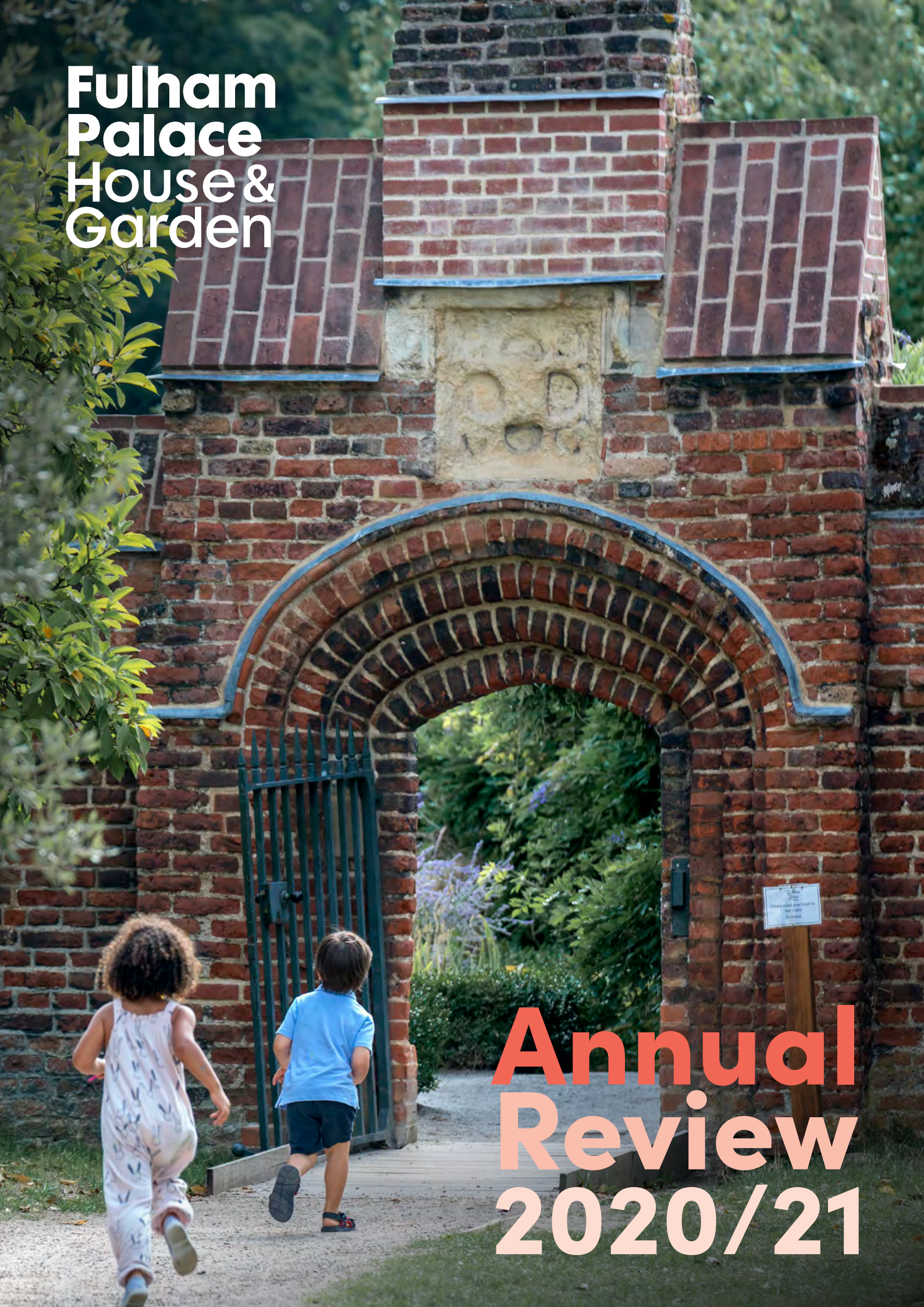


# Fulham Palace House & Garden

**Annual  
Review  
2020/21**





# Fulham Palace Trust

Fulham Palace is the historic home of the Bishops of London. For over 1,300 years, the Bishops retreated to the Palace and surrounding garden, away from the crowded city. Now the house and botanic garden are open, free of charge, for everyone, offering an extraordinary visitor experience in the heart of London.

