

*Maritime Greenwich  
World Heritage Site*

**Action Plan 2012-17**



*Implementing the  
World Heritage Site  
Management Plan  
Third Review - 2014*

## Maritime Greenwich World Heritage Site Partners



## FOREWORD

Maritime Greenwich is one of 29 United Kingdom World Heritage Sites and is one of the most significant. Inscribed on the World Heritage List by UNESCO in 1997, the Site is unparalleled with its internationally significant architecture and landscape, artistic achievement, scientific endeavour and royal association which come together to tell the story of Britain at sea, and of world time-keeping, navigation and exploration.

The World Heritage Site is administered by a Steering Group, assisted by an Executive, working to a Management Plan for the Site. The Executive is responsible for the overall management of the site and comprises Royal Borough of Greenwich, Greenwich Foundation for the Old Royal Naval College, Royal Museums Greenwich, Greenwich Hospital, The Royal Parks (Greenwich Park), University of Greenwich and Trinity Laban Conservatoire of Music and Dance. Our vision for the future of the Site is underpinned by a strong commitment to sharing our pride in this special place, protecting and conserving it, and to handing it on for the benefit of future generations to come.

In 2014 we published the Maritime Greenwich World Heritage Site Management Plan - Third Review. The plan is a key part of the process for delivering our vision and sets out a framework for safeguarding the World Heritage Site over a 6-year period from 2012-17. The plan aims to uphold Maritime Greenwich as an important cultural asset and as a place for the local community as well as national and international visitors to enjoy. It is underpinned by a series of goals and objectives and brings together the commitment, policies and aspirations of our stakeholders and is a statement of their willingness to work together in partnership for its implementation.

This Action Plan is very much a working document, subject to changing circumstances and review and has been throughout the development of the Management Plan. It sets out a strategic forward look for the Management Plan period, takes a mid-point look at progress up to 2014 and re-focuses priorities for the remainder of the period until 2017.

We look forward to achieving much of what we set out to do in the current Management Plan. The Action Plan helps us to effectively monitor and chart our progress as we move forward and to identify future initiatives which will form the bedrock of the next Management Plan period from 2018-2023.



A handwritten signature in black ink that reads "Brendan McCarthy". The signature is written in a cursive, flowing style.

**Brendan McCarthy**  
**Chair, World Heritage Site Executive**

Further information about Maritime Greenwich World Heritage Site and the Management Plan can be found at [www.greenwichworldheritage.org](http://www.greenwichworldheritage.org)

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# PART 1: STRATEGIC ACTION PLAN FOR 2012-17



## PART 1: STRATEGIC ACTION PLAN FOR 2012-17

### 1.1 Overview

1.1.1 The six year span for the Strategic Action Plan is based on the Periodic Reporting cycle<sup>1</sup> to UNESCO. The Action Plan is designed to broadly align with the Periodic Reporting cycle and its purpose is to underpin the implementation of the [Maritime Greenwich World Heritage Site Management Plan - Third Review 2014](#)

1.1.2 The Management Plan sets out a framework for the protection, conservation, presentation (including interpretation and education), management and transmission of the Site for future generations, key principles that lie at the heart of the 1972 World Heritage Convention in relation to the Outstanding Universal Value of World Heritage Sites<sup>2</sup> It brings together the policies and aspirations of key stakeholders and their willingness to work in partnership for its implementation.

1.1.3 The Vision for the Maritime Greenwich World Heritage Site (MGWHS) is set out in the Management Plan - Third Review 2014 (page 2) and is reproduced in this document at **Appendix A** for ease of reference. In practical terms, this can be summarised in terms of general aims:

- To manage the site effectively and in a sustainable manner, conserving, enhancing and promoting its Outstanding Universal Value (OUV)
- To balance the requirements of protection and conservation against the need for access and the interests of the local community
- To engage with and deliver benefits to the local community
- To develop opportunities for education and learning
- To add value to the local economy

1.1.4 Underpinning the vision and the general aims is a key strategy to develop the visitor economy and establish Greenwich as a 'must see' destination in London along with continued development and presentation of our world class offer. Much of this is being taken forward by Visit Greenwich in tandem with a range of commercial and non-commercial partners, and is supported by an ambitious 5-year Destination Management Plan with supporting, annually reviewed business plans.

### 1.2 Action Plan Tables

1.2.1 The Action Plan set out in Parts 2 and 3 of this document attempts to organise actions identified by the Maritime Greenwich World Heritage Site Executive Group (WHSEG) that have been recognised as being essential for the successful management of the Site and delivery of the Management Plan vision. It articulates a forward look for the whole Management Plan period, incorporates a mid-point review of the first three years (2012-14) and sets out re-focussed priorities for the remaining period (2015-17) with details of timescales and ownership.

1.2.2 The tables in the Action Plan identify programme and project activity completed, planned or being undertaken by Maritime Greenwich WHS partners aimed at delivering goals and objectives set out in the Management Plan in the context of thematic headings pertinent to the

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<sup>1</sup> Every six years, the States Parties to the World Heritage Convention are invited to submit to the World Heritage Committee a periodic report on the application of the Convention, including the state of conservation of the World Heritage Sites located on its territories

<sup>2</sup> UNESCO World Heritage Convention 1972, Article 4

implementation of the World Heritage Convention. Actions are mapped against the nine overarching goals in the Management Plan and thirty one key objectives<sup>3</sup> reproduced in **Appendix B** to this document.

1.2.3 Inevitably, new opportunities and projects will arise and existing ones revised as circumstances change during the period of the Management Plan. Therefore, actions set out in the Action Plan may be subject to revision based on further evidence, consultation or experience accrued.

## 1.3 Means of Implementation

1.3.1 The primary driver for implementing the Action Plan is the Maritime Greenwich World Heritage Executive Group, responsible for the overall management of the Site and implementing decisions of the Steering Group. The WHSEG meets 4 times a year and is briefed on the progress of the Management Plan and a range of other issues by the World Heritage Site Co-ordinator. The Executive reports to a Steering Group (WHSSG) which currently meets three times a year and works to uphold the Outstanding Universal Value (OUV) of the Site and promote Maritime Greenwich at local, national and international levels. The Steering Group comprises World Heritage Site Executive Group partners, Greenwich based organisations, statutory and advisory bodies, transport organisations and three independent members recruited from the local community.

1.3.2 Resources required for taking forward the Action Plan are largely met by existing staff and budgets in each or any of the WHS partner organisations as part of individual initiatives or contributions to a broader WHS cooperation. Fundraising is undertaken to assist with major or capital projects from a variety of sources including the Heritage Lottery Fund. A small reserve is maintained from WHS partner contributions to a WHS budget which supports the Coordinator post. The reserve is used for seed funding or taking forward a range of small to medium sized projects in support of the Management Plan.

1.3.3 Previously, formal delivery groups for taking forward varying aspects of the Management and Action Plans were in place. This mechanism is currently under review as part of a wider re-think on the governance structure of the WHS.

## 1.4 Monitoring

1.4.1 In accordance with Article 29 of the World Heritage Convention, the Department for Culture, Media and Sport, on behalf of the United Kingdom Government, must produce periodic reports on the legislative and administrative provisions for and the state of UK World Heritage Sites every six years. We are currently considering establishing key indicators to assist this process. Progress on Action Plan projects and programmes and the implementation of the Management Plan is currently monitored by the WHS Coordinator who provides regular briefing and update reports to the Executive.

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<sup>3</sup> It should be noted that some actions articulated in the tables may be applicable to more than one goal or objective.



**PART 2:  
ACTION PLAN TABLE  
FOR YEARS 1-3 (2012-14)  
MID POINT REVIEW**

## PART 2: ACTION PLAN TABLE FOR YEARS 1-3 (2012-14) - MID POINT REVIEW

### PROTECTION – STATUTORY AND POLICY FRAMEWORK

**GOAL 1** - To protect, preserve, and enhance where possible, the Outstanding Universal Value of MGWHS

**GOAL 3** - To set down guidelines for the management of the MGWHS and the buildings and the land within it, so that the OUV is conserved, preserved and enhanced where possible

Objective	Action	Lead	Key Partners	Timescale	Status
1	Draft revision of Management Plan 2005-10	WHSC	WHSEG, HE, DCMS	Years 1-2	Complete
1	Monitor adoption of retrospective Statement of Outstanding Universal Value by UNESCO's World Heritage Committee	WHSC	WHSEG	Year 2	Complete
1	Finalise draft Management Plan - Third Review (working document) and secure endorsement of WHS Steering and Executive Groups, Historic England and DCMS	WHSC	WHSEG, WHSSG	Year 3	Complete
1	Submit revised Management Plan, 2014 - Third Review to DCMS via Historic England for Ministerial approval	DCMS	WHSEG, WHSSG, HE	Year 2-3	Complete
1	Submit Management Plan to UNESCO's World Heritage Centre	DCMS	DCMS, WHSC	Year 3	Complete
1, 3	Publish Management Plan	WHSC	WHSC, external partners	Years 2-3	Complete
6, 7, 11	Within the framework of the Management Plan, ensure that the WHS, its buffer zone and OUV are taken into account by relevant planning LPAs when considering planning applications	WHSC	WHSEG	Years 3-6	Ongoing
1, 6, 7	Review impact of 'tall building' development on significant views to and from the WHS and ensure WHS Management Plan is recognised in LPA core strategies and the LBTH South Quay Masterplan	WHSC	WHSEG, RBG, LBTH.	Year 3	Ongoing
2, 6, 24	Views management – annual assessment and maintenance of internal views (Greenwich Park)	TRP	TRP	Years 1-6	Ongoing

11, 12	Encourage owners to maintain, repair and restore buildings on a sympathetic manner which respects the authenticity of the MGWHS:  • Review awareness raising  Provide specialist advice to owners in relation to conservation, funding for repairs and projects	RBG	WHSEG	Years 1-6	Ongoing
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## CONSERVATION

**GOAL 1** - To protect, preserve, and enhance where possible, the Outstanding Universal Value of MGWHS

**GOAL 3** - To set down guidelines for the management of the MGWHS and the buildings and the land within it, so that the OUV is conserved, preserved and enhanced where possible

Obj.	Action	Lead	Key Partners	Timescale	Status
7	Maintain an accurate picture of the MGWHS and the physical condition of the built and natural environment	WHSEG	WHSEG, HE, DCMS	Years 1- 6	Ongoing
1, 2, 7	Monitor the fabric of the MGWHGS and identify conservation issues:  • Consider MGWHS-wide Condition Survey  • Review headline priorities annually in response to monitoring activity	WHSEG	RMG, ORNC, GH,TRP, TL, UoG	Years 1-6	Ongoing
2, 8, 10	Continue to conserve the buildings, interiors and grounds of the ORNC to the highest standard	ORNC	ORNC, external partners	Years 1-6	Ongoing
8,10	Cleaning and restoration of the Painted Hall, ORNC in line with published Conservation Management Plan and development of Rounds 1 and 2 HLF applications:  • Phase 1 - Upper Hall	ORNC	ORNC, external partners	Year 1-2	Complete
12, 21	Complete refurbishment programme - King Charles Court, ORNC site	TL	TL	Year 1-2	Complete

12, 21	Refurbish exterior of St Alfege Church: <ul style="list-style-type: none"> <li>• East Portico</li> </ul>	StA	StA, ORNC, RMG, UoG	Year 3	Complete
8, 10	Carry out St Alfege maintenance projects identified in Quinquennial Review	StA	StA	Year 2-4	Complete
7, 11	Ensure that new developments within the MGWHS and buffer zone are of high quality design and construction through: <ul style="list-style-type: none"> <li>• Pre-application dialogue</li> <li>• Planning process</li> </ul>	WHSEG	WHSEG, RBG	Year 1-6	Ongoing
2, 7	Monitor potential impact of out of Borough planning proposals including major schemes such as River Crossing proposals	WHSC	WHSEG, LPAs, TfL, GLA	Year 1-6	Ongoing
1	Update Conservation Area Appraisals (CAA) for conservation areas covering the MGWHS	RBG	RGB, TRP, GH	Year 3	Complete
12	Resurface Blackheath Avenue and The Avenue – reset cobbled channels (Capital and LOCOG funding)	TRP	TRP, external partners	Year 1	Complete
9, 11, 12	Implement Tree Avenue restoration programme 1998-2016	TRP	TRP	Years 1-6	Ongoing



*St Alfege Church - East Portico Refurbished, 2014*

**PRESENTATION/TRANSMISSION**

**GOAL 2** - To increase public awareness of and interest in the OUV of MGWHS and promote its educational and cultural value

**GOAL 4** - To establish a programme of works and projects that will enhance MGWHS and improve the enjoyment of Maritime Greenwich for all who enjoy, work or spend leisure time in the area

