

A photograph of the entrance to Fulham Palace, featuring a red brick building with a white arched doorway. A large stone fountain is in the foreground, and two large stone planters with greenery are on either side of the entrance. The text 'Fulham Palace House & Garden' is overlaid in the top left corner.

Fulham Palace House & Garden

Annual Review 2021/22

Fulham Palace Trust

Fulham Palace is the historic home of the Bishop 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
(from September 2017 to September 2021)

Board of Trustees / Directors

Fiona Beatty

Iain Cassidy (appointed 6 June 2022)

Deborah Farley-Persaud

Paul Gray, chair (appointed 7 February 2022)

John King

Alison Lightbown

Fiona McWilliams

Caroline Needham (resigned 20 May 2022)

Victoria Quinlan

Kevin Rogers

Reverend Penny Seabrook

Robbie Sommerville

Mariana Spater (resigned as chair 7 February 2022)

Finance, Risk and Audit Committee

Fiona Beatty

Paul Gray (from 7 February 2022)

Victoria Quinlan, chair

Robbie Sommerville

Mariana Spater

Directors of Fulham Palace Enterprises Community Interest Company

Paul Gray (from 7 February 2022)

Victoria Quinlan, chair

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.



Officers

Siân Harrington, chief executive officer and
company secretary

Chair's review

In February 2022, I was delighted to become only the third chair of Fulham Palace Trust, following in the footsteps of Tim Ingram and Mariana Spater. I would like to thank Mariana for her stewardship of the Trust board during these last two difficult years of the pandemic and am grateful that she remains as one of our very supportive trustees.

Having visited the house and garden a few times over the last decade, it has been a joy to become reacquainted with the place and I have been both overwhelmed and astonished at what we are able to offer the people of Hammersmith & Fulham, London and beyond – all free of charge. However, I suspect that many of the 300,000 plus visitors that enjoy our beautiful spaces do not know that we are an independent charitable trust that receives no funding from the taxpayer.

The last year was yet again disrupted by the COVID-19 pandemic and I would like to acknowledge the support we received from government – through the Job Retention Scheme, business grants and the Arts Council Culture Recovery Fund. We have worked with our commercial tenants and catering partner to weather the financial storm together and I would like to thank them for their support.

Our Patrons and Friends have also remained incredibly loyal and, indeed, have enabled us to complete new projects and activities that would have otherwise been impossible. It was fantastic to meet so many of them at this year's summer garden party and, as I said at the time, I would encourage them to spread the good news so that we can maintain our ambition and charitable objectives long into the future.

We face many different and new challenges ahead, with the cost-of-living crisis impacting our energy costs, supply costs and, more worryingly, the living standards of our staff. It costs over £4,000 per day to run Fulham Palace and it is essential that we grow and diversify our income streams to become more sustainable. This will require imagination, determination and even greater depths of generosity and support as we compete with the other many great causes within our society. However, from what I have seen and heard over the last few months, I do believe that the will and belief is there.

I remain an eternal optimist and have been encouraged and amazed that, despite the recent challenges, we have managed to deliver so many projects, events, and activities over the last year. You can discover more about them in the rest of this report, but I would like to highlight our work within the garden and learning as these areas of activity continue to inspire, reach, and develop new knowledge and skills for an increasingly diverse audience.

We have some exciting ideas to further improve the house and garden over the next few years which we will share with you as they develop. They will build upon the three previous capital projects and ensure a more sustainable future through conservation and income generation.

My final thanks go to my fellow trustees, the chief executive, Siân Harrington, her brilliant team and, of course, the many volunteers that give up their time in order to help us maintain Fulham Palace and provide free access for so many people to enjoy, learn and create new shared experiences.

Paul Gray
Chair of trustees

Highlights of the year

Bishop Compton's herbarium plants

The new 'Cultivating Compton' borders at Fulham Palace were created to celebrate the achievements and interests of Henry Compton, Bishop of London from 1675 to 1713. In its prime, Bishop Compton's garden was one of the most adventurous and diverse gardens in England, and his horticultural activities helped enrich gardens globally over the three centuries following his death.

Over the last decade, Dr Mark Spencer, botanist and curator, has been expanding current knowledge of the plants grown by Compton. Much of this research has involved exploring herbariums, which are pressed and dried plant collections, mounted on paper. The Sloane Herbarium, the historic botany collections at the Natural History Museum, London and the Fielding-Druce Herbarium at the University of Oxford both contain specimens collected from Fulham Palace during Compton's tenure.

After Compton's death, the English gardener, designer and writer Stephen Switzer commented in 1718 that Compton 'had above 1000 Species of Exotick Plants in his Stoves and Gardens'. Mark's invaluable research has expanded the list of identified plants known to have been grown by Compton at Fulham to over 200. These discoveries inform our planting schemes and help us tell the story of one of London's first botanic gardens.