In April 2011, Fulham Palace Trust was established to manage, restore and promote Fulham Palace, and is a company limited by guarantee with charitable status.

## Patron of Fulham Palace

Her Royal Highness The Duchess of Cornwall

## Board of Trustees / Directors

Fiona Beatty

Phillip A Emery, BEng, MA, FSA, MIfA (resigned 25 January 2021)

Deborah Farley-Persaud

John King

Alison Lightbown (Deputy Chair from 29 April 2021)

Fiona McWilliams

Caroline Needham

Victoria Quinlan

Kevin Rogers

Reverend Penny Seabrook

Robbie Sommerville

Mariana Spater, chair

## Finance, Risk and Audit Committee

Fiona Beatty

Victoria Quinlan, chair

Robbie Sommerville

Mariana Spater

## We are committed to:

- Conserving and restoring Fulham Palace house and garden following thorough analysis of options and sector best practice.
- Developing the understanding of Fulham Palace's layered history through research and engagement with experts, partners, users and the community.
- Being inspirational, engaging and educational.
- Delighting our visitors through excellent customer service and high-quality facilities, interpretation and events.
- Being inclusive and participative in all areas of the Palace's operation.
- Being sustainable and financially self-sufficient.



## Directors of Fulham Palace Enterprises Community Interest Company

Victoria Quinlan, chair

Mariana Spater

## Officers

Siân Harrington, chief executive officer and company secretary

# Chair's review

Fulham Palace Trust, like many organisations, faced a multitude of challenges over the past year. When I wrote last year's Chair's report the country had only recently gone into COVID-19 lockdown and Fulham Palace was closed. It is sad and sobering to reflect that the closure of the buildings has lasted for most of the past year.

While both our finances and visitor offer inevitably suffered due to the ongoing pandemic, I am proud to say that we faced these challenges head on. Through the hard work of our team, in many ways we are moving forward as a more resilient organisation.

We were able to take advantage of the Government Job Retention Scheme, local authority grants and emergency funding from the National Lottery Heritage Fund. We worked with our commercial tenants to help to spread the rental obligations and we thank them for their co-operation in helping the Palace maintain this income. We are also very grateful to our Patrons and Friends who contributed generously to a fundraising appeal over the summer to keep the Palace open. Our thanks as well to the local authority for being understanding about the COVID-19 related impact on the Trust as we try to work out a loan repayment schedule.

These funding sources helped to reduce the impact of the huge reduction in overall income and enabled the Trust to maintain its reserves. In 2020/21, our overall revenues fell by £344k in 2020/21 compared with the previous year, whilst our expenditure remained broadly the same. This meant that our net surplus was reduced by £321k year on year giving us total reserves of £4.2m at the year end.

While we have had to close the Palace buildings for most of the year, our grounds, including our walled garden, have been open for the community to enjoy since the ending of the first national lockdown in June 2020. We hope that our visitors found peace and some solace in the beautiful surroundings.

To continue to engage with our audiences during the restrictions, we quickly adapted our visitor experience. The launch of our online shop resulted in a significant increase in spend per head, boosted by the sale of plants grown by our garden team. A number of events and learning activities were hosted virtually for the first time with great success. Taking advantage of temporary lifting of restrictions, we held our annual Apple Day, and a Christmas fair in conjunction with visits to Father Christmas. Both were very well attended and were a real boost for the Palace staff and visitors.

We used the time during lockdown to look at our exhibitions programme and how we can broaden our telling of the history of Fulham Palace and its incumbents to include the impact of colonialism and the involvement of the Bishop of London in the transatlantic slave trade and later abolition movement. Alongside this we are looking at how we can engage a wider range of people in telling our stories.