**GOAL 5** - To achieve excellence of new design appropriate to the MGWHS

**GOAL 9** - To focus on the improvement of Greenwich Town Centre

Objective	Action	Lead	Key Partners	Timescale	Status
<b>Education/Interpretation</b>					
3, 18	Deliver and host the UNESCO2012 Youth Summit 'World Heritage and Identity' for young people from WHSs across the UK	ORNC, RMG	RMG, ORNC, TRP, UoG, Stephen Lawrence Gallery, Ravensbourne, English Heritage, TL, Greenwich Dance, British Music Experience	Year 1	Complete
3, 18	Develop a cross partnership MGWHS Learning Strategy for young people and the local community. Secure funding from internal and external partners for the fixed term appointment of a Learning Co-ordinator	ORNC, RMGWHSC	ORNC, RMG, RBG, external partners	Year 2	Complete
18	Develop a specific Greenwich Curriculum to deliver learning about MGWHS and focus on MGWHS as a resource	RMG	WHSEG	Year 1-3	Complete
3	Engage local schools Greenwich Park archaeology, woodland and WHS Learning Group projects	RMG	RMG, TRP, Schools	Year 3	Ongoing

3, 18	Develop a bid for the AND/ACE Educational Challenge Fund for 'Your Future in Place', a cultural careers programme for young people	RMG	NMM, CST, ORNC, Greenwich Heritage Centre, TL, Greenwich Dance, Emergency Exit Arts, Ravensbourne	Year 3	Complete
3, 18	Promote education and cultural value through musical initiatives for children and young people: <ul style="list-style-type: none"> <li>• Junior Trinity - open door musical programmes</li> <li>• Youth and Community Programmes</li> <li>• Transform – learning and participation</li> <li>• Animate Orchestra for Greenwich and neighbouring boroughs</li> </ul>	TL	TL, RMG, External partners,	Years 3-6	Ongoing
3, 18	Provide access to visitors for close up viewing of conservation work being undertaken on the ceiling of the Painted Hall	ORNC	ORNC	Year 2	Complete
13, 18	Install new interpretation signage at the Roman Fort (Greenwich Park) – LOCOG funding	TRP	TRP	Year 1	Complete
18	Hold annual community archaeology dig – Lover's Walk Valley, Greenwich Park	TRP	TRP, Historic England	Years 1-3	Complete
12, 13, 18	Implement new playground strategy to implement playground into parkland setting.	TRP	TRP	Years 1-2	Complete
9, 11, 13	Grand Axis - Lower Ground: redesign herbaceous border using recognised designer (Chris Bearshaw)	TRP	TRP, external partners	Years 2-3	Complete
18	Wilderness Deer and Deer Park – Secret garden Wildlife Centre: develop and deliver focused education programmes in conjunction with Field Study Council	TRP	TRP, external partners	Years 2-4	Ongoing

<b>Performance and events</b>					
17, 18	Act as host venue for equestrian events and modern pentathlon for the 2012 Olympic and Paralympic Games	RMG, RBG	WHSEG	Year 1	Complete
3, 18	Stage or contribute to Cross Borough and Borough wide music and arts festivals to promote MGWHS including: <ul style="list-style-type: none"> <li>• Greenwich and Docklands Int. Festival</li> <li>• Greenwich Music Time</li> </ul>	TL, ORNC	TL, ORNC, RMG	Years 3-6	Ongoing
3, 13	Support RBG annual 'Tall Ships' events at Maritime Greenwich	RBG	WHSEG, VG, external partners in the UK and Overseas	Years 3-6	Ongoing
2	Promote international focus through provision of part of the route for the televised annual London Marathon	TRP	TRP	Years 1-6	Ongoing
<b>Awareness Raising</b>					
3	Review UNESCO and MGWHS branding and use of logos; develop issue new logos to MGWHS Partner organisations	WHSC	WHSC, External partner, UNESCO	Year 3	Complete
3, 13, 18	Develop and launch new, dedicated MGWHS website	WHSC	WHSC, GH,ORNC,VG, External Partner	Year 3	Complete
3	Introduce communication outreach strategy for Local Amenity Groups	WHSC	WHSEG	Year 2	Ongoing
18	Promote MGWHS and its values at local Trader Forum meetings and working with local charities	GTCM, GH	GTCM, RBG, GH	Years 3-6	Ongoing

3	Co-ordinate the provision of public events on an independent or associative basis	TL	RBFG, NMG, ORNC, UoG, TL	Years 3-6	To commence
16, 18	Establish partnership with volunteers and local schools to maintain the TRP funded Queen's Orchard (re-planted and opened in 2013)	TRP	TRP	Year 1	Complete
<b>Wayfinding/Signage</b>					
3,13,14	Develop and introduce a new 'visitor route' for the ORNC to link the site more effectively to other attractions in the MGWHS	ORNC	ORNC, RMG, TL	Years 3-5	Ongoing
13, 14	Review existing signage in GTC and MGWHS, assess potential for de-cluttering and options for new signage schemes	WHSC	WHSEG	Year 3	Complete
13, 14	Improve access to southern entrance to MGWHS (Blackheath Gate) including coach parking and driver/visitor facilities as part of a wider TRP Access Strategy	TRP	TRP, RBG, WHSEG	Years 3-6	Ongoing
	Re-design Blackheath entrance – move pillars back into park and widen for better vehicular access	TRP	TRP, external partner funding	Year 1	Complete

<b>Improving Greenwich Town Centre</b>					
19, 20	Develop initial proposals to improve the public realm and pedestrian experience in GTC including pavement widening	RBG	RBG, WHSEG	Year 2	Complete
8, 10	Undertake major refurbishment of Greenwich Market, opening up land into publically usable space: <ul style="list-style-type: none"> <li>• Phase 1 – create storage access to rear of vacant offices, replace/refurbish market roof (southern half), rafters and cobbled floor</li> <li>• Phase 2 - replace/refurbish market roof (northern half), rafters and cobbled floor; complete refurbishment of Fry's Court, retail units in Durnford Street</li> <li>• Commission public art work to mark open the restoration of Greenwich Market</li> </ul>	GH	GH	Years 3-5	Complete  Complete  Complete
8, 10	Refurbish 20-22 Greenwich Church St/ and replace bomb damage property frontage restoration (brick in-fill). Refurbish 6 further properties	GH	GH, external partners	Years 1-2	Complete
8, 10	Maintain a (5 year) rolling programme of cleaning, and refurbishment of retail and residential properties in GH portfolio in GTC, adhering to conservation principles for historic properties	GH	GH	Years 1-6	Ongoing
8, 28	Enhance retail offer in GTC whilst maintaining a balanced retail/residential mix	GH	GH, RBG, GTCM	Year 2-5	Ongoing
	Refurbish St Mary's Lodge, Greenwich Park, including landscape, site furniture, signage, surfacing, bollards and control gates.	TRP	TRP	Year 3	Complete
10, 11	Retain and promote GTC 'handyman' programme	RBG	RBG, GTCM	Year 1-6	Ongoing
<b>Visitor Management</b>					
14	Monitor visitor movement and access at major transport gateways to the MGWHS	VG	VG	Years 2-6	Ongoing

## SUSTAINABILITY

**GOAL 2** - To establish a programme of works and projects that will enhance MGWHS and improve the enjoyment of Maritime Greenwich for all who enjoy, work or spend leisure time in the area

**GOAL 5** - To achieve excellence of new design appropriate to the MGWHS

**GOAL 7** - To suggest how a sustainable and environmentally beneficial approach may be taken to the management of the World Heritage Site and the key issues affecting it

Objective	Action	Lead	Key Partners	Timescale	Status
27	Ensure the MGWHS infrastructure and public realm can meet the demands of increasing visitor numbers	WHSEG	WHSEG, VG, RBG	Years 2-6	Ongoing
9, 27	Ensure that mechanical and electrical systems and carbon emissions are minimised in new builds	WHSEG	WHSEG, external partners	Years 1-6	Ongoing
9	Implement recommendations of 2011 Energy Audit to include the reduction of carbon emissions in line with achieving 2020 target	TL	TL	Years 1-6	Ongoing
14	Monitor and address potential impact of climate change on OUV of the MGWHS	WHSEG	WHSEG	Years 1-6	Ongoing
9, 12	Remove redundant pathways in the Bower Avenue (Bandstand Quarter) – return to grass to benefit veteran trees	TRP	TRP	Year 1	Complete
9, 27	Install reed beds around edge of Flower Garden lake to improve water quality and reduce pollution including mixed native planting and installation of nature pond in The Wilderness Deep Park	TRP	TRP	Year 1	Complete (ongoing monitoring and reporting on water oxygenation)
9	Implement lake management plan to improve water quality and enhance ecology of the water bodies in the Greenwich Park	TRP	TRP	Years 3-6	Ongoing
9, 27, 30	Survey deadwood invertebrates, a key habitat for Greenwich Park	TRP	TRP	Year 2	Complete

27, 30	Install borehole for sustainable irrigation and toilet facilitation	TRP	TRP	Years 2-3	Complete
9, 18, 27	Develop woodland planting environment in Greenwich Park – Flower Garden area – enable greater controlled access to the public	TRP	TRP	Years 2-4	Complete
9	Install solar panels in Park Office – Greenwich Park	TRP	TRP	Years 4-5	Complete

## BUILDING ON THE OLYMPIC LEGACY

**GOAL 6** - To identify how the economic and cultural benefits of the inscription of the World Heritage Site can be used for the advantage of the local community and businesses

**GOAL 8** - To maximise the benefits of hosting the 2012 Olympic and Paralympic Games venues

Objective	Action	Lead	Key Partners	Timescale	Status
3, 14, 31	Prepare internal report to assess the Olympic legacy and lessons learnt from hosting of the 2012 Olympic and Paralympic Games venues	WHSC	WHSEG	Year 1	Complete
3, 14, 31	Ensure the MGWHS infrastructure and public realm can meet the demands of increasing visitor numbers	WHSC	WHSEG	Yeas 2-6	Ongoing
3, 14, 31	Support creation of a Destination Management Company to develop strategies for promoting Greenwich (visitor management, marketing, tourism) and the wider development of Greenwich Peninsula. Transfer WHS marketing to DMC	WHSC	WHSEG	Years 1-2	Complete
31	Develop an overarching 5-year Destination Management Plan (DMP) for growing the visitor economy, developing tourism and encouraging investment in Greenwich. Prepare associated business plans.	VG	VG, external partners	Year 1-2	Complete

**MANAGEMENT**

**GOAL 1** - To protect, preserve, and enhance where possible, the Outstanding Universal Value of Maritime Greenwich World Heritage Site

**GOAL 3** - To set down guidelines for the management of the World Heritage Site and the buildings and the land within it, so that the OUV is conserved, preserved and enhanced where possible

**GOAL 6** - To identify how the economic and cultural benefits of the inscription of the world Heritage Site can be used to the advantage of the local community and business

Objective	Action	Lead	Key Partners	Timescale	Status
1	Ensure that individual MGWHS Partner Corporate or Strategic Plans align with or take account of the WHS Management Plan	WHSC	WHSEG	Years 3-6	Ongoing
1	Develop Action Plan for implementing the Management Plan	WHSC	WHSC, WHSSEG	Years 3-6	Ongoing
1, 29	Monitor effectiveness of Management Plan implementation; develop monitoring regime	WHSC	WHSEG	Years 3-6	Ongoing
1, 5, 6	Ensure policies for protecting the WHS are updated, relevant and recognised in Local Plans or Core Strategies of RBG, Lewisham and LBTH	WHSC	WHSEG	Annual Review Years 3-6	Ongoing
4	Rationalise MGWHS Partner contributions to central budget	WHSC	WHSEG	Year 3	Complete
2, 4	Build WHS budget reserve to support or seed/match fund small WHS related projects	WHSC	WHSEG	Year 3-6	Ongoing
4, 29	Review MGWHS Governance and Management Plan delivery mechanism	WHSC	WHSEG	Years 3-4	Ongoing
3, 18	Improve WHS engagement with local amenity groups	WHSC	WHSEG	Years 3-6	Ongoing

**CAPITAL PROJECTS****GOAL 5** - To achieve excellence on new design appropriate to a World Heritage Site

Objective	Action	Lead	Key Partners	Timescale	Status
26	Complete the University of Greenwich Stockwell Street Scheme to a high standard of design and finish	UoG	UoG, external partners	Years 1-3	Complete
26	Redevelop the National Maritime Museum to include new galleries on the ground, first and second floors as part of the major 'Endeavour' Project to link the NMM's multiple sites, improve visitor experience and promote access.	RMG	RMG, external partners	Years 3-6	Ongoing
27, 28	Invest in new keyboard laboratory in King Charles Court	TL	TL, external partners	Year 3	Complete



*Stockwell Street Campus, University of Greenwich - opened in September 2014*

**PART 3:  
ACTION PLAN TABLE  
FOR YEARS 4-6 (2015-17)**



## PART 3: ACTION PLAN TABLE FOR YEARS 4-6 (2015-17)

### PROTECTION – STATUTORY AND POLICY FRAMEWORK

**GOAL 1** - To protect, preserve, and enhance where possible, the Outstanding Universal Value of MGWHS

**GOAL 3** - To set down guidelines for the management of the MGWHS and the buildings and the land within it, so that the OUV is conserved, preserved and enhanced where possible

