

# **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**

Iain Cassidy

Craig Coben

Deborah Farley-Persaud, deputy chair

Fenella Goodhart

Paul Gray, chair

Clive Hinds (appointed 27 November 2023)

Daniel Jackson (appointed 18 September 2023)

John King

Fiona McWilliams

Matthew Pottage

Victoria Quinlan (resigned 27 November 2023)

Kevin Rogers (resigned 18 September 2023)

Reverend Penny Seabrook (resigned 27 November 2023)

Robbie Sommerville (resigned 5 February 2024)

Mariana Spater

#### Finance, Risk and Audit Committee

Craig Coben

Paul Gray

Clive Hinds, chair of FRAC (appointed 27 November 2023)

Victoria Quinlan, chair of FRAC (resigned 27 November 2023)

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

Clive Hinds, chair (appointed 27 November 2023)

Victoria Quinlan, chair (resigned 27 November 2023)

Mariana Spater

#### Officers

Siân Harrington, chief executive officer and company secretary

1 Fulham Palace

# Chair's review

As we reflect on the past year at Fulham Palace Trust, I am pleased to report on a period marked by significant achievements despite the global challenges and economic uncertainties that tested our resilience and commitment to our mission of becoming one of the UK's most inclusive and inspiring historic houses and gardens.

With the deepening impacts of the ongoing cost-of-living crisis being felt across the UK, it is significant that admission to Fulham Palace remains free of charge. Thanks to the hard work and dedication of our staff, volunteers and supporters, we welcomed over 261,000 visitors in the last 12 months - a testament to the enduring appeal and importance of our charity within the local and wider community.

In 2023/24, we embarked on several projects aimed at enhancing our visitor experience, raising income, and ensuring the preservation of our estate. Notable among these was the refurbishment of Timber Lodge and a refresh of the Compton rooms. These projects were vital both in terms of buildings conservation and helping us raise additional income. Thanks to a successful fundraising appeal this year, we were able to replace the old halogen lighting in the Porteus Library with energy efficient LED lighting in June 2024. This will help both reduce costs and our carbon footprint, supporting our commitment to placing carbon reduction and environmental issues at the heart of our work.

Education remains one of our core charitable objectives, and one highlight has been the development of the 'going green' project. This infrastructure, schools and community project is aimed at fostering a deeper connection to nature among urban communities. Through the scheme, we have been able to reach new audiences and empower participants to take action to combat climate change through showcasing the importance of nature and biodiversity in the local area.

Our events calendar has been as busy as ever. Our now established large-scale public events such as green meet and apple day form part of a wider offer that includes theatre, concerts, history tours and supper clubs. These events help us to tell stories from the past, create awareness about the challenges we face today, and help raise the necessary funds to protect our charity for the future. They are also great fun!

Our exhibition 'The Bishops of London, colonialism and transatlantic slavery: resistance' continues to draw a wide audience and positive feedback, and has enabled our museum to shine a light on new, untold stories backed by scholarly research. I am pleased to share that the Palace has recently been accepted into the Museums

Association's new Anti-racist Museums Programme for organisations actively working towards decolonisation and dismantling systemic racism. It is a real testament to the incredible work done by our chief executive, Siân Harrington, and her team that we are among the first cohort of only six UK museums driving forward this important change within the sector.

Financially, it has been a challenging year as we continue to absorb increasing costs. Thanks to careful management and the continued support of our members and donors we have been able to balance the books in 2023/24. However, our forecasts for the next few years are showing it is going to be much harder to achieve a balanced outcome.

I wish to extend my heartfelt thanks to everyone who has contributed to our success this year. Whether you are a visitor, a volunteer, a member, or a donor, your enthusiasm and support are the pillars upon which our success is built. My final thanks are reserved for Siân and her dedicated team of staff and volunteers. Without their enormous efforts, Fulham Palace Trust would not exist as a free space for learning, health and wellbeing for the wider world.