On 2 May 2021 we launched our biodiversity and climate change resilience strategy to address the pressing issues facing the planet and aim to minimize our impact on the environment in all senses. This is a comprehensive strategy covering all aspects of the Trust's work and was a result of staff reflection during lockdown about the value of green spaces.

Huge thanks are due to our staff, some of whom were furloughed for some considerable time. They were resilient and managed their roles well in the ever-changing circumstances. I'd also like to thank my fellow board members for their support, including the four new trustees appointed in the spring of 2020. We value their fresh perspectives and expertise and are grateful to them for joining us.

None of this would have been possible without our supporters. We are grateful to the Church Commission and to all our supporters and funders, including the National Lottery Heritage Fund (NLHF), the London Borough of Hammersmith and Fulham (LBHF), individual and corporate Patrons and donors, The Friends of Fulham Palace, and our staff, led by Siân Harrington, and volunteers.

We hope that the coming months will see some return to what we are all used to. However we will remain vigilant and seek to safeguard our visitors, volunteers and staff by taking any measures deemed appropriate. We look forward to opening our doors once more to inform, entertain and delight our community.

**Mariana Spater**  
*Chair of trustees*



# Highlights of the year

## Furnishing the Palace

Bishops were responsible for furnishing the Palace when they took up residence. As such, when the last Bishop of London left in 1973, so did the furniture. We are working hard to acquire appropriate pieces to furnish our restored historic rooms, and this year we commissioned two replica side tables for Bishop Sherlock's Rococo dining room. These acquisitions help to visually tell the story of the Palace, better connecting our visitors with its varied history through the centuries.



## St. Margaret and Thomas à Becket restored

The two largest paintings in our collection are religious depictions of St. Margaret, Queen of Scotland (c.1046-1093) and Thomas à Becket (c.1118-1170), a former Archbishop of Canterbury. Originally created as designs for stained-glass windows by Benjamin West (1738-1820) for art collector William Beckford (1760-1844), these two 'cartoons' were painted on paper and laid on canvas. They have been at the Palace for around 150 years, likely acquired by Bishop Tait following his restoration of the great hall in the 1860s. Their composition and previous restoration attempts had made them vulnerable and prone to damage, and they were showing signs of cracking and paint loss. We enlisted the help of fine art conservator Jim Dimond to clean them, repair the damage and re-line them. The work is being completed by intern Luz Vanasco, under Jim's supervision, as part of a six-month placement. The conservation placement and treatment for the cartoons are generously supported by the Pilgrim Trust, the Historic Houses Foundation and the Friends of Fulham Palace. We look forward to having both paintings back on display for our visitors to enjoy.



## The story of our site

Since 1972 numerous archaeological investigations have been undertaken at Fulham Palace although only one excavation has so far been published. At present our community archaeologist is combining all of the archaeological evidence into a single publication in the form of an archaeological monograph. This will provide a vital glimpse into how people have used this site through the centuries, with the archaeological evidence ranging in date from the Late Mesolithic / Early Neolithic right through to the departure of the Bishops of London in 1973.

The monograph tells a story of continuous change as occupants shaped the site to suit their needs, adapting and altering what their predecessors left behind. Examining all the digs' findings holistically has opened up new discoveries and places the significance of the site into both a regional and national context. Connections through centuries of human habitation are being uncovered, informing our future interpretation as we piece together more of the site's history to share with our visitors.

## Garden restoration

Our journey to uncover more of the history of our Grade II\* listed garden has continued. This year forensic botanist Dr Mark Spencer identified more plant species grown at Fulham Palace during Bishop Henry Compton's tenure in the 17th century. They include *Mirabilis jalapa* (marvel of Peru), *Scutellaria altissima* (Somerset skullcap) and *Capsicum frutescens* (tabasco pepper).