Objective	Action	Lead	Key Partners	Timescale	Status
29	Develop regime for to monitoring effectiveness of Management Plan implementation	WHSC	WHSEG	Years 3-6	Ongoing
5, 29	Ensure policies for protecting the WHS are updated, relevant and recognised in all planning, regulatory and policy documents (statutory and non-statutory) e.g. Local Plans or Core Strategies of RBG, Lewisham and LBTH and by any future changes to the planning system	WHSC	WHSEG	Annual Review Years 3-6	To commence
6, 7, 11	Within the framework of the Management Plan, ensure that the WHS, its buffer zone and OUV are taken into account by relevant planning LPAs when considering planning applications	WHSC	WHSEG	Years 3-6	Ongoing
1	Prepare for revision of Management Plan - Fourth Review 2018-23	WHSC	WHSEG	Year 5-6	To commence
1	Review and revise Risk Preparedness Plan for the WHS, ensuring that Disaster/Business Continuity Plans are in place and up[dated as necessary	WHSC, RBG	WHSEG, RBG	Year 4	Ongoing
1	Review appropriateness of attributes of OUV	WHSC	WHSEG	Year 5	To commence
1	Review significant views within and across the WHS and assess potential for protection of OUV of the MGWHS	WHSC	WHSEG	Year 5	To commence

2	Consider scope for a study of the MGWHS setting	WHSC	WHSEG	Year 5	To commence
1	Review impact of 'tall building' development on significant views to and from the WHS and ensure WHS Management Plan is recognised in LPA core strategies and the LBTH South Quay Masterplan	WHSC	WHSEG, RBG, LBTH.	Year 3	Ongoing
1	Review the MGWHS boundary and buffer zone	WHSC	WHSEG	Year 5	To consider
2, 6, 24	Views management – annual assessment and maintenance of internal views (Greenwich Park)	TRP	TRP	Years 1-6	Ongoing
11, 12	Encourage owners to maintain, repair and restore buildings on a sympathetic manner which respects the authenticity of the MGWHS:  • Review awareness raising  Provide specialist advice to owners in relation to conservation, funding for repairs and projects	RBG	WHSEG	Years 1-6	Ongoing

**CONSERVATION**

**GOAL 1** - To protect, preserve, and enhance where possible, the Outstanding Universal Value of MGWHS

**GOAL 3** - To set down guidelines for the management of the MGWHS and the buildings and the land within it, so that the OUV is conserved, preserved and enhanced where possible

Objective	Action	Lead	Key Partners	Time scale	Status
7	Maintain an accurate picture of the MGWHS and the physical condition of the built and natural environment	WHSEG	WHSEG, HE, DCMS	Years 1- 6	Ongoing
7	Participate in UNESCO Periodic Review – 3rd Cycle for Europe and N. America Region	WHSC	WHSEG, WHSSG	Year 6	To commence - dates subject to UNESCO
1, 2, 7	Monitor the fabric of the MGWHGS and identify conservation issues: <ul style="list-style-type: none"> <li>• Consider MGWHS-wide Condition Survey</li> <li>• Review headline priorities annually in response to monitoring activity</li> </ul>	WHSEG	RMG, ORNC, GH,TRP, TL, UoG	Years 1-6	Ongoing
6	Review inventory of buildings of special architectural or historical interest, existing scheduled monuments and any other designates assets	WHSC	WHSEG, HE, DCMS	Year 5	Not yet commenced
2, 8, 10	Continue to conserve the buildings, interiors and grounds of the ORNC to the highest standard: <ul style="list-style-type: none"> <li>• develop a 10 year masterplan for the future of the site for all occupiers</li> </ul>	ORNC	ORNC, external partners	Years 1-6 Year 4	Ongoing Ongoing
8,10	Cleaning and restoration of the Painted Hall, ORNC in line with published Conservation Management Plan and development of Rounds 1 and 2 HLF applications: <ul style="list-style-type: none"> <li>• Phase 2 - Lower Hall</li> </ul>	ORNC	ORNC, external partners	Years 5-6+	Ongoing

8, 10	Effect repairs and conservation to the roof of King Charles Court	ORNC	ORNC. External partners	Year 5	Ongoing
8, 10	Restoration of the Ripley Tunnel, Skittle Alley and the King William Undercroft as part of a new visitor experience	ORNC	ORNC, external partners	Years 3-6+	Ongoing
12, 21	Refurbish and re-present The Queen's House	RMG	RMG, external partners	Years 4-5	Ongoing
12, 21	Refurbish exterior of St Alfege Church: • North and South Elevations (subject to HLF funding)	StA	StA, ORNC, RMG, UoG	Years 4-5	Ongoing
12, 18	Maintenance of Flamsteed House (apartments) - rolling programme	RMG	RMG , external partners	Years 4-6	Ongoing
2, 8, 12	Develop a conservation policy for St Alfege Church	StA	StA	Year 4	To commence
8, 10	Carry out St Alfege maintenance projects identified in Quinquennial Review	StA	StA	Year 2-4	Complete
7, 11	Ensure that new developments within the MGWHS and buffer zone are of high quality design and construction through: • Pre-application dialogue • Planning process	WHSEG	WHSEG,RBG	Year 1-6	Ongoing
2, 7	Monitor potential impact of out of Borough planning proposals including major schemes such as River Crossing proposals	WHSC	WHSEG, LPAs, TfL, GLA	Year 1-6	Ongoing

12	Develop, review/update individual WHS Partner Conservation Plans	WHSEG	RMG, ORNC, TL, TRP, GH	Years 4-6	Ongoing
2	Review potential to improve access to gardens/burial grounds at Devonport House	RMG	WHSEG	Year 4	To commence
12	Revise the Greenwich Park Management Plan	TRP	TRP, external partners	Years 4-5	Ongoing
12	The Giant Steps: review landform of the slope, review and undertake landscape renovation at the General Wolfe Statute and surrounding area including Castle Hill (part of HLF bid 2016)	TRP	TRP	Years 4-6	Ongoing
9, 11, 12	Implement Tree Avenue restoration programme 1998-2016. Commission a review of and update the Avenues restoration strategy	TRP	TRP	Years 1-6 Year 5	Ongoing Ongoing
9, 11, 12	Undertake Quadrennial survey of park boundary walls and implement identified repairs	TRP	TRP	Years 5-6	Ongoing
9, 11, 12	Develop a Planting and Conservation Tree strategy based on tree survey findings – to include planting lists for each Landscape Character Area	TRP	TRP	Year 5	Ongoing



*Major Project – Cleaning and restoration of The Painted Hall, ORNC.,  
As drawn by Thomas Rowlandson (1756- 1827) and Augustus Charles Pugin (1762-1832)*



*Conservation work in progress, King William Court roof – May, 2016*

**PRESENTATION/TRANSMISSION**

**GOAL 2** - To increase public awareness of and interest in the OUV of MGWHS and promote its educational and cultural value

**GOAL 4** - To establish a programme of works and projects that will enhance MGWHS and improve the enjoyment of Maritime Greenwich for all who enjoy, work or spend leisure time in the area

**GOAL 5** - To achieve excellence of new design appropriate to the MGWHS

**GOAL 9** - To focus on the improvement of Greenwich Town Centre

Objective	Action	Lead	Key Partners	Timescale	Status
<b>Education/Interpretation</b>					
2	Undertake review of MGWHS-wide learning offer and delivery	WHSEG	WHSC, WHSEG	Year 4	Not yet commenced
3	Engage local schools Greenwich Park archaeology, woodland and WHS Learning Group projects	RMG	RMG, TRP, Schools	Year 3	Ongoing
3, 18	Widen engagement with World Heritage Learning through collaboration with other UK World Heritage Sites	RMG	NMM, external partners	Year 5-6	Ongoing
3, 18	Promote education and cultural value through musical initiatives for children and young people: <ul style="list-style-type: none"> <li>• Junior Trinity - open door musical programmes</li> <li>• Youth and Community Programmes</li> <li>• Transform – learning and participation</li> <li>• Animate Orchestra for Greenwich and neighbouring boroughs</li> </ul>	TL	TL, RMG, External partners,	Years 3-6	Ongoing

3, 18	Develop an HLF bid to help fund the re-definition of St Alfege Church as a resource for learning and interpretation for young people, local community and visitors (as part of a wider 'St Alfege Church - Heart of Greenwich' project)	StA	StA, UoG, RBG, RMG, external partners	Year 4	Ongoing
3, 18	Assess potential to widen the World Heritage education brief to include the continuous history of the town and its association with the royal palace.	WHSEG	WHSEG, StA	Year 6	To commence
3, 18	Develop St Alfege/University of Greenwich (School of Architecture) collaborative student resource pack	StA	StA, UoG	Year 4	Ongoing
4, 29	Assess how resources of MGWHS Partner organisations could better engage with and benefit the community	WHSC	WHSEG	Year 4	To commence
13, 18	Review the interpretation of the MGWHS and how the 'story' of the Site can be shared in a variety of formats	WHSC	WHSEG	Year 5	To commence
18	Wilderness Deer and Deer Park – Secret garden Wildlife Centre: develop and deliver focused education programmes in conjunction with Field Study Council	TRP	TRP, external partners	Years 2-4	Ongoing
12, 18	Develop a Greenwich Park interpretation plan to identify and explain the heritage asset to park visitors using new media asset (part of HLKF bid 2016)	TRP	TRP	Years 5- 6	Ongoing
<b>Performance and events</b>					
3, 13, 18	Plan and co-ordinate collaborative performance music and art activities to tie into RBG events and maximise the use of the MGWHS	TL	WHSEG, ORNC Chapel, St Alfege Church	Years 3 - 4	To commence
3, 18	Stage or contribute to Cross Borough and Borough wide music and arts festivals to promote MGWHS including:  Greenwich and Docklands Int. Festival  Greenwich Music Time	TL, ORNC	TL, ORNC, RMG	Years 3-6	Ongoing

3, 13	Support RBG annual 'Tall Ships' events at Maritime Greenwich	RBG	WHSEG, VG, external partners in the UK and Overseas	Years 3-6	Ongoing
13	Arrange special event to mark 20 <sup>th</sup> anniversary of World Heritage inscription of MGWHS (1997)	WHSEG	WHSEG, VG, external partners	Years 4-5	To commence
2	Promote international focus through provision of part of the route for the televised annual London Marathon	TRP	TRP	Years 1-6	Ongoing
<b>Awareness Raising</b>					
3, 13, 18	Develop and launch new, dedicated MGWHS website	WHSC	WHSC, GH, ORNC, VG, External Partner	Year 3-4	Complete
3	Carry out post 6-month review of WHS website, scope improvements and commission refresh. Develop and introduce website content update procedures	WHSC	WHSEG	Year 4	To commence
3	Introduce communication outreach strategy for Local Amenity Groups	WHSC	WHSEG	Year 2	Ongoing
18	Promote MGWHS and its values at local Trader Forum meetings and working with local charities	GTCM, GH	GTCM, RBG, GH	Years 3-6	Ongoing
3	Co-ordinate the provision of public events on an independent or associative basis	TL	RBF, NMG, ORNC, UoG, TL	Years 3-6	To commence
3	Review potential to co-ordinate opening hours of cultural organisations in the MGWHS partnership and for late night openings	ORNC, RMG	ORNC, RMG	Year 4	To commence
16	Prepare bid for 'Purple Flag' accreditation to recognise excellence in the management of GTC at night	RBG	RBG, VG	Year 5	To commence

<b>Wayfinding/Signage</b>					
13, 14,	Ensure the most effective visitor orientation, handling and movement around the MGWHS from key arrival points at Greenwich Pier, DLR, Greenwich Station and Blackheath Gate.	ORNC	ORNC, VG	Year 4	Ongoing
3, 13, 14,	Review existing arrangements in Discover Greenwich and the VG Tourist Information Centre. Explore potential for partnership and role as gateway to the MGWHS	ORNC	ORNC, VG	Year 4	Complete
3, 13, 14	Develop and introduce a new 'visitor route' for the ORNC to link the site more effectively to other attractions in the MGWHS	ORNC	ORNC, RMG, TL	Years 3-5	Ongoing
13, 14	Review existing signage in GTC and MGWHS, assess potential for de-cluttering and options for new signage schemes	WHSC	WHSEG	Year 3-4	Complete
13, 14	Develop proposals for a Legible London signage scheme as part of a wider 'Welcome to Greenwich' initiative	RBG	RBG, TfL, VG, WHSC	Years 4-5	Ongoing
13, 14	Improve access to southern entrance to MGWHS (Blackheath Gate) including coach parking and driver/visitor facilities as part of a wider TRP Access Strategy	TRP	TRP, RBG, WHSEG	Years 4-6	Ongoing
23, 30	Investigate alternative public transportation services such as amphibious and autonomous vehicles; participate in Gateway project (Greenwich Automated Transport Environment) – pilot exercises for driverless vehicles	VG	VG, RBG	Years 4-6	Ongoing
21	Review potential to improve visitor mobility from GTC to ROG as part of wider TRP Access Strategy	TRP	TRP, RBG, WHSEG	Years 4-6	Ongoing