The specimens Mark has identified give us an interesting glimpse into the personal tastes and vast network of Bishop Compton. Within Oxford's historic botany collection there is a specimen of a small-fruited form of sweet pepper (*Capsicum annuum*), a delicacy Compton loved – he is recorded as sprinkling chilies on his salads. The collection also includes an Aleppo pine (*Pinus halepensis*) from a tree that was grown from seed sent to Compton by Dr John Covell from 'Judea' in the Middle East, just one of many specimens and seeds collected and sent to Fulham Palace from overseas.

Other discoveries include a giant fescue (*Schedonorus giganteus*), a North American fox grape (*Vitis labrusca*), and a giant reed (*Arundo donax*).

We are incredibly grateful to Mark for undertaking this research, and Dr Stephen Harris, curator of the Oxford University Herbarium and Dr Mark Carine, Principal Curator-in-Charge, at the Natural History Museum, London for permission to study the collections under their care.

Solving the mystery of the moat

The origins of the Fulham Palace moat have been debated for many years. Various interpretations have been discussed, from an Iron Age or Roman encampment to a possible defensive position constructed by Vikings. It is only now through analysing the various archaeological investigations undertaken at the Palace that the complex origins of what was once the largest domestic moat in England can finally be resolved.

As a site of habitation for at least 6,000 years, the earliest archaeological evidence we have discovered at Fulham Palace concerns the Late Mesolithic to Early Neolithic period c. 4,000 BC. At this time the site was an 'eyot' or small island on the River Thames, and served as an important fording point. This is how the site remained until the 9th century, when it appears a late Anglo-Saxon burgh was constructed, possibly as a response to Viking raids. The two ditches created as part of the fortifications would have initially been dry and situated within the eyot itself as defensive positions with an internal bank.

This all changed in the early 14th century, when the ditches were lined with clay to hold water and connected to the natural channel of the eyot. A recent archaeology investigation by Pre-Construct Archaeology



Ltd revealed one of these connections, and, beneath the clay lining, a leather shoe dating to the late 13th, early 14th centuries. During this period, moats were being constructed in large numbers across England as a way for landowners to protect their interests during a time of famine. The Fulham Palace moat development thus fits a typical pattern of the time, with the dating material tying it all very nicely together!



Learning

The goal of our learning and outreach programme is to engage children, young people and adults with the history of Fulham Palace and help them to develop new skills. With our school bookings at an all-time high, this year we focused on developing the programme to reach new audiences through addressing key barriers to engaging with heritage. Below are just a few highlights.

I spy trails

Since launching in 2021, our suite of free I spy trails have captured the imagination of visitors of all ages. 'Mice in the museum', our newest early years trail, has proved particularly popular with our youngest audience members. For the trail, our sewing bee volunteers produced felt mice for children to spot throughout the museum and the historic rooms. All five of our I spy trails, each tailored for a particular age range, are available from the visitor welcome area for free, helping our younger visitors and their carers to easily connect with the history of the site.

Family tour

Feedback we received during our regular history and garden tours inspired us to develop our first interactive guided family trail. Created with the support of a placement student from the Central School of Speech and Drama, this hour-long sensory tour of the Palace was designed especially for our younger visitors. The tour was successfully piloted this spring, and will run during school holidays going forward.

New activities for adult learners

This year we began a review of our learning programme for adults. We trialled several new activities, including botanical contact printing, cyanotype, natural dyeing, flint knapping and wildlife walks. The feedback we received and the partnerships we developed through piloting these sessions has been invaluable as we work to re-invigorate our offer.

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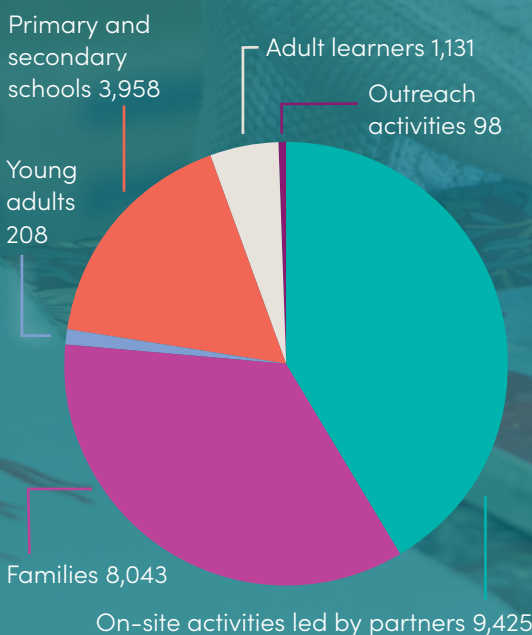
Perhaps Fulham Palace seems like an odd location to have a drama student on placement, yet every day I find new ways to use and develop my skills.