Our Compton beds, planted in 2019/20, have established well, and we continue to add new plants that help visitors connect with the history of the garden. Some of the newly planted species, such as *Genista canariensis*, are from cuttings our garden team collected from Royal Botanic Gardens, Kew and Chelsea Physic Garden in the summer of 2019. The cuttings were successfully rooted in our vinery growing area and were big enough to plant out in spring 2021.

## Responding to COVID-19

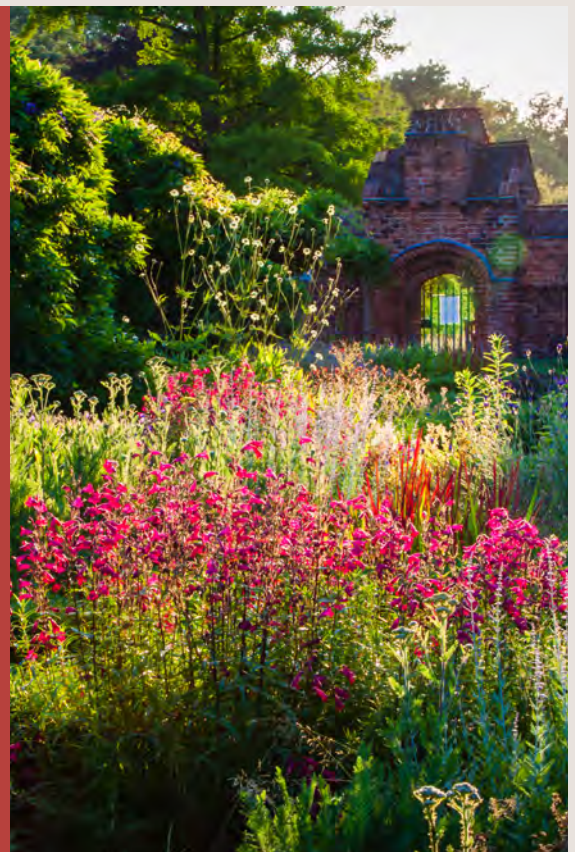
Fulham Palace has always been a place of refuge. Before becoming their permanent residence in the late 19th century, the Bishops of London used the Palace as a place to escape from the crowded city. During the lockdowns and restrictions of the last year, Fulham Palace has once again become a place of refuge, this time for our local community.

Through the hard work and dedication of our staff and volunteers, we were able to keep the green spaces of our grounds and gardens open and accessible from the end of the first lockdown in June 2020. Fulham Palace has often been described as an urban oasis, and many local residents returned to our site again and again to enjoy the health and wellbeing benefits that come with spending time in nature. The generous donations our visitors made to the Palace during this incredibly difficult year is testament to how important these spaces are to them.

## Biodiversity and climate change

Fulham Palace is not just a sanctuary for people. We are a site that hosts a variety of wildlife in the heart of London. From the beginning of the Trust's formation, we have undertaken actions to reduce our carbon footprint and increase biodiversity, from increasing the number of plant species grown on site, introducing biological controls to combat pests, and purchasing garden equipment that is battery powered rather than petrol driven.

We are committed to doing more, and have outlined our action plan in our new Biodiversity and Climate Change Policy. All of our future plans for developing and supporting the site's ecology will be based upon available evidence and expert advice from London's natural history community and urban ecology specialists. From undertaking more wildlife surveys and introducing drought resistant plants to mowing less often and increasing on-site bike storage for staff and visitors, we are pledging to place carbon reduction and environmental issues at the heart of our work. We want to inspire others to do the same, as we are all facing an ecological and climate emergency that threatens the future of our planet.





# Learning

Our learning programme continues to engage and inspire children, young people and adults with the fascinating history of Fulham Palace, and help them to develop new skills. Throughout this challenging year, our learning team worked incredibly hard developing, adapting and delivering a wide range of resources to support our audiences, and reach new ones. Below are just a few of the highlights.