Improving Greenwich Town Centre					
19, 20	Submit Major Scheme Bid to TfL for funding for GTC regeneration to include signage and pedestrian experience improvements	RBG	WHSEG	Year 4	Complete
20, 22	Develop a Borough-wide strategic framework for a safe a beneficial cycling environment; publish a cycling strategy and subsequent Action Plan for implementation <sup>4</sup>	RBG	RBG	Years 4-6	Complete/Ongoing
	Examine and keep under review cycling provision within MGWHS and explore opportunities for improvements to cycle routes and safety measures in publicly owned spaces in the light of increasing visitor numbers and pedestrian movement	WHSEG	ORNC, GH, TRP	Years 4-6	Ongoing
	Ensure cycle routes in Greenwich Park are clearly identified (red tarmac)	TRP	TRP	Year 5	Ongoing
8, 10	Undertake major refurbishment of Greenwich Market, opening up land into publically usable space:	GH	GH	Years 3-5	
	<ul style="list-style-type: none"> <li>Phase 1 – create storage access to rear of vacant offices, replace/refurbish market roof (southern half), rafters and cobbled floor</li> </ul>				Complete
	<ul style="list-style-type: none"> <li>Phase 2 - replace/refurbish market roof (northern half), rafters and cobbled floor; complete refurbishment of Fry's Court, retail units in Durnford Street</li> </ul>				Complete
	<ul style="list-style-type: none"> <li>Commission public art work to mark open the restoration of Greenwich Market</li> </ul>		Complete		
8, 10	Maintain a (5 year) rolling programme of cleaning, and refurbishment of retail and residential properties in GH portfolio in GTC, adhering to conservation principles for historic properties	GH	GH	Years 1-6	Ongoing
8, 28	Enhance retail offer in GTC whilst maintaining a balanced retail/residential mix	GH	GH, RBG, GTCM	Year 2-5	Ongoing
11	Review GTC Colour Palette Guidance Notes for shop front painting	RBG	RBG	Year 5	Ongoing

<sup>4</sup> The primacy of pedestrians is noted

8	Review potential for public realm improvement at University of Greenwich entrance		WHSEG	Year 4	To commence
10	Seek ways to encourage private landlords to improve property frontages on Greenwich Church Street (West Side)		WHSC, GTCM, RBG	Years 4-5	To commence
10, 11	Retain and promote GTC 'handyman' programme	RBG	RBG, GTCM	Year 1-6	Ongoing
2, 12, 16	Undertake improvements to public realm at Cutty Sark Gardens including removal of defunct water feature	RBG	RBG, GTCM	Year 4-6	Ongoing
8, 12, 16	Initiate project to protect and enhance the public spaces around St Alfege Church including the old burial ground and courtyard	RBG	RBG, GTCM	Year 4-6	Ongoing
11, 12, 13	Review advertisement consent (current/expired) held by WHS Partner organisations and review future requirement and application process for advertising banners in GTC	RBG	GTCM	Years 4-5	Ongoing
13, 14, 20	Review potential for improvements to Greenwich Pier	VG	WHSEG, TfL - London River Services	Year 5	To commence
<b>Visitor Management</b>					
13, 14, 21	Improve access to southern entrance to MGWHS (Blackheath Gate) including coach parking and driver/visitor facilities as part of a wider TRP Access Strategy	TRP	TRP, RBG, WHSEG	Years 4-6	To commence
21	Review potential to improve visitor mobility from GTC to ROG as part of wider TRP Access Strategy	TRP	TRP, RBG, WHSEG	Years 4-6	Ongoing
14	Monitor visitor movement and access at major transport gateways to the MGWHS	VG	VG	Years 2-6	Ongoing
14	Review potential for improvements to Greenwich Pier	VG	RBG, VG, WHSEG, TfL, London River Services	Years 5-6	To commence



*Greenwich Market Restoration – Phase II, 2015*



*Traditional Skills and Conservation Principles*



*Continuous improvement in Greenwich Town Centre –  
cleaning and restoration of Greenwich Hospital's property portfolio – 2015*

## SUSTAINABILITY

**GOAL 4** - To establish a programme of works and projects that will enhance MGWHS and improve the enjoyment of Maritime Greenwich for all who enjoy, work or spend leisure time in the area

**GOAL 5** - To achieve excellence of new design appropriate to the MGWHS

**GOAL 7** - To suggest how a sustainable and environmentally beneficial approach may be taken to the management of the World Heritage Site and the key issues affecting it

Objective	Action	Lead	Key Partners	Timescale	Status
27	Ensure the MGWHS infrastructure and public realm can meet the demands of increasing visitor numbers	WHSEG	WHSEG, VG, RBG	Years 2-6	Ongoing
9, 27	Ensure that mechanical and electrical systems and carbon emissions are minimised in new builds	WHSEG	WHSEG, External Partners	Years 1-6	Ongoing
9	Implement recommendations of 2011 Energy Audit to include the reduction of carbon emissions in line with achieving 2020 target	TL	TL	Years 1-6	Ongoing
14	Monitor and address potential impact of climate change on OUV of the MGWHS	WHSEG	WHSEG	Years 1-6	Ongoing
23	Investigate alternative public transportation services such as amphibious and autonomous vehicles	VG	VG, WHSEG	Years 4-6	Ongoing
9, 27	Develop and implement an environmental policy for St Alfege Church including recycling, energy efficiency, solar power and conservation of resources	StA	StA	Years 4-5	To commence
9, 27	Seek to meet Building Research Environmental Assessment methodology (BREEAM) standards in relation to water, power, heat/cooling and greening of buildings	GH	GH	Years 3-6	Ongoing

9, 30	Implement lake management plan to improve water quality and enhance ecology of the water bodies in the Greenwich Park	TRP	TRP	Years 3-6	Ongoing
9, 11, 27	Grassland Conservation: implement new Acid Grassland and Grassland Strategy incl. new mowing regime on Croom's Hill. Increase meadow style grass maintenance to enhance habitat and protect features such as trees and Saxon Burial Mounds	TRP	TRP	Years 3-4	Complete
9, 18, 27	Develop woodland planting environment in Greenwich Park – Flower Garden area – enable greater controlled access to the public	TRP	TRP	Years 2-4	Complete
9, 27	Reservoir screen planting – replace dead exotics with native species	TRP	TRP	Years 4-6	Ongoing
9, 27	Greenwich park footpath resurfacing: upgrade all paths to a bound gravel finish and develop strategy for consistent pedestrian surfacing treatment across the whole park	TRP	TRP	Years 4-6	Ongoing
9, 27	Great Cross Avenue – continue with width reduction in excessive tarmac on the East Avenue carriageway, Greenwich Park. Restore broad grass verges to benefit health of Avenue trees	TRP	TRP	Years 4-6	Ongoing
9	Review requirement for high level WHS Sustainability Strategy to cover: carbon emissions/air pollution; energy and water use; ethical procurement; and construction waste	WHSEG	WHSEG	Year 6	To commence



*London's longest herbaceous border (Greenwich Park) re-designed by Chris Beardshaw, garden designer and presenter, 2014*

**BUILDING ON THE OLYMPIC LEGACY**

**GOAL 6** - To identify how the economic and cultural benefits of the inscription of the World Heritage Site can be used for the advantage of the local community and businesses

**GOAL 8** - To maximise the benefits of hosting the 2012 Olympic and Paralympic Games venues

Objective	Action	Lead	Key Partners	Timescale	Status
3, 14, 31	Ensure the MGWHS infrastructure and public realm can meet the demands of increasing visitor numbers	WHSC	WHSEG	Yeas 2-6	Ongoing
16, 31	Implement Destination Marketing strategy to grow Greenwich share of London tourism market focusing on: "London Gateway" campaign; Visit England/Britain support; international cruise trade marketing; continued focus on travel trade/ business tourism; investment in and development of digital channels; residents promotional campaign*	VG	VG, external partners	Years 4-6	Ongoing
16 ,31	Develop range of visitor services including maps, guides, public realm improvement audit and improved information provision across TfL information centre network*		VG, external partners	Years 4-6	Ongoing
16 ,31	Monitor real time monthly performance data for the sector, gathering information from and providing information to WHS partners. Track visitor profiles and satisfaction; tack performance in the accommodation sector and measure the volume and value of the sector on a year to year basis*		VG, external partners	Years 4-6	Ongoing
16 ,31	Develop and shape the Greenwich tourist offer supported by a lobbying strategy and develop future brand vision *		VG, external partners	Years 4-6	Ongoing
16, 31	Provide commercial services for WHS and non-WHS partners including development of an e-brochure *		VG, external partners	Years 4-6	Ongoing

[\*Visit Greenwich Business Plans 2015016 and 2016-19]

**MANAGEMENT**

**GOAL 1** - To protect, preserve, and enhance where possible, the Outstanding Universal Value of Maritime Greenwich World Heritage Site

**GOAL 3** - To set down guidelines for the management of the World Heritage Site and the buildings and the land within it, so that the OUV is conserved, preserved and enhanced where possible

**GOAL 6** - To identify how the economic and cultural benefits of the inscription of the world Heritage Site can be used to the advantage of the local community and business

Objective	Action	Lead	Key Partners	Timescale	Status
1	Ensure that individual MGWHS Partner Corporate or Strategic Plans align with or take account of the WHS Management Plan	WHSC	WHSEG	Years 3-6	Ongoing
1	Develop Action Plan for implementing the Management Plan	WHSC	WHSC, WHSSEG	Years 3-6	Ongoing
1, 29	Monitor effectiveness of Management Plan implementation; develop monitoring regime	WHSC	WHSEG	Years 3-6	Ongoing
1, 5, 6	Ensure policies for protecting the WHS are updated, relevant and recognised in Local Plans or Core Strategies of RBG, Lewisham and LBTH	WHSC	WHSEG	Annual Review Years 3-6	Ongoing
4	Rationalise MGWHS Partner contributions to central budget	WHSC	WHSEG	Year 3-4	Complete
2, 4	Build WHS budget reserve to support or seed/match fund small WHS related projects	WHSC		Year 3-6	Ongoing
1	Review MGWHS Governance and Management Plan delivery mechanism	WHSC	WHSEG	Years 3-4	Ongoing
3, 18	Improve WHS engagement with local amenity groups	WHSC	WHSEG	Years 3-6	Ongoing

**CAPITAL PROJECTS****GOAL 5** - To achieve excellence on new design appropriate to a World Heritage Site

Objective	Action	Lead	Key Partners	Timescale	Status
26	Renovate the University of Greenwich Dreadnought Building as a 'student hub'	UoG	UoG, external partners	Years 4-6	Ongoing
26	Redevelop the National Maritime Museum to include new galleries on the ground, first and second floors as part of the major 'Endeavour' Project to link the NMM's multiple sites, improve visitor experience and promote access.	RMG	RMG, external partners	Years 3-6	Ongoing

# PART 4: RISK PREPAREDNESS



## PART 4: RISK PREPAREDNESS

### 4.1 Introduction

4.1.1 Disasters around the world pose a continual threat to humanity, to our planet and, inevitably, to our heritage. Heritage is not usually taken into account in the reckoning of disaster risks but both cultural and natural World Heritage Sites are at risk from the impact of natural disasters and conflict as well as from more immediate threats such as fire, local flooding, terrorism, civil unrest and the impact of pandemics.

4.1.2 UNESCO takes the threat of risks to the global World Heritage community very seriously whether in monitoring or assessing the state of conservation of individual World Heritage Sites or in providing guidance on addressing risk. At its meeting in Suzhou, China in 2004, the World Heritage Committee recommended that States Parties include risk preparedness in their World Heritage Site Management Plans and training strategies<sup>5</sup>. In June 2010 UNESCO's World Heritage Centre published a Resource Manual, *Managing Risks for World Heritage*<sup>6</sup> as part of a World Heritage Resource Manual series. The aim was to raise awareness of the real extent of risks associated with disasters and provide a sound methodology for identifying, assessing and reducing these risks. Topics covered include: defining risk management; disaster risk management plans; identifying and assessing disaster risks; preventing disaster risks and mitigating impact; responding to emergencies; and recovery and rehabilitation.

### 4.2 Risk Management at Maritime Greenwich

4.2.1 Maritime Greenwich is a complex, multi owner site inscribed by UNESCO as a World Heritage Site in 1997. Its importance lies in its royal origins, especially under the British Tudor and Stuart dynasties, and its development from the 17th century as a site of astronomical research related to navigation, and of Royal Naval welfare and education. The site encompasses the Royal Park, an ensemble of historic buildings including the Queen's House, the Royal Observatory and the Royal Hospital for Seamen (today the Old Royal Naval College) along with the late-Georgian town centre of old Greenwich. It symbolizes English artistic and scientific endeavour in the 17th and 18th centuries, and epitomizes the work of architects Inigo Jones (1573–1652), Sir Christopher Wren (1632–1723) and the landscape designer André Le Nôtre (1613–1700).

4.2.2 The World Heritage Site is located on the banks of the River Thames and as part of the Royal Borough of Greenwich is an important facet London's landscape and cultural and tourist offer. As such, in addition to the challenges presented in conservation, restoration and visitor management, the World Heritage Site, along with the wider Borough, is exposed to a variety of environmental and social threats.