Chloe Phillips-Bartlett, student placement

Placement programme

Since 2018, we have hosted 44 students through our placements programme, providing them with practical hands-on experience in the museums and heritage sector. Over the past four years, we successfully expanded the programme through building relationships with a variety of institutions, including University College London, Royal Holloway, Richmond, Birkbeck, Kingston and City universities, Erasmus and the Central School of Speech and Drama. Our flexible placements are structured to give participants experience in a variety of departments, as well as the opportunity to complete their own individual project for their portfolio. We are delighted to report that the majority of students have gone on to get paid work in museums.

Total learners: 22,863*



*Figures represent individual attendees per category. All learners on-site except for outreach activities.



People

Visitors

This year, we were able to safely welcome over 300,000 visitors to Fulham Palace. Even with the closure of some of our spaces during parts of the year due to the ongoing COVID-19 pandemic, 88% of our museum visitors rated their experience at the Palace as excellent or good, and 96% of visitors were happy with the precautions the Trust had put in place. This figure is a testament to the hard work carried out by the entire Fulham Palace team of staff, volunteers and trustees to ensure our visitors have a positive experience during these challenging times.

Digital media

Utilising our digital media channels, we successfully raised awareness of Fulham Palace through reaching new audiences and increasing opportunities for online engagement in 2021/22. Targeted advertising on Facebook and Instagram directly resulted in an increase of first-time visitors coming to site. These digital ads also increased our engagement with our online audiences, with users asking questions, tagging friends and posting about their plans to visit. In addition, we created a series of Instagram reels which have reached around 20,000 people to date, most non-followers. The most popular reel showing the walk from Putney Bridge to the Palace has been played nearly 10,000 times. Our email newsletter subscribers list and open rate also continue to grow, with over 2,200 new subscribers joining in 2021/22.

Volunteer programme

Our volunteers offer invaluable support to Fulham Palace, helping us share this magnificent site and its important history with our visitors. From assisting with our events programme and welcoming visitors, to developing themed tours and helping care for our collections, volunteers are involved in every aspect of Palace life.

Volunteer support

7,583 Volunteer hours contributed

206 Active volunteers

24 Volunteer roles

Staff

We currently employ 30 full and part-time members of staff.

This year we undertook a staff survey to gain a better understanding of how the Trust is working in practice, help improve the employee experience and spotlight areas to explore as we move forward with the next stage of organisational planning and development. All members of staff had the opportunity to take part in the survey, with 87% responding.

Staff survey results

- 100%** agreed or strongly agreed that they understood what is expected of them in their respective roles and how their role contributes to the mission of the charity
- 92%** enjoy coming into work, understand the mission of the charity and could explain it to others
- 92%** felt they have opportunities to develop skills and knowledge in their roles
- 85%** felt they have regular opportunities to contribute ideas to the charity

Volunteering has given me continuous opportunities in various fields some I already was experienced in but some entirely new to me - the costume collection, tree surveying, designing the altar frontal, helping with the education sessions, tour guide amongst other things.

Fulham Palace volunteer

“

Financial report

In addition to our fundraising activities, the funds we generate through a diverse range of income streams have been essential to maintaining the activities of the Trust as we continue to recover from the ongoing COVID-19 pandemic.

Emergency funding and grants

After a difficult year in 2021/22, the income from weddings and functions recovered this year. In addition, we had a very good year for public events, some of which are highlighted below, and a record level of income from our garden market barrow. However, there was a fall in revenue in other areas. To decrease the impact of this loss of vital income, we accessed support from 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 Arts Council England Culture Recovery Fund Grant Round Two. 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.