## Schools programme

With the changes in restrictions throughout the past year due to COVID-19, we quickly adapted our schools programme to support both classroom and home learning when teachers were unable to bring their students to our site. Our new remote session, Voices from the Past, has two versions designed to either be led by a teacher, in a classroom or on our site, or viewed by students learning from home. The session uses films, narration, interactive activities and soundscapes to explore the long history of Fulham Palace.



What skills do you feel you have developed during Dissecting the Dirt?  
***"Creativity, teamwork, problem solving."***

## Dissecting the dirt

Based on the success of our popular Young Archaeologists' Club (YAC), this year we launched our new, more advanced archaeology programme for 16 to 25 year-olds. Generously supported by John Lyon's Charity and led by our community archaeologist, Alexis Haslam, this year-long series of workshops offers attendees the chance to develop valuable transferrable skills for the future.

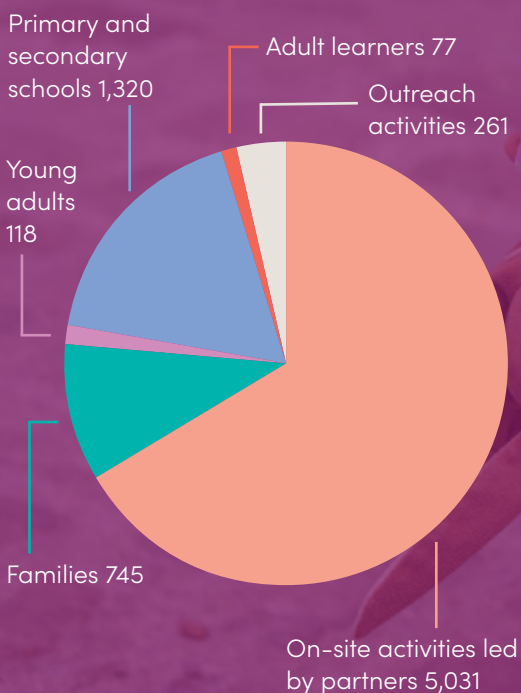
Participants partake in in-depth, practical archaeology training and a variety of sessions ranging from career mapping and working with others to running engaging activities and effective storytelling. They also work alongside the community archaeologist to plan and lead activities for the YAC sessions, as well as run their own individual archaeology projects throughout the course. Two participants have successfully secured university places to study archaeology!

## Learning resources

New outreach storytelling bags were developed for our younger learners during the year. The bags use illustrated books, props, puppets and activities that link to the Palace, and can be booked as a facilitated outreach session at school or as a loan activity.

To support our commitment to engaging our community with the history of Fulham Palace, we developed a number of additional learning activities for families and schools to access on our website, including quizzes, crafts, videos and how to make your own pop-up Palace.

## Total learners: 7,552\*



\*All learners on-site except for outreach activities



# People

During the pandemic, Fulham Palace offered our local community a free and accessible green space to connect with nature and support their health and wellbeing.

## Visitors

While the Palace building, including our museum and historic rooms, was closed for the vast majority of the year, our grounds and gardens remained open and free to enter from the end of the first lockdown in June 2020. Our dedicated garden team of staff and volunteers did a fantastic job maintaining the gardens for our visitors while following government guidance on social distancing, and our new garden welcome desk volunteers provided a warm welcome to the walled garden.

As we were unable to offer a wide range of activities on-site, we adapted several of our events for people to take part in online, including two of our popular family fun days. While this has offered us a way to stay connected with our visitors, we are looking forward to welcoming more people back onsite to experience the museum and historic rooms of the Palace in person once the restrictions ease.

## Staff

We currently employ 29 full and part-time members of staff. During the year, 11 staff were furloughed at various times during the ongoing COVID-19 pandemic. We are incredibly grateful for their resilience and support during this unprecedented time. For a list of staff, visit our website: [fulhampalace.org](https://fulhampalace.org)

## Volunteer programme

From supporting our schools programme and helping maintain the garden to warmly welcoming visitors and leading group tours, volunteers are an integral part of Fulham Palace.