Paul Gray
Chair of trustees

# Highlights of the year

### 'Get into gardening' programme success

'Get into gardening' aims to help children and young people who have been identified as needing extra support and could benefit from an enriched educational offer. Through actively engaging with local educational partners, including primary schools, SEN schools, alternative provisions, local charities and the local authority, we are able to provide children and young people with the opportunity to work alongside our garden team on a variety of horticultural focused activities, enabling them to gain valuable experiences and life skills. Three years into the programme we have surpassed our targets, having already engaged with over 330 participants, including 106 in the last six months.

This year we have succeeded in welcoming four paid trainees to the garden team. The traineeships are for young people aged up to 21 who have committed a crime or who are at risk of offending. Two initially joined the project on placements through the Hammersmith and Fulham Youth Restorative Justice Programme before becoming paid trainees on six-month contracts with the Palace.



Our young people are from deprived backgrounds, we work with very traumatised young people, so it has had a really positive impact on their wellbeing. It's a lovely place to be – they say it is 'chill'. The staff at Fulham Palace have been nothing but accommodating, supportive and flexible.

Staff member at participating organisation

Many of the young people who participate in 'get into gardening' experience a wide range of barriers in their lives on a daily basis, and we have found engaging with them both immensely rewarding and, at times, challenging. Our approach is one of openness and acceptance, and we are constantly adapting the programme to meet the individual needs of the participants to provide the best support we can, from shorter working days to providing advice on budgeting and eating regular meals. We have received positive feedback from participating organisations that this empathetic, flexible approach is one of the strengths of 'get into gardening', and overall, the service we are providing is having a significant impact for children and young people with additional learning, social and emotional needs.

We would like to thank The Lyon Family Charitable Trust for their continued support for this programme.

# Renewal of the Compton rooms and Timber Lodge

Office and residential lettings contribute a significant amount of income to the Trust, helping us restore and maintain the Palace and share it with our visitors. To further diversify our income streams and safeguard the financial sustainability of the Palace, we finished the renewal of two rental spaces this year. In total, we now have seven business tenants and three residential properties.

Between November 2023 and January 2024, we undertook a series of works to refresh the Compton rooms, a suite of offices in the west wing of the Tudor courtyard. Through a loan from the Architectural Heritage Fund, the offices were first restored as part of our 2017-19 restoration project. When the first tenant left due to downsizing during the COVID-19 pandemic, we made the decision to take a more flexible approach to attract a new tenant in a difficult office letting market. Working closely with our new tenant, we implemented creative solutions which respect the historic fabric of the space, while providing for the needs of the business. For example, the tenant has put in a dry air conditioning system, a partition to create an extra consulting room, portable sink units and has changed floor and wall coverings throughout.

In 2022/23, we began an extensive refurbishment of Timber Lodge, a two-bedroom cottage which was previously occupied by a now retired member of staff. Built in the early 1950s, the property and surrounding garden were in need of major repair. In line with our commitment to reducing our carbon footprint, we installed solar panels and an air source heat pump to ensure the property is completely off grid. Our garden team and volunteers restored the garden, including planting fruit trees and hedges. Careful consideration was given to the materials used throughout Timber Lodge, which was finished to a high standard, and the cottage was quickly let out after becoming available in June 2023.

### The Fulham Palace stable block discovery

Ongoing research into the history of the Fulham Palace site, undertaken for our upcoming archaeological publication, has revealed our stable block is over 100 years older than previously thought. Now the home of the Jessie Mylne education centre, the stables were previously believed to have been built around 1873. Through examining contemporary surveys, reports, drawings and recent archaeological investigations, we now know that a substantial part of the structure was completed in 1765!