4.2.3 There is no overarching 'Disaster Plan' for Maritime Greenwich World Heritage Site and it is questionable as to whether such a plan needs to be formulated. Mitigation of risk and procedures for responding to threats are enshrined in a complex hierarchy of plans developed and implemented at national, regional and local level. In addition, World Heritage partner organisations have individual risk preparedness plans depending on the nature of their business including conservation, threats to collections and estates and business continuity. Partner organisations work together to ensure a coordinated response to incidents and emergencies.

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<sup>5</sup> Committee Decision 28 COM 10B.4

<sup>6</sup> [Managing Disaster Risks for World Heritage, June 2010](#)

4.2.4 Key threats to the World Heritage Site are flooding (addressed through the London/Borough Multi Agency Flood Plan), pollution, river accident and fire (addressed through LESLP<sup>7</sup>) and structural collapse (addressed through the [London Structural Collapse Response and Recovery Framework](#)). Counter Terrorism (CT) measures coordinated by the Metropolitan Police are also in place with regular focus meetings held to review and update plans. The wider framework of Risk Preparedness plans relevant to Maritime Greenwich, directly or indirectly are set out below. These respect the key principles in UNESCO's Resource Manual, *Managing Risks for World Heritage*.

## 4.3 London Emergency Services Liaison Panel (LESLP)

4.3.1 The London Emergency Services Liaison Panel (LESLP) was formed in 1973 and consists of representatives from the Metropolitan Police Service, City of London Police, British Transport Police, the London Fire Brigade, the London Ambulance Service and local authorities. The Port of London Authority (PLA), Maritime and Coastguard Agency (MCA), Transport for London (TfL), Military, Voluntary Sector and Greater London Authority (GLA) are also represented.

4.3.2 LESLP has the ability to invite representatives from other agencies into the group when required, dependent on the nature and type of incident. The group meets once every three months under the chair of the Metropolitan Police Service, Emergency Preparedness Operational Command Unit.

4.3.3 LESLP recognises that every major incident is different and has its own unique features. It is designed to offer a framework within which those who are responsible for the successful resolution of the incident are able to work together with maximum efficiency. In 2015 LESLP published the ninth edition of its [Major Incident Procedure Manual](#) which provides summaries of the responses and responsibilities of each of the emergency services at a major incident in London, as well as an outline of the support role offered by local authorities.

4.3.4 The latest version of LESLP has been produced to incorporate the Joint Emergency Services Interoperability Principles (JESIP). The JESIP Doctrine focuses on police, fire and ambulance interoperability in the early stages of a response to a major or complex incident. Its purpose is to provide emergency service commanders with a framework to enable them to respond together as effectively as possible. However, the principles are also applicable to the wider range of Category 1 and 2 response organisations and can be applied to smaller scale incidents, wide-area emergencies, and pre-planned operations.

## 4.4 Joint Emergency Services Interoperability Programme (JESIP)

4.4.1 The Joint Emergency Services Interoperability Programme (JESIP) was established in 2012 to address the recommendations and findings from a number of major incident reports. Initially JESIP was a two-year programme which ran from 2012-2014. It was primarily about improving the way the Police, Fire & Rescue and Ambulance services work together when responding to major multi-agency incidents.

4.4.2 JESIP produced practical guidance to help improve multi-agency response. Its [Joint Doctrine: the interoperability framework](#) introduces the use of five interoperability principles: Co-location, Communication, Co-operation; Shared Situational Awareness and a Joint Understanding of Risk. The doctrine sets out a standard approach to multi-agency working, along with training and awareness products for organisations to train their staff. It also adopts a single standard mnemonic: METHANE, for passing key information about major or complex incidents to control rooms

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<sup>7</sup> See section 4.3

or partners, a change of name for command roles - Strategic (Gold), Tactical (Silver) and Operational (Bronze) and the use of a common decision making model: The Joint Decision Model (JDM).

4.4.3 Whilst the initial focus was on improving the response to major incidents, JESIP is scalable. The [five joint working principles](#) and [models](#) can be applied to any type of multi-agency incident and in fact could be utilised in a multitude of environments where organisations need to work together more effectively. The programme initiated the largest and most successful joint training initiative across the emergency services. Now JESIP is about all services integrating the JESIP ways of working and models into all policies, procedures until staff use JESIP as a matter of course.

4.4.4 JESIP does not replace LESLP, it enhances it by providing a nationally agreed approach that incorporates the original aims of LESLP and ensures that staff from the different Emergency Services train and exercise together to deliver an improved multi agency response.

## 4.5 London Risk Register

4.5.1 The London Risk Register is designed to provide a summary of the main risks affecting Greater London and set out assessments on a variety of risks identified under category headings of Hazards, Major Accidents and Incidents and Malicious Attacks. Assessments within the London Risk Register drive the development of multi-agency capabilities to prevent, mitigate, respond to and recover from incidents. The Register is designed to assist communities and businesses develop their own emergency and business continuity arrangements. Planning is based on 'reasonable worst case scenarios' informed by historical and scientific data, modelling and professional expert judgement of both the likelihood and impact of a risk.

4.5.2 Planning is based on 'reasonable worst case scenarios' informed by historical and scientific data, modelling and professional expert judgement of both the likelihood and impact of a risk. The inclusion of a risk does not mean that it will happen nor that the impact would be as serious as the description provided. Each risk is scored for impact and likelihood. Impact is ranked from Limited (1) to Catastrophic (5) and likelihood by how likely a risk is to happen over the next 5 years. These scores are combined to give an overall risk rating. The London Risk Register is designed to provide a summary of the main risks affecting Greater London.

4.5.3 The London Risk Registers identifies a range of risks and potential outcomes, likelihood of occurrence and controls in place to address them. Risks identified include: human diseases and human health incidents; flooding; volcanic hazards, severe weather, structural Incidents, severe space weather; wildfires; animal diseases/animal health incidents; major industrial accidents/industrial and environmental pollution incidents; major industrial accidents/major structural accidents and technical failures; major transport accidents; disruptive industrial action; malicious attacks on crowded places, infrastructure and transport systems and cyberattacks.

4.5.4 The UK National Risk Register of Civil Emergencies provides a similar outline of risk for the UK as a whole. Further risk assessments may be conducted within each London Borough, providing additional information on locally specific risks and response arrangements. The London Risk register underpins the work of the London resilience Forum which is responsible for ensuring London's preparedness in the event of emergencies and setting strategic objectives.

## 4.6 London Resilience

4.6.1 London Resilience coordinates institutions and communities to prevent, handle, recover and learn from disruption, and adapt to change; on behalf of the Mayor of London, Greater London Authority, Local Authorities and London Fire Brigade to ensure London survives and prospers.

4.6.2 The London Resilience Partnership brings together over 170 organisations who each have specific responsibilities for preparing for and responding to emergencies. The partnership is growing to include organisations and communities of all types to help ensure a holistic approach.

4.6.3 London Resilience supports the work of the Partnership in assessing risks, working to reduce the likelihood or impact of those risks and, where risk can't be eliminated, preparing arrangements to respond, recover and learn from emergencies. The [London Resilience Partnership Strategy](#) provides the vision for resilience in London, and information about how emergency preparedness is structured. London Resilience uses the definition of 'emergency' provided in the [Civil Contingencies Act](#) (2004), which is: an event or situation which threatens serious damage to human welfare; an event or situation which threatens serious damage to the environment; or war or terrorism which threatens serious damage to security.

4.6.4 In October 2016, London Resilience Team and the London Fire Brigade Emergency Planning Team combined to form **London Resilience**, a collective unit delivering services on behalf of both the Mayor of London, London's Local Authorities and London Fire Brigade.

## 4.7 Royal Borough of Greenwich - Emergency and Business Continuity Planning

4.7.1 Emergency planning in the Royal Borough of Greenwich is led by the Emergency Planning and Business Continuity Team based in Woolwich. The team plans for a wide range of emergency scenarios, and coordinates the tactical response of the Royal Borough of Greenwich in support of the emergency services in the event of any major incident or smaller events that may affect the safety or well-being of residents, businesses, communities and visitors throughout the borough.

4.7.2 The role of the Emergency Planning and Business Continuity Team, in partnership with the emergency services and other responding organisations, is to coordinate the Royal Borough of Greenwich's activities to: prevent or prepare for emergencies; reduce or control the effects of emergencies; warn, inform and advise if an emergency takes place and make the public aware of arrangements that are being made; cooperate and share information with other responding organisations; promote business continuity management in the local business community and voluntary groups.

4.7.3 The team and other officers from across the Royal Borough, including Maritime Greenwich World Heritage Site, take part in validating emergency plans through a variety of exercises along with the emergency services and other responding organisations.

4.7.4 The Royal Borough's [Emergency and Business Continuity Plan](#) sets out the information and procedures needed to ensure an effective, flexible and timely response to an emergency, supporting the emergency services and working with other partner organisations. This pre-planning is intended to reduce the distress and disruption caused by any major incident, as well as to ensure that critical services may continue. The Emergency Planning and Business Continuity Team works with a range of partners through the Borough Resilience Forum to plan for the effects of any major incident. These partners include:

- Metropolitan Police Service
- London Fire Brigade
- London Ambulance Service
- Army
- British Transport Police
- Business groups, companies and organisations
- Ecumenical borough deans
- English Heritage
- Environment Agency
- Greenwich faith community leaders

- Greenwich Multi-Faith Forum
- Heritage and leisure organisations
- Maritime and Coastguard Agency
- Met Office
- Ministry of Defence Police
- National Health Service including acute, mental health and primary care
- Port of London Authority (PLA)
- Royal Navy
- Transport companies
- University of Greenwich
- Utility companies
- Voluntary agencies including:
  - The British Red Cross Society
  - CRUSE
  - Greenwich Action for Voluntary Service
  - Greenwich Association of Disabled People
  - Radio Amateurs' Emergency Network
  - Royal Society for the Prevention of Cruelty to Animals (RSPCA)
  - Salvation Army
  - St John Ambulance
  - Victim Support
  - RVS (Royal Voluntary Service)

4.7.5 The Emergency Planning and Business Continuity Team has also produced a booklet, [Residents' Guide to Preparing for Emergencies](#)<sup>8</sup>, that gives some background information and practical ideas on how people can help themselves be prepared for any emergency.

## 4.8 Royal Borough of Greenwich - Borough Resilience Forum

4.8.1 The Royal borough of Greenwich Borough Resilience Forum (BRF), known as the Greenwich Emergency Planning Liaison Group (GEPLG), brings together responders to ensure an effective and efficient multi-agency approach across all sectors to the planning for, response to, and recovery from emergencies. The BRF also provides an excellent opportunity to share best practice, knowledge, skills and experience. It is the catalyst for promoting local exercising of these arrangements.

4.8.2 The Business Plan 2015-17 for the BRF provides a clear direction to its membership by outlining areas of work, key tasks and milestones, and lead organisations. Its strategy is to ensure that the Royal Borough has in place suitable emergency management arrangements to meet the challenges over the two-year period. The Business Plan identifies a number of priorities under a detailed work programme which include: updating the Borough Risk Register, monitoring the BRF Business Plan, raising awareness and understanding of emergency and business continuity management (BCM) arrangements, providing training and briefing for members and exercising emergency and BCM arrangements at local, sub regional and pan London levels. Emergency plans are validated through the series of exercises with emergency services and other organisations.

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<sup>8</sup> [Further information on risks and emergencies in Greenwich](#)

## **APPENDIX A: Management Plan Third Review, 2014 - Our Vision (Extract)**

The Maritime Greenwich World Heritage Site was inscribed by UNESCO in 1997 for the international significance of its architecture, the high degree of authenticity of its buildings and landscape, and for its history of royal patronage, artistic and scientific endeavour. It is one of the most significant World Heritage Sites in the United Kingdom and has worldwide recognition.

We take great pride in the Site and are committed to ensuring that Maritime Greenwich is well looked after, well managed and accessible to all. We aim to welcome the widest possible range of people, share our deep pride with them and enrich the visitor experience by interpreting the Site's significance and exciting interest in its history. We also seek to foster the contribution of Maritime Greenwich to local and London economies and to the social and economic evolution of the developing Greenwich Peninsula.

Over the years, our vision for the Site has been realised with the help of considerable inward investment and major capital projects including the Peter Harrison Planetarium at the Royal Observatory, Discover Greenwich at the Old Royal Naval College (Greenwich Foundation), the Sammy Ofer Wing at the National Maritime Museum (Royal Museums Greenwich) and the renovation of *Cutty Sark*. These have done much to boost visitor interest in the Site and its interpretation and have helped to protect many of the attributes of its Outstanding Universal Value. The hosting of venues for the 2012 Olympic and Paralympic Games in Greenwich, including the World Heritage Site, was an opportunity grasped to celebrate the inscription of the Site on the World Heritage List and to maximize the benefits of global attention leading up to and during the Games themselves.

Looking to the future, the riverside context of Maritime Greenwich is rapidly changing with new developments and greater emphasis on the use of the River Thames after a period of inactivity following the decline in waterfront commerce. The rediscovery of the river and its role and potential, particularly for transport, is a catalyst for the integration of the World Heritage Site with new riverside activities and commercial enterprise. However, where development is to take place in and around the Site, we will seek the highest quality in new design appropriate to the special character of its location and setting.

