

Fulham Palace House & Garden

**Annual
Review
2022/23**



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.

Board of Trustees / Directors

Fiona Beatty (resigned 12 December 2022)

Iain Cassidy (appointed 6 June 2022)

Craig Coben (appointed 30 January 2023)

Deborah Farley-Persaud, deputy chair

Paul Gray, chair

Fenella Hunt (appointed 30 January 2023)

John King

Alison Lightbrown, deputy chair (resigned 12 December 2022)

Fiona McWilliams

Caroline Needham (resigned 20 May 2022)

Matthew Pottage (appointed 30 January 2023)

Victoria Quinlan

Kevin Rogers

Reverend Penny Seabrook

Robbie Sommerville

Mariana Spater

Finance, Risk and Audit Committee

Fiona Beatty (resigned as trustee 12 December 2022)

Craig Coben (appointed as trustee 30 January 2023)

Paul Gray

Victoria Quinlan, chair

Robbie Sommerville (resigned from FRAC 20 May 2023)

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

Paul Gray

Victoria Quinlan, chair

Mariana Spater

Officers

Siân Harrington, chief executive officer and company secretary

Chair's review

Looking back over the last 12 months of the work of Fulham Palace Trust provides us the opportunity of learning valuable lessons that will help shape our future. The insights gained from our collective analysis will guide our strategic decisions and shape our priorities in the coming years. It is through this process of reflection, evaluation, and foresight that we will continue to strengthen our organisation and fulfil our charitable objectives.

As we celebrate another year, I wanted to firstly express my gratitude to all of our supporters and partners for their unwavering commitment and dedication to our charity's vision and aims. It is through this support, coupled with the expertise of our staff, that we have been able to accomplish so much over the past 12 months. Together, we have overcome obstacles, adapted to changing circumstances, and continued to deliver exceptional results.

2022/23 was another busy year for Fulham Palace Trust as we continued to build back from the COVID-19 pandemic. However, just as the impact of one external threat started to abate, another emerged in the shape of the war in Ukraine. This illegal war has created human tragedy, global insecurity, and financial instability in terms of the costs of utilities and other supply chains. Through prudent budgeting and innovative programming, the team has managed to weather this new fiscal storm, but the waters remain choppy for the foreseeable future, with the cost-of-living crisis continuing to have a biting impact on our visitors, partners, and staff.

At times of crisis, I believe that people need places like Fulham Palace more than ever. They provide a safe space for everyone in an uncertain world, helping us to make sense of the past to better inform our present and create better futures for one another. Through a packed programme of free events and activities, we have reached out to as many people as possible within the community and beyond. These have ranged from our large-scale annual events such as the green meet and apple day, through to smaller ones that have included a community sewing bee project and a World War II event for families.

Our latest exhibition entitled 'Bishops of London, colonialism and transatlantic slavery: resistance' opened in April 2023. It is the result of a two-year research project, and I am particularly proud of all the work that took place with our community partners and project artist to enable us to uncover and tell these difficult truths about our history in a sensitive and open manner. It furthers our commitment to doing important and long overdue work in uncovering untold stories through our education and research work.

I would like to take this opportunity of thanking the contribution and support of three past trustees (Alison Lightbown, Caroline Needham and Fiona Beatty) who retired from their roles in 2022/23. We have been fortunate to appoint new board members who bring with them fresh ideas and passion, and I look forward to working with them over the coming year.

My final thanks go to our visionary chief executive, Siân Harrington, her diligent team, and the many volunteers who 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

The Bishops of London, colonialism and transatlantic slavery: resistance

As one of the Church of England's most senior figures, the Bishop of London had jurisdiction over the British colonies around the world. In 2020 Fulham Palace Trust started researching the historic role of the Bishops of London in British colonialism and transatlantic slavery, discovering that some of the Bishops were personally involved with and/or benefitted from colonialism and the transatlantic traffic in enslaved Africans.

This research informed our decision to empower people who are descended from those who were enslaved or indentured to shape and lead on future projects. For this project, we partnered with spoken-word artist Adisa the Verbaliser to lead a series of workshops, co-curate a temporary exhibition and create new works of art.

Over a period of three months in 2022, Adisa worked with 100 participants from five schools and community groups in London to explore the story of resistance of enslaved people. Those who took part lived within

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It's really important...we learn so much about kings and queens, we learn about great technological advancements, we don't learn about Black African culture and we should really learn more about it, it's such a great topic.