At the start of the COVID-19 pandemic, our volunteer programme, the largest in the London

Borough of Hammersmith and Fulham, was halted completely. Gradually throughout the year we have been able to restart different volunteer groups in line with government guidance. When it was safe to do so, we developed a number of new outdoor roles which volunteers could transition to if they wanted to return to the site, as well as offering volunteers the option to support us remotely where possible. As of March 2021, 85% of our volunteer force are once again actively involved with the Palace.

*'My experience of volunteering at Fulham Palace has been great. I've done three different activities so far and they've all been fun. Each time I've felt very welcomed and valued, which is lovely.'*

“

The health and wellbeing of our volunteers are extremely important to us. We sent regular surveys throughout the year to better understand and help mitigate any anxieties around returning to volunteering at the Palace. We also developed thorough training packs and new processes for each role in line with the government's reopening advice in order to protect our volunteers, staff and visitors. Socialising is a huge part of volunteering, and we organised a number of online social events and trainings throughout the year as a way for volunteers to reconnect, as well as to keep them engaged with life at the Palace. We're looking forward to all of our volunteers rejoining us in person when restrictions ease.

## Volunteer satisfaction

Those who strongly agreed or agreed with the statement:

**94.7%** 'I enjoy the volunteering I do'

**86.6%** 'I would recommend Fulham Palace as a place to volunteer'

**84.2%** 'Volunteering at Fulham Palace gives me a sense of achievement'

## Volunteer support

**8,102** Volunteer hours contributed

**213** Active volunteers

**29** Volunteer roles

# Financial report

During the COVID-19 pandemic our diverse range of income streams were all heavily impacted. Through accessing emergency funding and grants, we have been able to keep our doors open for our local community and maintain our reserves.

## Public events

Events were hard hit this year. Although we were able to move some events online, the majority of the spring/summer programme was cancelled due to COVID-19. When restrictions temporarily lifted we were able to run two of our larger, more popular, events – Apple Day and a new Christmas Fair. The Christmas Fair included our Father Christmas experience as well as a market with 20 vendors selling a range of items, from fine foods to jewellery. Even with attendance figures restricted to accommodate social distancing measures, over 4,000 people came to our Apple Day and Christmas Fair events, raising £14,000 in income.