The London Borough of Greenwich was awarded Royal Borough status during 2012 in recognition of the association of royal patronage over many centuries; this in part is due to the role that Maritime Greenwich has been able to play over the years. We are now looking to meet new and exciting challenges, building on past success, to secure the ongoing future of the World Heritage Site both in its own right and as part of a wider family of attractions and enterprises in Royal Greenwich. Our ambitions are underpinned by comprehensive education programmes and outreach to young people across the Royal Borough and a recognition that both education and commercial activity have important roles to play in adding value to the Site and enabling an holistic experience in place-making.

The Management Plan is a key part of this process and its implementation is helping to safeguard the Maritime Greenwich World Heritage Site as an important cultural asset and as a place for the benefit and enjoyment of the local community and national and international visitors.



*Denise Hyland*

**Councillor Denise Hyland,  
Leader of Royal Borough of Greenwich**



## **APPENDIX B: Management Plan Third Review, 2014 - Mapping Goals and Objectives**

### **GOAL 1**

**To protect, preserve, and enhance where possible, the Outstanding Universal Value of Maritime Greenwich World Heritage Site**

#### ***Management Plan Text***

*Since the 2005 Management Plan Review, a Statement of OUV was approved in 2010. This includes references to the degree of authenticity of the buildings and landscapes and the integrity of the elements that make up the Site and to protection and management arrangements.*

*The Statement of OUV identifies the essential qualities that give Maritime Greenwich its status as a World Heritage Site and from this the attributes that convey OUV have been identified. It is fundamental that the attributes which are defined from the SOUV are protected and conserved by appropriate protection and management regimes including appropriate policies in the emerging Local Development Framework. Inappropriate development pressures remain a threat to the OUV of the Site.*

*In addition to these attributes, the World Heritage Site contains a number of further designated heritage assets. Many of these are included in the lists of buildings of Special Architectural or Historic Interest and the whole Site is situated within a number of Conservation Areas. In addition to these there are a number of other assets which play an important role in the expressing the character of Maritime Greenwich. These will be identified and appropriate policies adopted for their protection and interpretation.*

### **MANAGEMENT PLAN OBJECTIVES**

#### **Objective 1**

To ensure that the Management Plan is the ongoing framework document for achieving the protection of the OUV of the World Heritage Site and the conservation of its cultural heritage assets, and derives its legitimacy from the collective agreement of those bodies that constitute the World Heritage Site Steering Group.

#### **Objective 2**

To ensure the preservation, conservation and regeneration of the World Heritage Site as a whole, and the constituent parts of it, by setting out the objectives in the Management Plan, and by establishing an ongoing programme, which will protect its OUV, maintain and improve its cultural heritage assets.

#### **Objective 4**

The administrative arrangements for the ongoing management of the World Heritage Site were agreed following its inscription on the World Heritage List and the necessary resources for appointing a World Heritage Site Co-ordinator identified. The arrangements should be monitored and reviewed periodically.

## **Objective 29**

Monitor the effectiveness of the implementation of the World Heritage Site Management Plan:

- Maximise stakeholder engagement that supports the management of the World Heritage Site.
- Develop, co-ordinate and implement the Action Plan with a broad range of organisations.

## **GOAL 2**

**To increase public awareness of and interest in the OUV of the World Heritage Site and promote its educational and cultural value**

### ***Management Plan Text***

*The level of public and Heritage Lottery funding in the World Heritage Site makes it all the more important that such investment is justified by reaching out to a wide visitor base, fostering a greater involvement by the local community in the Site through education initiatives and a lively public events programme. A Learning Group which includes all of the major educational institutions on the Site has produced a Learning Strategy and will undertake wide-ranging programmes on World Heritage. Plans are being formulated to enhance the visitor's awareness of the values of the Site. 'Discover Greenwich', an interpretation centre serving the whole Site and linked to the Greenwich Tourist Information Centre are co-located in the Pepys Building. They both provide more information than in their previous forms, as well as other orientation, interpretation and education facilities. Individual partner organisations at the World Heritage Site place great emphasis on interpretation of the Site to engage visitors and enhance visitor experience. A Royal Greenwich Destination Management Company was formed in 2013 to promote Greenwich to tourists and a Destination Management Plan launched in October 2014.*

## **MANAGEMENT PLAN OBJECTIVES**

### **Objective 3**

The importance of Maritime Greenwich should be presented to the widest audience and its assets used as resources for the education and cultural enrichment of those visiting and living in the World Heritage Site.

### **Objective 13**

Relevant bodies should identify the appropriate means by which Maritime Greenwich can be interpreted and promoted as an entity, and its constituent parts integrated to enhance the visitor experience and aid movement and circulation. It should be an inspiring visitor experience, helping people to make the most of their visit and gain a greater understanding of the significance and qualities of the historic landscape and buildings.

### **Objective 14**

Measures should be adopted to encourage the greater dispersal of visitors throughout the World Heritage Site, and to even out the concentrations of numbers at particular times and locations, for example by encouraging new attractions and extending existing ones. The visitor economy of the World Heritage Site should not adversely affect the Site itself or the local community.

### **Objective 15**

The area around the southern entrance to the World Heritage Site should be improved to provide controlled coach parking and facilities for visitors arriving at this part of the Site.

### **Objective 16**

The options for increasing the type and variety of attractions, operating times and the amount of visitor accommodation, both within and near the World Heritage Site should be investigated, as a means of encouraging longer stays and higher spending in Maritime Greenwich. All forms of communication will be used to help visitors plan their visit prior to arrival and promote awareness and understanding of the Site. Encouragement will be given to visit places of interest within the Site that are away from the main attractions. Reliable research methods will be used to assess and promote visitor satisfaction and enjoyment.

### **Objective 17**

There is an aspiration to use the economic benefits that arise from more, longer and higher-spending visits for the advantage of local residents and businesses. Opportunities for job creation and training in the tourism and related sectors should be investigated by the appropriate agencies, and a strategy drawn up with the primary aim of helping residents and businesses to take advantage of them. The World Heritage Site has hitherto been promoted as a world-class visitor destination both in respect of the 2012 Olympic Games and beyond. Business provided by meetings, incentives, conferences and events will continue to be increased. Website visitors will be converted into actual visitors.

### **Objective 18**

To increase awareness, understanding and a sense of ownership of Maritime Greenwich as a unique resource for learning.

## **GOAL 3**

**To set down guidelines for the management of the World Heritage Site and the buildings and the land within it, so that the OUV is conserved, preserved and enhanced where possible**

### ***Management Plan Text***

*Conservation Area Appraisals have been prepared for the three Conservation Areas that cover the World Heritage Site. These will assist the identification of heritage assets and their protection.*

*Conservation Plans have been prepared for the Old Royal Naval College buildings, the National Maritime Museum and the Royal Observatory. Other buildings and structures which are listed in the Inventory will be subject to similar assessments.*

*Landscape strategies have been adopted, and substantially implemented for the major World Heritage Site areas, to be part of an overall strategy covering all aspects of the site, but particularly the formal composition of the baroque landscape. The Royal Parks has adopted a Management Plan for Greenwich Park which contains its own objectives for the maintenance of the area and the restoration of historic features. Further work will follow the guidance established.*

*The World Heritage Site is potentially affected by a number of risks, primarily fire, flooding, arson, vandalism, security. A Risk Management Strategy ('Disaster Plan') is current being formulated for the Site in collaboration with partner organisations and will form an Addendum to the Management Plan. The Disaster Plan is expected to be completed and submitted to the World Heritage Centre*

*by 1 February 2015. It will articulate mitigation and measures to protect the World Heritage Site for the period to 2017 and form the basis for a revised Disaster Plan for the period 2017- 2022.*

## **MANAGEMENT PLAN OBJECTIVES**

### **Objective 5**

The opportunity should be taken in the preparation of the Local Development Framework to reflect the OUV of Maritime Greenwich and its setting including the Buffer Zone. In particular, reference should be made in policies relating to the heritage of The Royal Borough, to the importance of the Inscription as a key material consideration to be taken into account in determining planning and listed building consent applications. These policies should mirror the Management Plan.

### **Objective 6**

Designations should be kept under review by the appropriate authorities to ensure that the highest levels of statutory and planning protection are in place to ensure the preservation of the cultural heritage assets of the World Heritage Site.

### **Objective 7**

Positive measures for the enhancement and regeneration of the World Heritage Site, its setting and Buffer Zone should be identified to ensure that the OUV of the Site is protected. These should benefit its character, appearance and setting, its economic viability and the social well-being of its residents reflecting the cultural distinctiveness of Maritime Greenwich and its special sense of identity.

### **Objective 11**

In promoting and implementing projects and programmes of townscape and landscape works, the relevant agencies should seek to reflect and reinforce the local historic pattern of development which has created the unique multi-faceted character of the World Heritage Site, thereby protecting its OUV.

### **Objective 12**

The responsible authorities should seek to improve their maintenance programmes and promote greater environmental awareness among those living, working and visiting the area.

## **GOAL 4**

**To establish a programme of works and projects that will enhance the World Heritage Site and improve the enjoyment of Maritime Greenwich for all who enjoy, work or spend leisure time in the area**

### ***Management Plan Text***

*Although the investment in the World Heritage Site since its inscription has brought it up to a good state of repair and provided many new facilities, it is important that the momentum of investment is maintained to support further programmes. This should support and protect the attributes of OUV. We expect the Management Plan period to see significant initiatives including:*

- *Visitor management improvements including new coach drivers' facilities at Blackheath Gate.*

- *The Stockwell Street site development by the University of Greenwich for a new school of architecture and library.*

## **MANAGEMENT PLAN OBJECTIVES**

### **Objective 21**

New and improved accessibility, services and facilities for people with disabilities should be included in all schemes for enhancement of the World Heritage Site.

### **Objective 22**

The options for enhancing cycling opportunities and reducing conflicts with road and footpath users should be investigated and incorporated, where possible, within schemes for traffic and pedestrian improvements. Consultation has been carried out on cycle paths across Cutty Sark Gardens and additional cycle stands have been created in the World Heritage Site.

### **Objective 23**

Encouragement should be given to the implementation of new and improved mass public transportation services and facilities, which do not compromise the historic quality and character of the World Heritage Site and its OUV.

## **GOAL 5**

### **To achieve excellence of new design appropriate to a World Heritage Site**

#### ***Management Plan Text***

*The primary concern is to protect the attributes which underpin the OUV of Maritime Greenwich. However, there are a number of opportunities for inviting new development within the World Heritage Site and associated with it. These include the projects listed under Goal 4 but also other sites where new development can be considered.*

*Building within or close to a heritage site raises issues of design appropriateness and the issue of 'pastiche versus modern' is inevitably one of them. There have been examples of both approaches in Maritime Greenwich, including fine new buildings with their own strong character. The Peter Harrison Planetarium (opened 2007) and the Sammy Ofer Wing (opened 2011) are examples of how exciting modern buildings can be located happily within the strongest historic context. Such design issues will be assisted by the preparation of more detailed analyses of townscape and landscape to establish the context of new building proposals*

## **MANAGEMENT PLAN OBJECTIVES**

### **Objective 24**

The important views in and out of the World Heritage Site (aspect and prospect) should be identified and the setting of the Site protected against the adverse impact of new development.

### **Objective 25**

The historic townscape of Maritime Greenwich will be evaluated to identify its special qualities and allow the preparation of a list of attributes.

## **Objective 26**

The arrival of outstanding new buildings within the World Heritage Site that enhance the setting of the historic buildings and a positive impact on OUV will be encouraged.