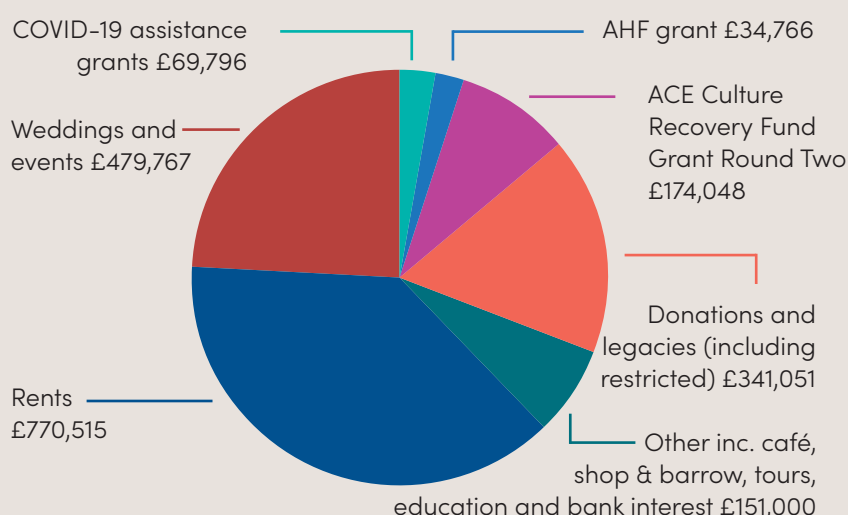
Public events

We were delighted to host a full events programme for people to enjoy after cancelling the majority of our public events in 2020/21 due to COVID-19. This year we ran three, large-scale events – green meet, apple day and a Christmas fair, which included our Father Christmas experience. Our newest annual event, the green meet, took place in May. It celebrated all things green and sustainable, with a green market featuring eco-conscious small businesses, family activities, seasonal food, music and demonstrations and talks from experts. Those unable or uncomfortable to attend due to COVID-19 were able to listen to speakers from home through a livestream. During the event we launched our new biodiversity and climate change policy, declaring our commitment to placing carbon reduction and environmental issues at the heart of our work. In 2022 we updated the policy and joined with the Chelsea Physic Garden in declaring a micro-climate emergency. In total, over 10,000 people came to our green meet, apple day and Christmas fair events this year, raising over £39,000 net income for the Palace.

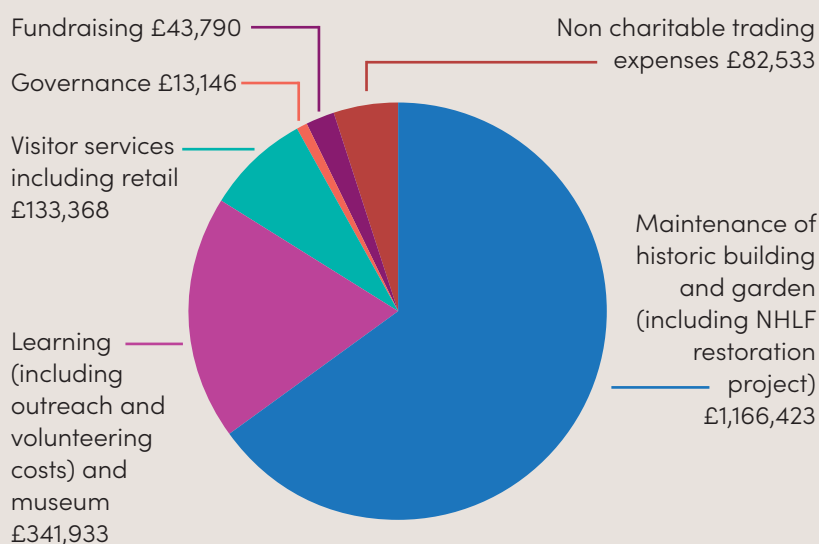
Total income and expenditure

In 2021/22, our total income was £2,020,944, an increase of 4.5% from last year. Total expenditure increased 8% to £1,781,193.

Total income: £2,020,944



Total expenditure: £1,781,193





Fundraising

Thank you to all of our supporters for helping us secure the future of Fulham Palace and share it with our visitors. 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 who help fund a range of activities at the Palace. After operating as an independent charity for over 40 years and a re-launch in 2012, this year the Friends of Fulham Palace (a separate charity) was merged with Fulham Palace Trust. We are incredibly appreciative of the vital support provided by our Friends members, and we're looking forward to developing an even closer relationship with them. This year, the number of Friends memberships increased to 310, up 2% from 2020/21. While the number of Patrons has decreased slightly to 57 in 2021/22, it remains relatively stable and we continue to have three Corporate Patrons.

Get into gardening

Thanks to the generous support of The Lyon Family Charitable Trust, we launched our new get into gardening programme this year. The project aims to help children and young people who have been identified as needing extra support and could benefit from an enriched educational offer. Through the programme, we provide participants the opportunity to work alongside our garden team on a variety of horticultural focused activities, enabling them to gain valuable experiences and life skills. Since the start of the project in September 2021, we have engaged with a number of youth offending teams, pupil referral units and SEN groups, and facilitated 80 sessions, with 31 learners in total taking part. This includes two trainees funded through the government's Kickstart Scheme.

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 2021 – 31 March 2022.

Founding Donors

An anonymous benefactor
Botterill, Councillor Nicholas
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Lyon Family Charitable Trust
Museum Development London
The Barbara and Philip Denny Trust
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The Historic Houses Foundation
The John Lyon's Charity
The National Lottery Heritage Fund
The Pilgrim Trust

We are very sad to report that one of our supporters, Prue Downing (Friend), has passed away.

With thanks to all those who have given to Fulham Palace over the course of the year, including those who wish to remain anonymous.

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Fulham Palace House & Garden



Supported using public funding by
ARTS COUNCIL ENGLAND



Thanks to National Lottery players

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The Pilgrim Trust



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