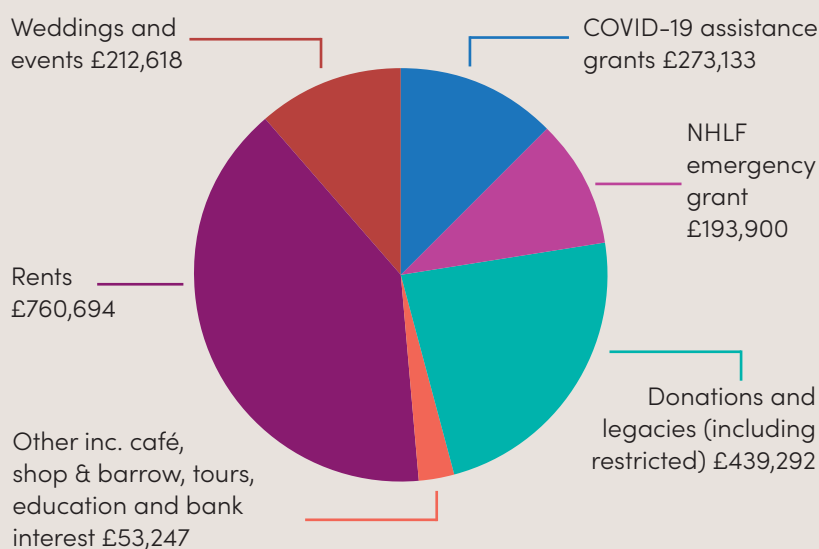
## Retail

Our shop was only open 28 days in 2020/21. In response to this, our online shop was quickly launched to enable us to continue trading. This has proved successful, generating £6,000 during the year. In addition, our garden team worked throughout lockdowns and we were able to offer plants for sale online as a click and collect option when garden centres were closed. Our tomato plants and companion white plant packs were particularly popular. When the walled garden reopened, our market barrow was stocked with plants, cut flowers, fresh produce and products such as chutneys and preserves made using produce harvested during the garden's closure. To help facilitate sales, we introduced a contactless payment method. This has been well received by our visitors, and the garden market barrow raised almost £19,000 in sales in 2020/21, compared to £16,000 in the previous year. All proceeds from our shop and barrow support the ongoing improvements and maintenance of Fulham Palace.

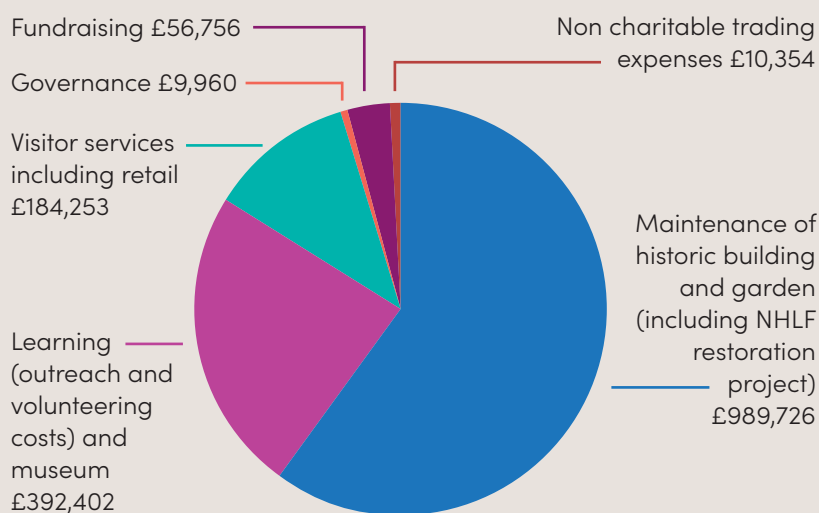
## Total income and expenditure

In 2020/21, our total income was £1,932,884, a decrease of 14% from last year. Total expenditure decreased slightly to £1,643,451, a c. 1% change from 2019/20.

### Total income: £1,932,884



### Total expenditure: £1,643,451







## Emergency funding and grants

Although our primary revenue stream – office lets – remained relatively stable, others, especially weddings and functions, were severely impacted by the COVID-19 restrictions. Unfortunately, the fall in revenue was not matched by a correlating reduction in expenditure. Our core costs related to caring for our internationally important buildings, grounds and gardens did not change. They are essential for us to continue to be able to deliver community services, particularly at this heightened time of need. To help decrease the gap between our income and expenses, we accessed the government Coronavirus Job Retention Scheme, received business grants through the London Borough of Hammersmith and Fulham and successfully applied for emergency funding from the National Lottery Heritage Fund. Through these additional funding sources, we have been able to keep Fulham Palace maintained and open to the public whenever government guidance has allowed us to over the year.

## Fundraising

**Thank you to all of our supporters for helping us secure the future of Fulham Palace and share it with our visitors during this incredibly difficult year. We could not do it without the generous grants and donations we receive from individuals, trusts and foundations and corporations.**

## Membership

We are very grateful for the generous support provided by our Patrons and Friends of Fulham Palace. Through their donations and those from the general public, we raised £62,000 during our fundraising appeal to keep the Palace open for our local community during the COVID-19 pandemic. This year, the Friends membership increased to 388 members, up 16% from 2019/20. The number of annual Patrons has decreased by 9% to 59 in 2020/21, and we have three Corporate Patrons.

## Walled garden donations

On 29 June 2020, as soon as the government's COVID-19 restrictions allowed, we reopened our walled garden so our visitors could enjoy the peace and beauty the space offers. We introduced a welcome desk at the garden's entrance, staffed by trained volunteers who encouraged donations to help maintain Fulham Palace. In total, individuals donated over £10,800, not including Gift Aid, and we are incredibly appreciative of their support during these difficult times.