## **GOAL 6**

**To identify how the economic and cultural benefits of the inscription of The World Heritage Site can be used to the advantage of the local community and businesses**

### ***Management Plan Text***

*The World Heritage Site needs to remain a sustainable economic and cultural destination of international status. The World Heritage Site Marketing Group and its successor Destination Management Company will undertake research into destinations and markets and develop annual marketing programmes. Promotion will be undertaken in the chosen market segments of London leisure, domestic/overseas short-break and day visits, the travel trade, meetings, incentives, conference and events. Economies of scale for individual organisations will be achieved through co-operative marketing.*

*The long-established educational agencies in the area, including the Local Education Authority and the National Maritime Museum, have been joined by the major institutions of the University of Greenwich and Trinity Laban Conservatoire in developing learning programmes. The Greenwich Foundation and The Royal Parks have also developed learning strategies. The Fan Museum, Greenwich Theatre and World Heritage Site partners have an educational role. Joint educational initiatives will be developed across the World Heritage Site in accordance with a Learning Strategy. These will be fully inclusive, involving local communities and beyond, reaching those with special needs as well as enhancing existing curricula. A programme of new wide-ranging events will be established.*

*The World Heritage Site already provides a background for the performing arts, in particular for film production and concerts. The Old Royal Naval College adds to the auditoria provided by St Alfege Church and Borough Halls with performances in the Painted Hall and the Chapel. The Stephen Lawrence Gallery and the Queen's House offer further gallery space.*

## **GOAL 7**

**To suggest how a sustainable and environmentally beneficial approach may be taken to the management of the World Heritage Site and the key issues affecting it**

### ***Management Plan Text***

*The World Heritage Site will continue to benefit from the significant changes that were already taking place at the time of Inscription. The University of Greenwich and Trinity Laban conservatoire of Music and Dance campus will continue to provide a fitting use for the four 'Royal Courts' and other major buildings. Greenwich Park will continue to be managed effectively by The Royal Parks. The Town Centre will be sustained by securing an appropriate future endorsed by the various agencies that are involved. The development of the Stockwell Street site by the University of Greenwich has given a new direction in this respect.*

*The World Heritage Site partners are aware of the changing strategic context within which the Site is located. To the west is the new cultural quarter including the Laban Centre, the world's largest centre for contemporary dance. To the east are the developments on Greenwich Peninsula including the successful conversion of the Millennium Dome into the O2, a state-of-the-art concert*

*and event arena now attracting 9 million visitors per year. Maritime Greenwich is located within Thames Gateway, the largest and most significant growth and regeneration site in the UK. There are significant opportunities for improvements at this level and the agencies involved will be lobbied to improve public transport and reduce vehicular traffic in particular. The planned construction of a passenger liner terminal at Enderby Wharf will bring a new partner organisation to the area with new opportunities for visitor management.*

*As well as these physical improvements there is a need to develop new audiences and markets as well as building on those that exist.*

*The buildings and landscape will continue to be managed through the adopted conservation plans and maintenance schedules.*

*The sustainability of the World Heritage Site will depend largely on its role as a visitor destination. The World Heritage Site Marketing Group will seek to maintain the established brand and grow the location as a weekend, day and evening visitor attraction. Visitor management will be a key issue over the Management Plan so that the effects of increased visitor numbers can be reconciled with available capacities and the increased wear and tear of the historic fabric. Longer stays will demand provision of more hotel bed spaces within or associated with the Site.*

## **MANAGEMENT PLAN OBJECTIVES**

### **Objective 9**

Policies, proposals, decisions and actions relating to the World Heritage Site should be based on the principles of sustainability, in particular environmental sustainability and the cultural heritage assets of Maritime Greenwich.

### **Objective 27**

Ensure that the World Heritage Site is managed in a sustainable manner that supports the OUV of the Site:

- Support a high quality public realm and improve the pedestrian experience.
- Ensure consistency in the presentation of the public realm.
- Reduce the impact of and promote sustainable forms of transport.
- Ensure that the work of statutory undertakers meets appropriate quality standards.

### **Objective 28**

Support actions which retain a mix of uses and a diverse social mix in the World Heritage Site:

- Support conditions which encourage economic and cultural activities within the World Heritage Site.
- Support and enhance the quality of life in the World Heritage Site.
- Understand the capacity of the World Heritage Site in relation to its economic, social and cultural activities.
- Foster relationships across the Borough's economic, social and cultural activities.

### **Objective 30**

Take account of climate change and sustainability issues in safeguarding the OUV of the Site including identification and mitigation of risk:

- Understand risk issues by establishing a Risk Register that will be regularly reviewed.
- Take action to publicise risks to the OUV of the Site.
- Promote the World Heritage Site as a 'green' destination and embed best practice.

## **GOAL 8**

### **To maximise the benefits of hosting the 2012 Olympic and Paralympic Games venues**

#### ***Management Plan Text***

*The World Heritage Site Steering Group was delighted at the decision in 2005 to hold the 2012 Olympic and Paralympic Games in London and very proud that Maritime Greenwich was chosen to be at the centre of the Games. The World Heritage Site proved to be a fine venue for the equestrian events and the modern pentathlon as well as being a worthy focus for world attention.*

*The events took place in Greenwich Park. However, the whole of Maritime Greenwich was involved, including the Town Centre. The Steering Group supported this holistic view and World Heritage Site partners brought the Site to an excellent state of readiness for the Olympic participants and spectators.*

*Maritime Greenwich also played a prominent role in the Cultural Olympiad, showcasing its own special qualities but also representing the wider concept of World Heritage. The experience of holding an international event in a World Heritage Site, the benefits and also the difficulties, has formed the subject of a separate internal report.*

## **MANAGEMENT PLAN OBJECTIVES**

### **Objective 31**

The decision to hold the 2012 Olympic and Paralympic Games in London offered special opportunities to showcase Maritime Greenwich and the wider concept of World Heritage.....  
.....Following the success of the London Games there are many opportunities to maximise the profile of the Maritime Greenwich, including:

- capitalise on increased media opportunities
- promote media visits
- increase overnight accommodation
- promote local businesses
- encourage Games visitors to return to spend leisure time in Maritime Greenwich
- promote the use of conference and event facilities

- review traffic management measures in the Town Centre following up the success of such measures over the Games.

## **GOAL 9**

### **To focus on the improvement of Greenwich Town Centre**

#### ***Management Plan Text***

*The Greenwich Town Centre Strategy was produced by a number of the local partners in 2002 and its goals remain relevant a decade later:*

- *Clearly position Greenwich as London's foremost historic Town Centre*
- *Enhance the diverse role of the Town Centre*
- *Capitalise on the built and cultural heritage and tourism function*
- *Improve the physical and functional linkages*
- *Maintain and develop the high quality experience*
- *Enhance the marketing and management*
- *Meet the needs of local residents and of visitors*

*The Town Centre includes domestic buildings dating from the 17th century as well as significant buildings from the 18th and 19th centuries, notably the late Georgian facades by Joseph Kay. While maintenance of many of the buildings, particularly the last-named, has been satisfactory, many of the earlier buildings have suffered some neglect. A current initiative by Greenwich Hospital to enhance Greenwich Market is welcomed, as are suggestions to improve traffic management and the pedestrian experience in the Town Centre. The west side of Greenwich Church Street, which contains some of the earliest buildings, culminating in St Alfege Church, is a prime candidate for appropriate regeneration and environmental improvement. Major fundraising by St Alfege Church to restore the church façade is applauded. Construction has commenced implementing planning permission in 2013 for the development of the Bardsley Lane site which links St Alfege Churchyard with Creek Road. As well as improving the general environment there is an opportunity here to form a greatly improved pedestrian route to St Alfege Church.*

*The University of Greenwich scheme for the mostly vacant site at Stockwell Street is bringing many townscape improvements as well as an exciting new use.*

*The opening of the National Maritime Museum Sammy Ofer Wing will have a considerable impact on the Town Centre. As well as bringing much-needed improvements to the internal circulation of the Museum, the new building has added to the local townscape as well as the landscape of Greenwich Park. The main pedestrian entrance from King William Walk strengthens the status of the pedestrian in the Town Centre.*

*With so much activity taking place, set against the rising number of visitors to the World Heritage Site overall, there is an overriding concern to deal with the impact and blight of through traffic.*

## **MANAGEMENT PLAN OBJECTIVES**

### **Objective 8**

Owners are encouraged to ensure that the maintenance, repair and restoration of their properties are carried out sympathetically and to a high standard so the OUV of the World Heritage Site is not threatened: development and changes of use should be appropriate to the location within an outstanding historic site. Owners of major properties are encouraged to prepare Management Plans, with the advice of appropriate professionals and specialists, to ensure that their property is maintained adequately and changes are sympathetic in character and appearance.

### **Objective 10**

Owners and agencies responsible for buildings and sites in poor condition should endeavour to secure their restoration to an appropriate use and state of repair as soon as possible. Once buildings are in an appropriate use and a good state of repair their maintenance becomes a key issue. Maintenance schedules are an important tool to ensure a secure future.

### **Objective 19**

The options for reducing the impact of traffic in and around the Town Centre and surrounding areas should be kept under review by the appropriate authorities with a view to establishing a programme of measures, in the short and longer terms.

### **Objective 20**

The measures necessary to improve pedestrian comfort and safety, ease congestion and disperse numbers should be assessed by the relevant agencies and where practical implemented at the earliest opportunity.

#### 7.6 Develop evening economy

- Foster relationships across the Borough's economic, social and cultural activities.

#### 7.7 Town centre and residents

- Maximise stakeholder engagement
- Develop, co-ordinate and implement the Action Plan with a broad range of organisations.

#### 7.8 Promote the WHS as a "Green" destination and embed best practice in all activities across the WHS.

#### 7.9 Take account of climate change and sustainability issues in safeguarding the OUV of the site

- Understand risk issues by establishing a Risk Register that will be regularly reviewed.
- Take action to publicise risks to the OUV of the site.

## APPENDIX C: World Heritage Site Partner Profiles

### The Royal Parks - Greenwich Park

<https://www.royalparks.org.uk/>

#### Introduction

The Royal Parks is responsible for managing and preserving over 5,000 acres of historic parkland across London, including valuable conservation areas and important habitats for wildlife. The Royal Parks are: Bushy Park, The Green Park, Greenwich Park, Hyde Park, Kensington Gardens, The Regent's Park & Primrose Hill, Richmond Park, and St James's Park. The Royal Parks is also responsible for a number of other spaces in London, including Brompton Cemetery, Victoria Tower Gardens, the gardens of 10, 11 and 12 Downing Street, and Grosvenor Square Garden.

The Royal Parks was established on 1 April 1993 as an Executive Agency of the Department of National Heritage, renamed in July 1997 the Department for Culture, Media and Sport (DCMS).

Greenwich Park, a Grade 1 registered park, which hosts the Prime Meridian Line and Royal Observatory as well as forming the greater part of the Greenwich Maritime World Heritage Site. It forms an important setting for both the Old Royal Naval College and the Queen's House and other important National Maritime Museum buildings, as well as providing a backdrop to the town centre.

The most historic of all Royal Parks, Greenwich Park dates back to Roman times and was enclosed in 1433 and walled by James 1 from 1619. From the statue of General Wolfe, the park offers iconic views across the London Panorama and the River Thames all the way to St. Pauls Cathedral. Two of these views are designated as strategic views in the London Views Management Framework, Supplementary Planning Guidance, published in 2012 as part of the implementation of the Mayor of London's London Plan.

#### Corporate/Business Plans

##### The Royal Parks Corporate Plan 2013-16

The Royal Parks [Corporate Plan 2013-16](#) sets out its strategic objectives for: conserving and enhancing, our world class natural and built historic environment and biodiversity; engaging with visitors, stakeholders and partner organisations; managing the parks efficiently and securing investment in the parks' assets and services; and maintaining a position as a centre of professional excellence. The 2013-16 Corporate Plan can be accessed at

##### Greenwich Park Management Plan 2006-2016

The 10-year [Management Plan 2006-16](#) is the main strategic landscape management plan for the Park and sets out a management framework for the park including: context and responsibility; description, use and character; landscape strategy; management policies; and plans for implementation. The plan has been prepared within the context of the Royal Parks Framework Document (April 1993), the Royal Parks Corporate Plan (2003/4-2005/06) and the Royal Park's Citizen Charter. It is also prepared within the overall framework of the Greenwich Maritime World Heritage Site Management Plan. The 2006-16 Management Plan underpins the aims of the world Heritage Site Management Plan for protecting and maintaining the outstanding universal value of the Site and incorporates a Project Register, a dynamic component of the Management Plan setting out recent achievements and potential projects generated by or acted upon by The Royal Parks. The plan which is currently being revised as the 2014-19 Greenwich Park Management Plan but the existing plan can be accessed at

## **Greenwich Park Operations Plan 2015**

The [Operations Plan](#) is prepared as the working document for the management of the Park. It contains the annual Action Plan for the Park and records progress made in the previous year. It is updated and reviewed every year. The Operations Plan compliments the current Greenwich Park Management Plan (2006-16). The Operations Plan format was first developed in 2005 and is presented in a readily accessible form set out using the Green Flag Award Criteria.

The Operations Plan contains information from the Management Plan, The Royal Parks' Corporate Plan and other Royal Parks' documents. It is designed to be a reference document for Park Management.

## **Greenwich Hospital**

<http://www.grenhosp.org.uk/>

### **Introduction**

Greenwich Hospital is a Crown Charity governed by its Royal Charter and the Greenwich Hospital Acts 1865-1996. The Secretary of State for Defence is the sole Trustee on behalf of the Crown. He delegates day-to-day management of the Hospital through the Admiralty Board to the Director of Greenwich Hospital. The Hospital provides charitable support including annuities, sheltered housing and education to serving and retired personnel of the Royal Navy and Royal Marines and their dependants. The main beneficiary is the Royal Hospital School, founded in Greenwich in 1713 and now located in Holbrook, near Ipswich.

Greenwich Hospital has operational assets in the form of the Royal Hospital School and sheltered housing in Greenwich, Saltash and Southsea. The Hospital also has an investment property portfolio which includes: The Greenwich Estate (Greenwich Market, shops, restaurants and houses in Greenwich Town Centre); Northern Estates in Northumberland and the Scottish Borders (agricultural and commercial property and forestry); Holbrook Estate in Suffolk (agricultural land, farmhouses, cottages and other properties); and the Pollen Estate (offices, residential and retail properties in central London).

### **Corporate/Business Plans**

Greenwich Hospital has a Corporate Strategy 2014-2025 which incorporates a 50 year forward look. This sets out the framework for all of the organisation's activities.