Over the 1,300 years the site of Fulham Palace has been

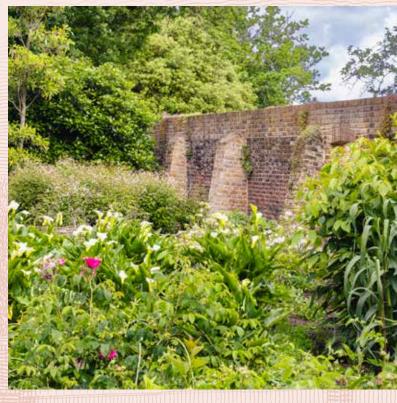
the home of the Bishops of London, there have been various stable structures. Through our investigations, we have discovered that a large portion of the current stable block was built by prominent architect Stiff Leadbetter. In 1762, Leadbetter was appointed to redevelop the Palace for Bishop Osbaldeston. He initially drew up plans for a substantial new stable block in the form of an 'L' shape with a grand Roman arch. When Bishop Osbaldeston died in 1764, these plans were abandoned by his successor Bishop Terrick, who instructed Leadbetter to design and build a far less impressive stable in the same location as earlier blocks.

Disaster struck in the summer of 1873 when the stable block caught fire. Evidence suggests that it was far from completely destroyed, as previously thought, with only a section needing to be rebuilt. During the second phase of restoration of Fulham Palace between 2010 and 2012, it was this version of the stables that was converted into our education centre. Today, the over 250-year-old stable is open to children, young people and adults for educational activities, with the six-horse stable serving as a classroom, the tack room as two cloakrooms, the coach house as an educational space and the hayloft as the education team's office.

# Compton garden awarded National Plant Collection status

In March 2024, our Bishop Compton beds were awarded National Plant Collection status by Plant Heritage, the world's leading garden plant conservation and research charity. The beds, located outside the south and east walls of the walled garden, showcase plant species first grown at Fulham Palace by Bishop Henry Compton between 1675 and 1713. Through this award, the garden has been officially recognised as both a comprehensive and accurate collection of plants from a specific period and location.

Our journey to create the collection began in 2017, during a major restoration of the Palace and gardens. Our aim was to help visitors connect with an important part of our Grade II\* listed garden's history – Bishop Compton's extensive plant collection. An avid, early collector, Compton used his position as Bishop of London, which included jurisdiction over overseas colonies, to arrange the delivery of plants to his garden at Fulham Palace from missionaries in the Caribbean, Africa, India and mostly from Virginia, North America. Bishop Compton was one of many plant collectors whose passion for 'new' plant discoveries was made possible through the exploitation of natural resources and Indigenous and enslaved



people around the world, and we remain committed to researching the story of the people who have not been acknowledged in the history of plant movement.

While Compton's garden of around 1,000 species was famous during the late 17th and early 18th centuries, his successors did not share his passion, and the plants were either removed, sold on or destroyed. Luckily, a number of Compton's plants were preserved as herbarium pressings. Through research at the Sir Hans Sloane Herbarium in the Natural History Museum and Oxford University Herbaria, botanist Dr Mark Spencer was able to build on the work initially done by Lear Associates to identify 285 plant species grown at the Palace during Bishop Compton's time. Dr Spencer's findings, which included tabasco pepper (Capsicum frutescens), coffee (Coffea arabica), gherkin (Curcumis anguria), and belladonna lily (Amaryllis belladonna), helped inform new planting schemes.

Our new Compton beds first opened to the public in Spring 2019, and we have continued to add new species as they become available, including plants grown from cuttings our garden team collected from Royal Botanic Gardens, Kew and Chelsea Physic Garden. In addition, visitors to our museum can now view botanic illustrations and original plant pressings from Compton's garden, all on loan from the Oxford University Herbaria.

# Learning

At Fulham Palace, we continue to offer impactful and fun learning experiences for children, young people and adults in a welcoming, inclusive and inspiring environment. Below are just a few of the highlights from the past year.

## 'Going green' project

We are dedicated to making a meaningful impact on our environment by engaging more people in biodiversity and sustainability. In support of this aim, in June 2023 we launched our 'going green' project, an infrastructure, schools and community project aimed at fostering a deeper connection to nature among urban communities. Through the creation of additional educational tools and resources, this project enables us to provide powerful, hands-on learning opportunities to inspire all ages to become environmental stewards.