# Grants and Donations

With thanks to our founding donors and all those who have given to  
Fulham Palace over the course of the year 1 April 2020 – 31 March 2021

## Founding Donors

An anonymous benefactor  
Botterill, Councillor Nicholas  
Cook, Sandra  
Edington CBE, Gordon  
Emery FSA, Phillip  
Hackett, Thomas and Genevieve  
Hawes, the Reverend Canon Joseph  
Howard, Phil and Jennie  
Ingram, Tim  
Poole, Martin  
Sanderson, Tim and Dede  
The Scorpion Trust  
Von Schoenaich, Brita  
Williams, Dr Jonathan  
Wright, Ken

## Life Patrons

An anonymous benefactor  
Borrows, Simon and Sally  
Boyce, Ian and Daphne  
Burgess, Vernon and Jennifer Elizabeth  
Clark, Simon  
Dean, Esther  
Fanshawe, Angus  
Fenn, Anthony and Cox, Lesley\*  
Fowler, Stuart and Mindy  
Greenhalgh, Stephen  
Groenholm, Klaus and Kate  
Harding, Anthony and Karen\*  
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Hogg, Charlotte  
Ingram, Jonathan and Abi  
Ingram, Tim and Christine  
Laing, Christopher  
Leslie, Jonathan and Pepe  
Lyon, Sebastian and Flora  
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McMillan, Carolyn  
Monaghan, Ben and Louise  
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Stead, George and Daphne  
Upton, Richard  
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Wright, Jennifer

## Annual Patrons

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Farley-Persaud, Deborah  
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Garnett, Jeremy and Fiona\*  
Haly, William  
Harding, Anne  
Hedges, Philip and MacQuitty, Jane  
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Marx, Jill  
McWilliams, Fiona and Jeremy  
Nicholl-Carne, Sarah  
Paterson, David and Rosemary  
Perry, Alison and Ross  
Quinlan, Victoria  
Richards, Alison and Geoffrey  
Rylance, His Honour John and Philippa  
Scholes, Carol  
Shocket, Godfrey and Sue  
Sommerville, Robbie  
Taljad, Garth and O'Malley, Charlotte  
Walsh, Stephen  
Walter, Derek  
Weston, Jill  
Wilkes, Angela  
Woods, Gil and May  
Young, Martin and Sarah



### **Corporate Patrons**

Bovingdons Catering  
Pascal Huser Design & Build Ltd  
Peregrine Bryant Architects Ltd

### **Individual Donors (£1,000+):**

Barnes, Darrell  
Boyce, Ian  
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Hooper, Gemma  
Laing, Christopher  
Marx, Jill  
McWilliams, Fiona  
Monaghan, Ben  
Nunneley, Sir Charles  
Sanderson, Tim and Dede  
Sommerville, Robbie

### **Charitable Trusts, Foundations and Organisations to Fulham Palace (£1,000+):**

Art Fund  
Arts Council England/V&A Purchase Grant Fund  
Barbara and Philip Denny Trust  
Borrows Charitable Trust  
Christopher Laing Foundation  
Douglas and Gordon  
Dyers Company  
Friends of Fulham Palace  
Fulham Society  
The Historic Houses Foundation  
Lyon Family Charitable Trust  
The National Lottery Heritage Fund  
The Pilgrim Trust  
Scorpion Charitable Trust  
Sion College  
Spatier Estate via BDB Pitmans  
The Zena Trust

\*We are very sad to report that three of our supporters, Leslie Cox, Fiona Garnett, and Karen Harding have passed away.

With thanks to all those who have given to Fulham Palace over the course of the year.



Made possible with

# Heritage Fund

Thanks to National Lottery players

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# Fulham Palace House & Garden

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## Art Fund



The Pilgrim Trust



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