Student project participant

the historic Diocese of London, ranged in ages and included significant numbers of people from African and African Caribbean backgrounds. During these artist-led workshops, participants explored four key themes of physical and spiritual resistance against slavery: hair, dance (and martial arts), obeah and song. Sessions were structured for participants to explore these themes actively and experientially through games, physical activities and performance, and through reflective activities including poetry, creative writing and discussion.

The resulting exhibition opened in April 2023 and showcases the work of participants by examining the forms of resistance that ultimately led to the ending of the transatlantic traffic in enslaved people and slavery itself in the British Empire. This is set against the backdrop of the historic involvement of the Bishop of London and the Church of England in colonialism and transatlantic slavery.

Garden developments to combat biodiversity loss and climate change

Fulham Palace Trust continues to place carbon reduction and environmental issues at the heart of its work. We all face an ecological and climate emergency that threatens the future of our planet. In response to this, in 2021 we launched our biodiversity and climate change policy.

In support of this policy and to inform the continuing development of our garden, we commissioned a range of surveys to help us plan for a resilient future. Based on these surveys and available evidence and expert advice from London's natural history community and urban ecology specialists, our garden team has begun organising a series of exciting activities.

To encourage biodiversity, we have started introducing more planting schemes into the garden and sowing more wildflower meadow seed full of native species. We have also continued enhancing our long grass management to encourage more wildlife, including sowing more yellow rattle, a hemiparasitic annual which reduces vigorous grasses, allowing other species to take root.



Watch a film of Adisa the Verbaliser's work on our YouTube channel: youtube.com/fulhampalacetrust



In April 2022, we planted a new drought tolerant bed. We have chosen plants that are both beautiful and possess one of a number of special features and mechanisms, such as reflecting light and storing their own moisture, which make them better suited to dry, hot conditions. Through this, we are able to reduce our water usage and keep irrigation costs down.

Looking forward to 2023/24, we will be focusing on reducing the impact of our buildings and facilities, including changing waste contractors to a company that sends zero waste to landfill, sends all non-recyclable waste to generate green energy, and operates a low emission fleet of vehicles.

The Fulham Palace chapel

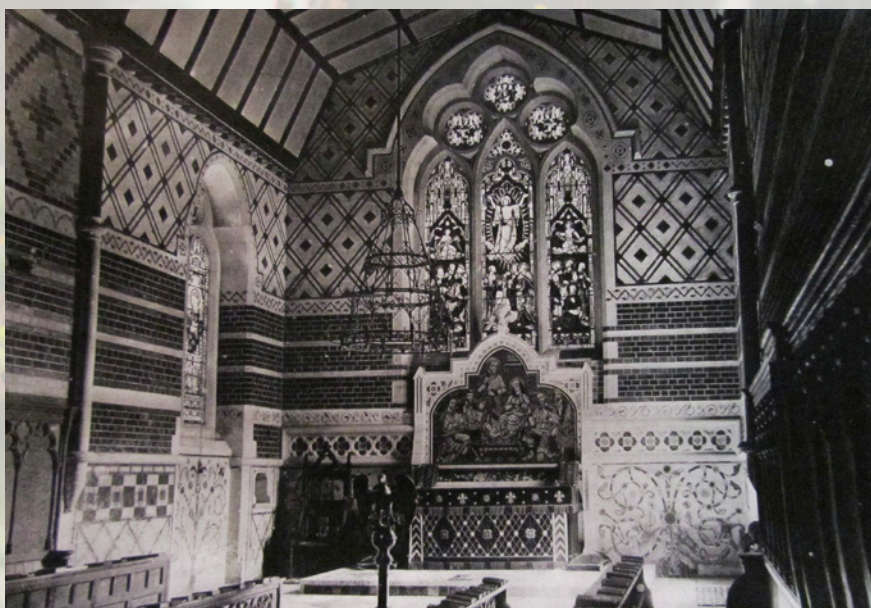
Our nearly completed archaeological publication exploring the history of the Palace site has revealed the fascinating story of our current chapel, the fourth on our site. When Bishop Tait became Bishop of London in 1856, he was determined to build a new chapel instead of continuing to use the great hall as an unconsecrated chapel as the two previous Bishops had done. Bishop Tait employed architect William Butterfield, renowned for his designs in the High Victorian Gothic architectural style, and work finally began in January 1866. Just over a year later, the chapel opened on 1 May 1867, costing a grand total of £1,849.

Butterfield is most famous for his polychromatic use of colour and a passion for 'awe-inspiring' shapes, irregular forms and outlines, and the Fulham Palace chapel was no exception. Carefully designed mosaic and brick work created intricate and striking patterns throughout the chapel, alongside impressive stained-glass windows and a mosaic depicting the adoration of the Magi created by the glass manufacturer Antonio Salviati of Vicenza.