This year, as part of the project, we built a wildlife pond in the walled garden. This new addition not only diversifies the habitats for flora and fauna on our site, it also expands our learning offer through new sessions focused on aquatic ecosystems. As a scheduled ancient monument, we consulted extensively with Historic England on the pond's location. The orchard quadrant was selected, and, with guidance from experts, 70 plants consisting of 27 different species, mostly native and adapted to a range of water depths, were planted in the area to attract a mixture of wildlife. The local community was able to get hands-on with the project, including our archaeology volunteers helping with the excavation and local school and home education groups learning new skills in archaeology sessions.

In addition to new school sessions and workshops for adults, the next phase of the 'going green' project involves the creation of a small greenhouse. Situated adjacent to the existing vinery in the walled garden, it will be fully equipped for propagation, giving more space for growing produce for sale on the market barrow and plants for our borders. One wing of the vinery will be converted at the same time to provide a base for us to run a myriad of activities, including immersive nature workshops, inclusive community sessions and enriching educational experiences for children of all ages.

The 'going green' project is part-funded by Kusuma Trust UK.

#### Archaeology at the Palace

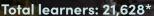
Fulham Palace continues to offer the rare opportunity for young people to get involved with the exciting world of archaeology. Our Young Archaeologists' Club (YAC) for ages 8 to 15 remains one of our most popular learning programmes. Led by our community archaeologist Alexis Haslam, it is the only YAC in West London, and the only

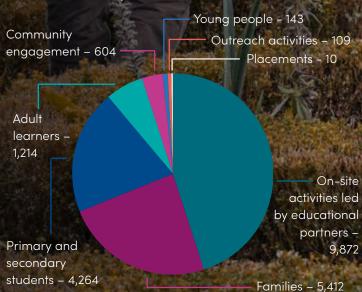
club in the whole of London based at a scheduled ancient monument. Each session involves examining a different element of archaeology, covering everything from Roman cooking and ancient games to recording finds and reconstructing buildings.

'Dissecting the dirt' is our 10-month course for 16 to 25-year-olds who want to dig deeper into all aspects of a professional archaeologist's role. During these full-day sessions, participants receive a range of hands-on training, including finds processing and post excavation reporting, as well as gaining valuable transferable skills, such as project management and leadership. In April this year, they had the opportunity to get involved with the ground-breaking laser scanning of the Tudor roof space and a photogrammetry scan session undertaken by a team of professional archaeologists.

#### Home is where the heart is family fun day

On 24 March 2024, visitors to Fulham Palace stepped back in time to the Victorian era. Our free family event explored what life was like for the children of the Bishops and their servants who grew up at the Palace in the Victorian period. Almost 400 family learners took part in tours led by costumed interpreters, personalised craft activities and storytelling sessions.





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

# People

Fulham Palace offers visitors a place to retreat from the busy city and relax in a 13–acre green oasis in the heart of west London, free of charge.

## Volunteer programme

Our dedicated volunteers are actively involved in every facet of life at the Palace, and we continue to be incredibly grateful for their invaluable support. From welcoming visitors and leading themed tours to helping care for our collections and supporting our public events programme, the Fulham Palace volunteers help us share this amazing site with hundreds of thousands of visitors every year.

## **Volunteer support**

**16,311** Volunteer hours contributed

**229** Active volunteers

**91** Corporate volunteers

**22** Volunteer roles

This year our green woodworker volunteers were especially busy. Using wood collected from our site, the group practices this traditional and sustainable craft to create a variety of useful objects, such as signage and garden stakes. The volunteers also demonstrate their skills to inspire others to take up this environmentally friendly craft during a number of public events, including our annual green meet in May. This year, the group began selling a selection of their creations on the market barrow in the walled garden to help generate income to support the ongoing development and maintenance of the site. The wooden hedgehogs and mice have proved particularly popular!

