous grant by the Gosling Foundation and supported by several other philanthropic individuals and organisations.

We were delighted to make strong progress in raising the funds to conserve our magnificent Benjamin West altarpiece and install a new environmentally friendly lighting scheme in the Chapel. We are grateful to the American Friends of the Old Royal Naval College for their generosity in bringing this project to fruition. The project was also supported by grants from the Idlewild Trust and the Hartnett Conservation Trust.

We are currently developing plans for a bespoke ‘listening pod’ which will support the development phase of a major grant application to the NLHF. The pod has been supported by the Art Fund and will provide a focus for our visitors to help us reimagine how we reach out to and engage new audiences in the future.

We were extremely pleased to welcome several new funders to our community of supporters this year, including the Moynitrust, the JK Foundation, and the Bernard Sunley Foundation who have made a very generous grant toward the development of a community hub in the King William Building. We also remain grateful for the continued support from funders such as the Rose Foundation with whom we have worked for many years.

The collective support of our Patrons is vital to help continue our work. Since the site reopened after the pandemic, our loyal Patrons have enjoyed a host of benefits and events, including many of the Foundation’s 25th anniversary celebrations and the unveiling of the restored and reinterpreted Nelson Room. We currently have 15 Patrons, this includes two honorary Patrons, with plans to grow the scheme, launch a new supporters circle and invite new and previous donors to visit us post pandemic. The work with Tricolor on a Masterplan will provide key projects for the development team’s fundraising focus.



Filming on site



Conservation work on
the chapel's altarpiece



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 activities of the Old Royal Naval College. It donates any profits that it makes to The Greenwich Foundation for the Old Royal Naval College. The catering, retail, events and filming activities which take place at the Old Royal Naval College are run by the Greenwich Trading Company Limited.

The Greenwich Foundation for the Old Royal Naval College operates with a staff of 59 full time equivalent employees (2021: 55 employees) and 94 (2021: 101) 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 Digital, 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 the Chief Executive 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.

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 several 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 2021/22 the Charity did not receive any complaints.

Financial 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 Greenwich Foundation for 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 administrative offices for Cutty Sark.

The Greenwich Foundation for the Old Royal Naval College also holds long-term investment⁹. 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. With Newton Investment Managers, the total value of the Newton Real Return Fund fell by 0.5% during the year and the total value of the Newton Growth and Income Fund for Charities increased by 10.4% during the year.

The Greenwich Foundation for the Old Royal Naval College has an investment with M&G Investments invested in their Charifund. This investment rose by 8.1% in the financial year.

Environment & Sustainability

Over the last year it has been a key priority of The Greenwich Foundation for the Old Royal Naval College to look at our own environmental impact and how it can be addressed. An Environment Working Group made up of staff and volunteers across all departments sets our direction of travel to meet our mission in a more sustainable way – to conserve and protect the fabric of this unique heritage site in a sustainable and resilient manner.

This includes a statement of intent and an action plan to report on in future years. The first step is to commission an engineering consultancy to undertake an impact report to fully understand the impact of different low and zero-carbon solutions and to provide insightful and reliable advice.

Staff and volunteers are encouraged to examine ways they can reduce their own energy usage, reduce waste and their carbon footprint in the offices, buildings and grounds. Many participated in Earth Day activities, joining in a clean up of the local River Thames shoreline. Other steps have included replacing plastic bottled water with recyclable tins in the Visitor Centre shop and an emphasis on



sourcing and stocking British and local artist and maker products in our gift shops, supporting small businesses and reducing the miles goods are transported.

Since 2014, as our energy contracts have come to an end, electricity supplies have been moved onto green renewable tariffs allowing us to meet some of our renewable energy goals.

Electricity usage in our buildings has been a key focus including a programme of upgrading our lighting to LED lighting. New plans to replace the existing lighting scheme in the Chapel will bring the lighting up to date with the latest technology providing a much more adaptable, future proof and discreet installation for ongoing use. The new lighting scheme will reduce energy usage by approximately 85% making it more environmentally friendly and bringing it in line with the lighting in the recently conserved Painted Hall and King William undercroft.

We continue to work closely with our partners and tenants to address the collective challenge to achieve environmental sustainability.

6. Summary of results for the year

The Greenwich Foundation for the Old Royal Naval College has reported a consolidated deficit for the year with a net movement in funds of £4,957 (2021: surplus of £1,176,574). Of this, a deficit relating to unrestricted funds amounted to £102,798, the surplus relating to endowment funds was £223,444 and a deficit on restricted funds of £125,603.