After being damaged in World War II, the chapel underwent a dramatic restoration starting in 1953. Under the direction of church architects John Seely and Paul Paget, much of Butterfield's work was hidden behind a new ceiling, new coving, and whitewashed walls covered with two large murals. The murals, composed by the artist Brian Thomas and students from the Byam Shaw School of Art, depict a range of biblical scenes, including the 'Visit of Jesus by the Wise Men' and the 'Garden of Eden'.

During our next phase of restoration, we hope to restore

the chapel. For the project, we plan to consult on the best method to accomplish this, investigating whether to keep the current scheme, restore the original Butterfield design, or a combination of the two approaches.



Start and finish task group

We aim to provide an excellent visitor experience at all times at Fulham Palace, while, at the same time, protecting this very special site. To do this, we have site rules in place, but it has become apparent that many visitors do not seem to be aware of them.

In order to address this, we convened a start and finish group comprised of 12 volunteers and four staff members who met monthly to discuss the rules and regulations at the Palace which are laid down as council byelaws and public open space protection orders.

To learn how similar sites welcomed visitors and communicated with them about site rules, the volunteers visited eight sites, including the Horniman Museum, Kenwood House and Garden, and Syon House and Park. Following these visits, the task group agreed that the best sites had clear signage and pre-visit information and a visible and well-informed staff and volunteer presence.

As a result of this we have rolled out lanyards to highlight the staff and volunteer presence, created simple signage boards with do's and don'ts, organised dealing with difficult situations training, and updated the website with clear guidance on rules and regulations. We continue to monitor and will review again in autumn 2023.

Learning

Through our learning and outreach programme, we engage and inspire children, young people and adults with the fascinating history of Fulham Palace, encouraging and helping them to develop new skills in a welcoming and inclusive environment.

Get into gardening

Our get into gardening programme aims to help children and young people who have been identified as needing extra support and could benefit from an enriched educational offer. During the second year of the programme, we engaged with a youth offending team, a pupil referral unit and SEN groups to provide 72 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. We also expanded the continuing professional development portion of the programme, running training sessions for facilitators on ways to teach and engage with horticulture, gardening and biodiversity, as well as sessions for university students which provided practical experience, tours and careers advice. We would like to thank The Lyon Family Charitable Trust for its continued support for this impactful programme.

Blighty, the Blitz and barrage balloons: Life on the home front at Fulham Palace

On 26 March 2023, we turned back the clock to 1942 for a free family event with live re-enactors from Home Front History. During World War II, Fulham Palace was home to Women's Auxiliary Air Force (WAAF) members, barrage balloons and evacuees, as well as Bishop Fisher and his family. During this event, around 250 visitors were greeted by a fleet of military vehicles on the drive as they headed into the Palace to experience what life was like here during this turbulent period in our history. Adults and children had the opportunity to register for identity cards and undertake a series of challenges to become a member of the WAAF or join the home guard. When not learning morse code, dressing in costume as an evacuee, or taking part in our rationing taste test and barrage balloon challenges, people could join our volunteer John as he shared his memories of growing up in West London during the Blitz. Visitors were able to interact with a range of re-enactors, from Bishop Fisher, American GIs, Air Raid Precautions (ARP) wardens, military police and the Wiltshire Home Guard. Meanwhile the Royal Observer Corps field team kept an eye out for enemy planes in the skies above the Palace!

Altar frontal community art project

Since 2021, our dedicated sewing bee volunteers have been researching, designing and creating a brand-new altar frontal for our chapel. Highlighting our beautiful botanic garden, each expertly crafted panel will show a different tree or plant found at the Palace. Visitors have been able to get involved with this project through three engagement sessions, where they even had the opportunity to add their own stitch! We have been delighted to work with local community sewing groups as well, who have joined our monthly sewing bee meetings, truly making this a unique community piece of art. The frontal is due to be finished by autumn 2023, and we are planning a special event to celebrate its completion and the volunteers who have painstakingly undertaken this project.

Total learners: 24,769*

Young adults - 104

Adult learners - 3,142

Community engagement - 858

Placements - 23

On-site activities led by educational partners - 9,425

Primary and secondary students - 3,736

Families - 6,164

Outreach activities - 1,317

**Learners on-site except for all outreach activities and a selection of community engagement activities.*

People

Fulham Palace was built as a retreat, a place to escape from a crowded city and connect with nature. True to this original purpose, every year, we welcome the hundreds of thousands of people who come to enjoy this historic site, free of charge.