#### Staff

We currently employ the equivalent of 25.65 full-time members of staff. For a list of staff, visit our website: fulhampalace.org

#### **Visitors**

We welcomed 261,323 visitors to Fulham Palace in 2023/24. Our museum and historic rooms were open throughout the year, with the museum receiving the highest number of visitors to date at 21,855 people. Of those who came to Fulham Palace this year, 94% rated their experience as excellent or good, and 88% stated they would definitely recommend the Palace as a place to visit.

#### Music at the Palace

In 2023/24, we hosted more music events than ever before. As well as the return of our always popular Jazz on the Lawn, run in partnership with the 606 Club, and Opera at the Palace nights, this year the site was filled with the hits of ABBA, Fleetwood Mac, Groove Armada and Ministry of Sound! The ABBA and Fleetwood Mac at the Palace events were filled with iconic tunes performed by the UK's leading tribute acts. During the Live at the Palace Festival in late May, Fulham Palace played host to a two-day dance music extravaganza headlined by internationally acclaimed electronic DI duo Groove Armada and Ministry of Sound Classical, complete with a 32-piece orchestra.



It was a truly successful evening for every age group, and every background, and just wonderful to see people happy.

ABBA at the Palace attendee

# **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.

#### Venue hire

Fulham Palace continues to be a popular venue for weddings and parties, as well as corporate away days and Fulham Football Club pre-match hospitality. In 2023/24 our functions and catering partner, Bovingdons Ltd, surpassed their income targets, resulting in additional income for the Palace.

Our efforts in 2022/23 to raise the profile of Fulham Palace as a desirable site for filming and photography proved successful. We had the most bookings for photo and film shoots to date in 2023/24, bringing in a net income of over £50,000, an increase of 92% from the previous year. This included Sky Atlantic's high profile period drama Mary & George, which filmed in the Tudor courtyard and great hall for five days in May 2023. In March 2024, the walled garden was the perfect setting for a short film, released in cinemas, promoting the relaunch of Boots No7's Future Renew Serum. While larger scale shoots can cause some disruption to the visitor experience due to closure of certain areas, it is a valuable source of income for the Trust, helping us develop and maintain the site for people to enjoy for years to come.

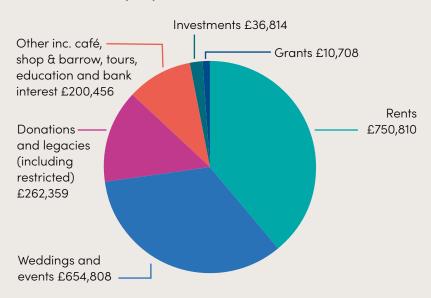
#### **Market barrow**

It has been another record-breaking year for our market barrow. In total, the income from sales was £35,500, an increase of 18% from 2022/23. To help offset our rising costs due to UK inflation levels, we implemented a slight price increase of 10% on the majority of items this year. Everything for sale on the barrow is either grown or made at the Palace, from organic produce and potted plants to Christmas wreaths and dried flowers. The Fulham Palace preserves, made by two of our dedicated volunteers, remain one of our most popular products. Homemade in small batches, the main ingredient in every jar of delicious chutney, jam, jelly, or pickles is either an organically grown fruit or vegetable from our walled garden. The newest garden residents, our four Pekin Bantams hens, have been contributing as well, providing around 275 organic eggs for sale over the course of the year. All proceeds from our barrow support the ongoing improvements and maintenance of Fulham Palace.

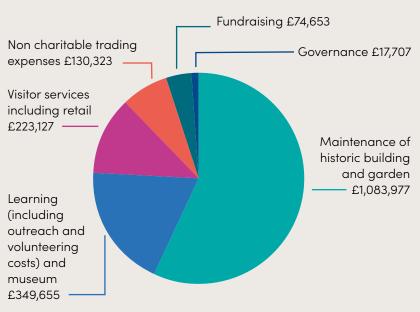
#### Total income and expenditure

In 2023/24, our total income was £1,915,955, an increase of 10% from last year. Total expenditure increased by 4% to £1,879,442.