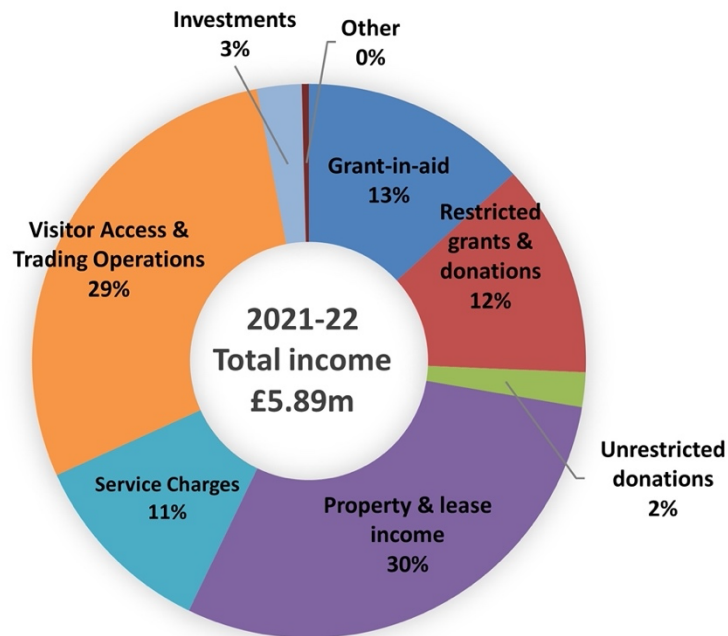
The operating profit from our commercial activities through the trading subsidiary amounted to £308,515 (2021: loss of £98,798).

Our resource Grant in Aid income was unchanged from the previous year but further reductions over the next year represent a significant risk to the financial health of The Greenwich Foundation for the Old Royal Naval College. 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 Greenwich Foundation for the Old Royal Naval College.

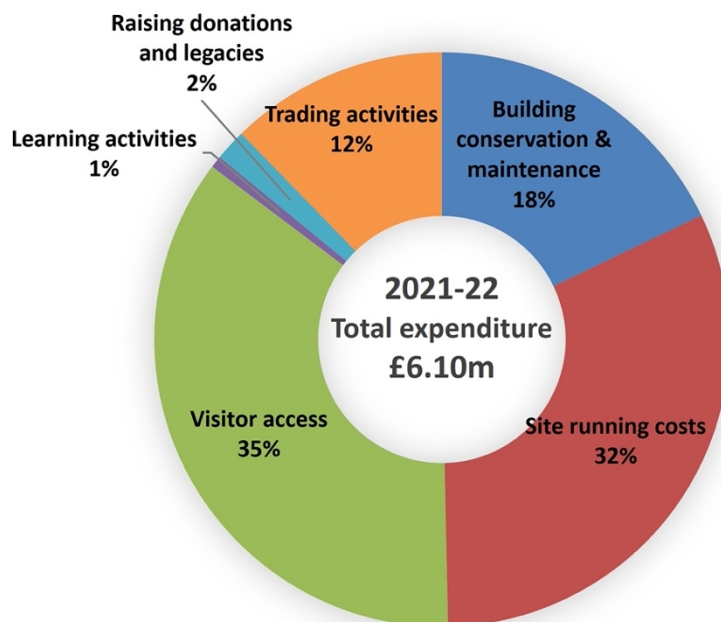
There were investment gains of £200,503 during the year (2021: gain of £1,074,733). The Newton Real Return Fund, representing the funds invested from the lease premium associated with the King Charles building, had an investment loss of £22,941 (2021: gain of £656,669). There was an investment gain of £152,036 (2021: gain of £253,167) on the Newton Growth & Income for Charities Fund, reflecting an increase in the value of the fund in which the Foundation has invested the proceeds of the endowment fund. There was also a gain of £71,408 (2021: gain of £164,897) on the M&G Charifund.



How we're funded....



How we spend it....





View from the Water Gates to Sir Christopher Wren's iconic twin domes



ACKNOWLEDGEMENTS

SUPPORTERS OF THE OLD ROYAL NAVAL COLLEGE 2021-2022

Major Benefactors

National Lottery Heritage Fund
The Department for Digital, Culture, Media and Sport

Major Donors

The Gosling Foundation
Tony Hales CBE

Supporters

The 1805 Club
The Anson Charitable Trust
Paul Auston DL
The Deborah Loeb Brice Foundation*
Clearance Capital
Frank Dowling, The Trafalgar Tavern
Sir Christopher and Lady Kate Gent
Alan Halsall
Historic England
The JK Foundation
Kane Lodge*
Old Royal Naval College Chapel Fund
Waring and Carmen Partridge Foundation*
Raymond Pepi*
The Malcolm Pray Foundation*
The Rose Foundation
The Worshipful Company of Ironmongers

Patrons

George Anson
Sir Frank Berman KCMG QC and Lady Christine Berman
Sir Nicolas and Lady Christine Bevan
Dr Tony and Rosemary Butler
Shruti Dusaj and Benjamin Leates
Dr Rupert Evenett FCA
Paul Ganjou
Tony Hales CBE
Tobias Noskwith
Jonathan and Marjorie Ouvry
The Rt Hon. Sir Timothy Sainsbury
Desmond Shawe-Taylor CVO
Eric Shawyer CBE
Chris and Tracey Springett
Admiral the Rt Hon. the Lord West of Spithead GCB DSC

And all those who prefer to remain anonymous

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