Visitors

This year, 293,842 people visited Fulham Palace. Our museum and historic rooms were fully open for the first time since the COVID-19 pandemic, and we welcomed 19,992 visitors to our museum, an increase of 87% from 2021/22. This is the highest number of museum visitors we have had since the start of the COVID-19 pandemic, and 92% rated their experience at the Palace as excellent or good.

Public events programme

Fulham Palace's public events programme continues to expand and become more ambitious in scale. Throughout the year, we ran a number of both free and ticketed events in order to encourage a wide range of attendees. Our three largest public events, the green meet, apple day and the Christmas fair, which included our Father Christmas experience, were attended by over 10,000 visitors and raised over £65,000 net income to support the Palace. Through developing our relationships with both event sponsors and partner organisations, who run popular annual events such as opera at the Palace, chilli fest and jazz on the lawn, we are able to deliver a truly unique public events programme for a variety of audiences.

Staff

We currently employ the equivalent of 24.5 full-time members of staff. For a list of staff, visit our website: fulhampalace.org

Volunteer programme

Our wonderful volunteers contribute a huge amount to Fulham Palace. They are a vital part of our learning programme, visitor experience, garden maintenance and much, much more. We are incredibly grateful for their support.

Volunteer support

15,758 Volunteer hours contributed

227 Active volunteers

21 Volunteer roles

Volunteer satisfaction

100% strongly agreed or agreed with the statement 'I enjoy the volunteering I do'

93.6% strongly agreed or agreed with the statement 'I would recommend Fulham Palace as a place to volunteer'

93.6% strongly agreed or agreed with the statement 'Volunteering at Fulham Palace gives me a sense of achievement'



The team were awesome for the gardening and the catering team were extremely efficient and friendly. We had a great day out!

Fulham Palace corporate volunteer

This year, in addition to our regular volunteers, we welcomed around 200 corporate volunteers for sessions in our beautiful garden. After being trained by our garden team, the volunteers undertook a range of seasonal tasks, such as weeding and sowing wildflower meadow seed. With their help, we were able to accomplish a huge amount of essential garden maintenance in a short time. We greatly appreciate their contribution, and as a thank you, our garden apprentices led the volunteer groups on private tours of the walled garden.

Financial report

In addition to our fundraising related activities, we generate funds through a diverse range of income streams. These include private functions and venue hire, catering, retail, lettings, and public events.

Filming and photography

Fulham Palace is a truly beautiful place, with a unique collection of indoor and outdoor spaces perfect for private filming and photography. In 2022/23, we focused on increasing our income from this revenue stream, successfully securing a number of large-scale projects. This year, Fulham Palace featured on major TV channels including Sky Arts and the BBC and in national publications such as the Guardian, adding to the site's reputation and encouraging further filming and photography bookings. In total, 20 photo and film shoots took place at the Palace in 2022/23, bringing in over £26,000 in net income.

Retail

This year, we saw record sales on our market barrow in the garden. The addition of a card reader has been a huge success by no longer limiting barrow income to cash sales only. Through analysing card sales, we discovered that 25% relate to our large-scale public events – the green meet, apple day, chilli fest and the Christmas fair. In total, for 2022/23, the market barrow sales resulted in a net income of £30,000. All proceeds from our shop and barrow support the ongoing improvements and maintenance of Fulham Palace.

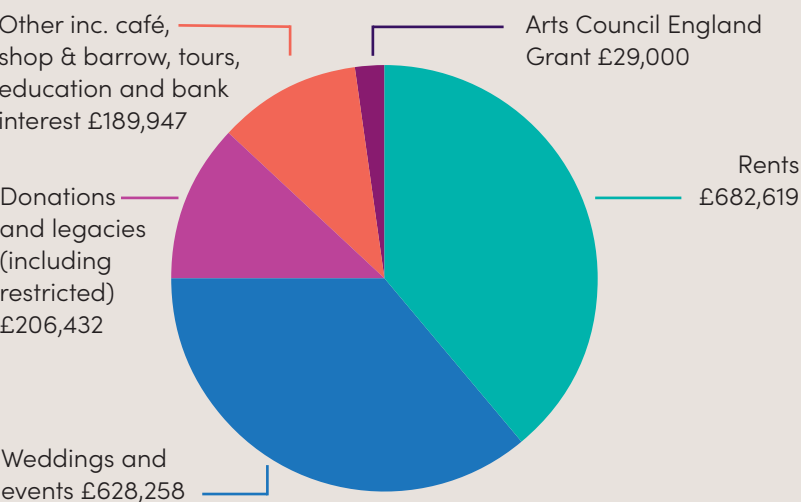
Functions and private events

Under the stewardship of Bovingdons Ltd, private venue hire continues to be a significant source of income for the Trust. With the lifting of COVID-19 restrictions in 2022/23, Bovingdons implemented a focused sales strategy, resulting in the income from weddings and functions increasing by 48% compared to 2021/22. Fulham Palace receives a minimum guarantee from Bovingdons up to a certain level, and in 2022/23 received additional income as the threshold was met.