#### Total income: £1,915,955



## Total expenditure: £1,879,442



7 Fulham Palace

# **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. This year, the number of Friends memberships increased to 384, up 14% from 2022/23. The number of Patrons remains stable with 63 individuals in 2023/24, and we continue to have four Corporate Patrons.

We slightly increased the Friends' membership prices for the first time in ten years, with the new scheme launching in October 2023. This was a difficult decision, and one we did not take lightly. The Trust receives no regular government funding, and in the current economic climate, the costs of running the site continue to increase. It now costs around £5,000 a day to keep the Palace open. The fees for each of the three Friends membership levels, individual, joint and family, were increased by £10. In addition, as part of the new offer, Friends now receive a hot drink and a pastry or cake for £5.75 when visiting

the Palace café. Illuminating the wonders of the library On 30 April 2023, we launched our fundraising campaign to replace the damaging and dangerous halogen lights in the Porteus Library with safer, energy-efficient and long-lasting LED lighting. Thanks to the generous donations we received during the eight months of the appeal, we surpassed our target of £10,500! This upgrade, which was completed in early June 2024, supports our commitment to reducing our carbon footprint and energy costs. The new lighting enhances the visual experience for our visitors and contributes to the conservation of our art and books. In the near future, we hope the library will become a greater hub for cultural and educational activities, such as resuming our regular library care sessions for volunteers. Thank you to all those who contributed to this appeal. A new greenhouse at the Palace In 2023, we successfully secured funding through the Kusuma Trust towards our 'going green' project. The grant includes funding to build a small greenhouse next to the existing vinery in the walled garden to provide better facilities for propagation. At the same time, we will convert part of the adjacent vinery, which will enable us to expand our current learning offer and provide a safe, accessible space to foster vital conversations around the climate emergency and the small changes we can all make to have a positive impact on the environment. Throughout 2024 we are running a public appeal to raise £25,000 to equip the greenhouse with everything it needs, from shelving and lighting to growing benches and paving. A portion of the donations received will be used to purchase essential equipment for educational activities for children and young people, such as magnifying glasses and binoculars. These will enable us to run hands-on, interactive learning sessions to empower the next generation of environmental conservators. This initiative embodies the core values of Fulham Palace, connecting our commitment to biodiversity with our educational outreach work, and we look forward to reporting on its success in next year's annual review. 8

# 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 2023 – 31 March 2024.

## **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**

Anonymous benefactors Borrows, Simon and Sally Boyce, Ian and Daphne\* Burgess, Vernon and Jennifer Elizabeth Clark, Simon Fanshawe, Angus Fenn, Anthony Fowler, Stuart and Mindy Greenhalgh, Stephen Groenholm, Klaus and Kate Harding, Anthony Hill-Smith, Alex and Isobel Hogg, Charlotte Ingram, Jonathan and Abi Ingram, Tim and Christine Laing, Christopher Leslie, Jonathan and Pepe Lyon, Sebastian and Flora McMillan, Carolyn Monaghan, Ben and Louise Nunneley, Sir Charles and Lady Catherine Stead, George and Daphne Upton, Richard Whitehouse, Keith

### **Corporate Patrons**

**Bovingdons Catering** LMA Property Pascal Huser Design & Build Ltd Vause Cribb & Co

### Individual Donors (£1,000+):

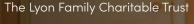
Harding, Anthony Nunneley, Sir Charles Parker, Hamish

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

Dyers Company English Heritage Fulham Society Museums Development London (Arts Council England)

The Kusuma Trust

The Barbara and Philip Denny Trust





Witherow, John Wright, Jennifer





# Fulham Palace House& Garden

## **Fulham Palace Trust**

Fulham Palace Bishop's Avenue London SW6 6EA

fulhampalace.org +44 (0)20 7736 3233

Company limited by guarantee, registered no. 07464167 Registered charity no. 1140088









English Heritage – Historic and Botanic Garden Training Programme