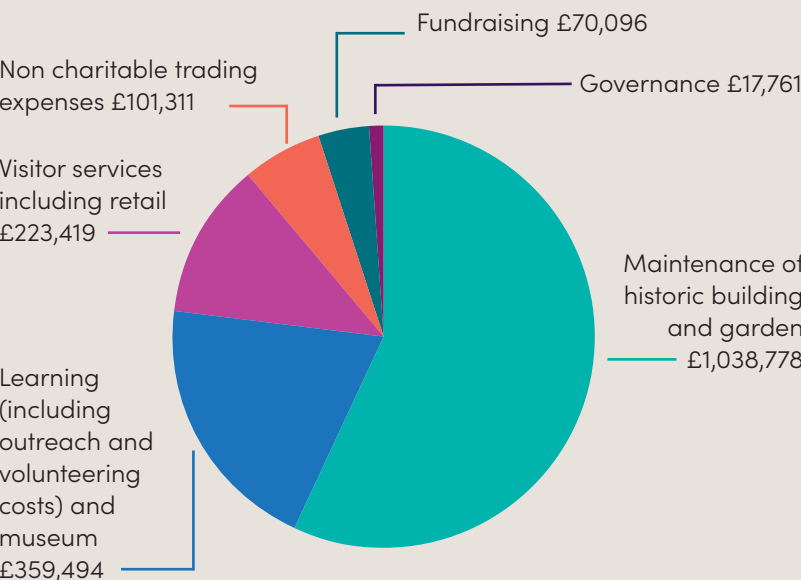
Total income and expenditure

In 2022/23, our total income was £1,736,256, a decrease of 14% from last year. Total expenditure increased by 2% to £1,810,859. Sound financial management in previous years meant the Trust was able to address some repair and maintenance backlogs in 2022/23, which resulted in this slight increase in expenditure.

Total income: £1,736,256



Total expenditure: £1,810,859





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 individual charity for over 40 years, the Friends of Fulham Palace was merged with Fulham Palace Trust in January of 2022. This has enabled the Trust to develop a closer relationship with the Friends. This year, the number of Friends memberships increased to 336, up 8% from 2021/22. While the number of Patrons has decreased slightly to 46 in 2022/23, the number of Corporate Patrons increased to four, up 33% from 2021/22.

We organised some fantastic events for our members in 2022/23. These included the introduction of the supporters' supper club in summer 2022, a festive wine tasting and preview of our Christmas fair, and supporter-exclusive visits to external historical sites.

John Lyon's Charity

Over the past three years, John Lyon's Charity has supported Fulham Palace Trust with a generous grant towards our learning and outreach programme. This grant has enabled us to further develop our schools outreach programme, run our ground-breaking dissecting the dirt archeology course and engage new audiences with our Arts Award offer. Through these activities, we have engaged with a much wider range of pupils, including ethnic minority students, those who qualify for free school meals, have English as an additional language, or have special educational needs, as well as reach students who reside outside of the London Borough of Hammersmith and Fulham. Our new outreach sessions are such a success, that in this, our final year of the grant, we had to create a waiting list as we were inundated with requests for them. We would like to thank John Lyon's Charity for this award which has helped us reach and support thousands of students.



The children were fascinated with the artefacts. They thoroughly enjoyed dressing up and handling the different objects, guessing who they belonged to and who might have said the different quotes. A great hook for our upcoming topic.

Teacher whose class participated in an outreach session

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 2022 – 31 March 2023.

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
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An anonymous benefactor
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Peregrine Bryant Architects Ltd
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Parker, Hamish

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John Lyon's Charity
Julia and Hans Rausing
Strutt and Parker
The Barbara and Philip Denny Trust
The Lyon Family Charitable Trust



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Parker, Hamish
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Vaugh, Vivienne
Weston, Jill
Wilkes, Angela
Wintour, Richard
Woods, Gil and May*
Young, Martin and Sarah

*We are very sad to report that one of our supporters, May Woods (Patron), 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

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ENGLAND**



JOHN LYON'S CHARITY