### **Short Term (5 year) Business Plan**

A five-year Short Term Plan (STP) is prepared annually comprising individual plans for each of the Hospital's major activities, including the sheltered housing schemes, the directly held estates, quoted investments, headquarters and the Royal Hospital School. The individual STPs are prepared by the agents and managers responsible and the Royal Hospital School's STP is approved by its Board of Governors. The combined STP is approved by the Director and reviewed by the Advisory Panel and Advisory Board. A Strategic Masterplan is in place for Throckley North (property held outside of the WHS).

### **Annual Review**

The Hospital's strategy is to provide the best total return from its assets to enable the Hospital to meet its charity commitment and to maintain the real value of its property portfolio over time. It is also committed to a series of refurbishment projects to enhance and improve the quality of retail and restaurants in Greenwich Town Centre. Greenwich Hospital, publishes an Annual Review setting out its achievements, financial activities and aspirations for the future.

## Trinity Laban Conservatoire of Music and Dance

<http://www.trinitylaban.ac.uk/>

### Introduction

Trinity Laban Conservatoire of Music and Dance is the UK's only conservatoire of music and contemporary dance, leading in music and contemporary dance education. It is a Higher Education Institution under the provisions of the **Education Reform Act 1988** and the **Further and Higher Education Act 1992** that brings together performers and practitioners to train, collaborate, research and perform in inspiring creative, intellectual and physical spaces. The Conservatoire was formed in 2005 with the joining of Trinity College of Music and Laban, leading centres of music and contemporary dance. Trinity Laban is a leader in the advancement of creative artistic practice with innovative course provision, exciting performances and ground breaking education, community and social inclusion work. The Conservatoire seeks to create exciting opportunities for collaboration between instrumentalists, singers, composers, dancers and choreographers. Trinity Laban also provides opportunities for the public to encounter dance and music, and access arts health programmes.

The Faculty of Music is located within the Wren designed King Charles Court at the Old Royal Naval College whilst the Faculty of Dance, one of Europe's leading centres for the training of professional contemporary dance artists, is based in the Laban Building, in the heart of South East London's thriving arts community. Responsibility for the maintenance of the internal fabric at King Charles Court rests with Trinity Laban whilst responsibility for the external fabric of the building is shared with the Old Royal Naval College.

### Corporate/Business Plans

Trinity Laban has a Strategic Plan which is reviewed every 3 years. The current plan covers the period 2014-19 and sets out the organisation's vision, mission and values along with core aims and developmental priorities. The plan is underpinned by a Business plan, various strategic sub plans (listed below) and a number of other departmental plans reviewed on an annual basis.

- Business Plan 2014-2017
- People Strategy 2014-2017
- IT Strategy 2014-2017
- Estates Strategy 2012-2015
- Finance Strategy 2014-17
- Learning and Teaching Strategy 2014-2017
- Environment Sustainability Plan 2012-2015
- Business Continuity Plan 2013-2015

All these plans contribute either directly (e.g. the Strategic Plan, Learning and Teaching Strategy, Estates strategy and the Environment Sustainability Plan etc.) or indirectly to the management and development of the World Heritage Site. As an important anchor tenant Trinity Laban contributes significantly to the upkeep, maintenance, restoration and refurbishment of the building fabric of King Charles Court outlined in its estates strategy. In respect of other strategies and plans, Trinity Laban contributes significantly to the economy of the World Heritage Site and the local area through its students, staff, performances attracting audiences and visitors to the Site. Trinity Laban has also major impact on the cultural and community benefit of the Site and local area through its

educational and performance programmes and the local partnerships it involves itself with. Trinity Laban publishes annual audited financial statements.

## **University of Greenwich**

<http://www2.gre.ac.uk/>

### **Introduction**

The University of Greenwich is one of the leading universities in London and the academic home to a community of nearly 38,500 students, almost 20% of whom are postgraduate and a significant number of overseas students. Celebrating its 125th anniversary in 2015, the university has been judged to be world-leading with many of its award-winning staff celebrated for their academic achievements and contributions to society. The research of the business, computational engineering, nursing and science groups, and of the Natural Resources Institute is particularly noteworthy.

The University offers a wide range of degree programmes covering subjects from architecture and construction to pharmacy and science. The main campus is located within the Maritime Greenwich World Heritage Site in three baroque buildings designed by Sir Christopher Wren at the end of the 17th century. Other sites are Avery Hill, in an 86-acre park in Eltham, south-east London, and Medway, near Chatham's historic dockyard. There are four faculties supported by an Educational Development Unit: Architecture, Computing and Humanities; Business School: Education and Health; and Engineering and Science. In 2014 the University opened two new buildings on the Greenwich Campus, which are the first phase of a £160 million investment programme. The Stockwell Street building is home to the main university library and research and teaching spaces for the Departments of Architecture & Landscape, and Creative Professions & Digital Arts. The building is also perceived as a community hub where legal and business advice are offered for the local community. The Daniel Defoe Hall of Residence provides an additional 356 rooms in Greenwich. The University's Dreadnought Building on the Old Royal Naval College site is also due to be developed as a student centre from 2016, subject to planning consent.

The University Court is the main decision-making body, and has ultimate responsibility for the university's strategic plans and deployment of resources. The Court monitors the university's overall performance and holds the Vice-Chancellor accountable for effective and efficient management. The Vice-Chancellor's Office manages other areas such as risk management and business continuity. The Vice-Chancellor is the Chief Executive of the university and has overall responsibility for the management of the institution and its direction, and is accountable to the University Court.

### **Corporate/Business Plans**

The University publishes an annual report and audited financial statements along with an annual review setting out achievements and collaborations over the year. A set of policies and guidelines covering all aspects of the University's business from academic procedures to value for money in University projects are also published.

## Old Royal Naval College (ORNC)

<http://www.ornc.org/>

### Introduction

The Old Royal Naval College is the architectural centrepiece of Maritime Greenwich World Heritage Site and is reckoned to be the finest and most dramatically sited architectural and landscape ensemble in the British Isles. The site is managed by the Greenwich Foundation for the Old Royal Naval College, set up in July 1998 as a Registered Charity to "look after these magnificent buildings and their grounds for the benefit of the nation". The grounds and some of its buildings are open to visitors. The buildings were originally constructed to serve as the Royal Hospital for Seamen at Greenwich known as Greenwich Hospital, which was designed by Christopher Wren, and built between 1696 and 1712. The hospital closed in 1869. Between 1873 and 1998 it was the Royal Naval College, Greenwich. In addition to a substantial conservation programme, the ORNC has a popular public programme of concerts, festivals, talks, tours and events. Its award-winning learning programme, volunteer and community engagement programmes ensure that it holds a central place within the local community.

A board of 10 trustees governs the Greenwich Foundation and is responsible for overseeing the management of the ORNC, its overarching strategy and the appointment of the Chief Executive.

### Corporate/Business Plans

The ORNC has a Strategic Plan which is reviewed every 5 years and publishes an annual review of activities and achievements over the year and a statement of its financial position. A full Annual Report along with audited accounts is published. The current plan covers the period 2014-19 and sets out the organisation's vision, mission and aims with a review of milestones achieved from 1999-2013. Strategic goals are set out for: conservation; creating public benefit and enjoyment; and securing the future of the ORNC. The Plan is underpinned by an annual action plan. Specific Conservation Management Plans have been prepared in support of grant applications for Phases I and II of the Painted Hall Conservation Project (2012 and 2015 respectively) and a 10 Year Masterplan for the physical and operational management of the ORNC site is currently being developed.

## St Alfege Church

<http://www.st-alfege.org/>

### Introduction

St Alfege is the ancient parish church of Greenwich, its foundation dating from the martyrdom of Archbishop Alfege who was kidnapped and murdered on the site by Danish raiders in 1012. The church lies within the central Greenwich Conservation Area, where it has a preeminent presence in the street scene of Greenwich with the east portico on Church Street and the steeple dominating the town.

The present building is the third structure on the site dating from 1712-14, although it contains the lower stages of the medieval tower. The body of the church was designed by Nicholas Hawksmoor, who, with Vanburgh, were the foremost exponents of English Baroque architecture, inheriting the mantle from Sir Christopher Wren, under whom Hawksmoor worked on St Paul's Cathedral and is one of the churches built under the Fifty Churches Act of 1711. The church has connections with many famous figures in British history, including Henry VIII, Thomas Tallis, General James Wolfe, and John Flamsteed. The building and site are of significant historical, cultural, artistic and architectural significance and are a key component of the Maritime Greenwich World Heritage Site.

## **Corporate/Business Plans**

Delivery of the St Alfege mission is articulated through the St Alfege Church MAP thematic delivery plan based on three themes: Faith and Nurture; Hope, Maintenance and Development; and Love and Mission. The delivery does not currently express any specific synergies with the World Heritage Site Management Plan but is due to be reviewed in 2016 when consideration will also be given to the development of a conservation plan.

## **Royal Museums Greenwich**

<http://www.rmg.co.uk/>

### **Introduction**

Under the leadership of the National Maritime Museum, Royal Museums Greenwich comprises four sites: the National Maritime Museum, the Royal Observatory, the Queen's House and Cutty Sark. Together these constitute one museum, under the leadership of the National Maritime Museum, working to illustrate for everyone the importance of the sea, ships, time and the stars and their relationship with people. The Museum's responsibilities are to safeguard and enhance the value of its pre-eminent assets: its collections, its expertise and its buildings. The Museum's objectives are to spread the benefits of these assets by: maximizing access and inspiration for all users, satisfying stakeholders, locally, nationally and internationally, and effective organization and sound financial management.

### **National Maritime Museum**

The National Maritime Museum is the world's largest maritime museum. It's award winning galleries and temporary and permanent exhibitions focus on Britain's seafaring past and its connection without lives today. The museum receives over 1.5 million visitors a year.

### **Royal Observatory Greenwich**

Founded in 1675, Royal Observatory Greenwich is one of the most important historic scientific sites in the world and receives over 700,000 visitors a year. It is the historic home of British astronomy, Greenwich Meantime, the Meridian Line and London's planetarium.

### **The Queen's House**

The Queen's House was designed by Inigo Jones and completed around 1638 for Charles I's queen, Henrietta Maria. Designed as England's first truly classical building, the House displays a world class collection of paintings including works by Hogarth and Canaletto.

### **Cutty Sark**

Built in 1860, Cutty Sark is the world's sole-surviving tea clipper, famous for record breaking passages around the globe. The ship was re-opened in 2012 following a meticulous six-year restoration project. The ship provides exhibits and interactive displays that enable visitors to experience what life was like on board a sailing ship.

## **Corporate/Business Plans**

Royal Museums Greenwich has a Corporate Plan which sets out the Museum's aims and strategies and how they will be delivered over a five-year period. The current plan covers the period 2014-18 with four primary aims which focus on visitors, heritage and care of collections, extending the Museum's reputation, and strengthening organisation. The Museum also publishes an annual review which focuses on activities and achievements over the preceding year. Conservation plans are in place for all four sites.

## Royal Borough of Greenwich

<http://www.royalgreenwich.gov.uk/site/>

### Introduction

The Royal Borough of Greenwich is a London Borough south-east London. Taking its name from the historic town of Greenwich, the London Borough of Greenwich was formed in 1965 by the amalgamation of the former area of the Metropolitan Borough of Greenwich with part of the Metropolitan Borough of Woolwich to the east. The local council is Greenwich London Borough Council which meets in Woolwich Town Hall. The council's offices are also based in Woolwich, the main urban centre in the borough.

Greenwich was one of six host boroughs for the 2012 London Olympics and Paralympics and events were held at the Royal Artillery Barracks (shooting), Greenwich Park (equestrian) and the O2 – the former Millennium Dome (gymnastics and basketball). To mark the Diamond Jubilee of Queen Elizabeth II, Greenwich became a Royal Borough on 3 February 2012, due in part to its historic links with the English monarchy and Maritime Greenwich's UNESCO World Heritage status.

### Corporate/Business Plans

The Royal Greenwich Local Plan: Core Strategy with Detailed Policies, 2104 (the 'Core Strategy' was adopted on 30 July 2014. The Core Strategy provides a long-term vision for Royal Greenwich and also contains detailed policies to guide development. It is the key strategic planning document for the Royal Borough of Greenwich and is used to help shape development and determine planning applications.

The Core Strategy includes a range of policies which play a role in protecting the World Heritage Site. These can be found in the World Heritage Site Management Plan (Part 4, para. 4.1.20).

## Visit Greenwich

<http://www.visitgreenwich.org.uk/>

### Introduction

Visit Greenwich is a partnership-based, not-for-profit, community interest Destination Management Company set up in December 2013 to develop and promote tourism to increase visitor numbers, length of stays and visitor spend in the Royal Borough of Greenwich. The organisation works with a range of partners, large and small from independent businesses to major museums. Its partner base covers visitor attractions, accommodation providers, transport operators, meetings and events venues, the hospitality and retail sector and the travel trade and media.

Visit Greenwich is governed by a Board comprising representatives of organisations who are responsible for generating the bulk of Greenwich's visitors, namely: Royal Borough of Greenwich Royal Museums Greenwich, Greenwich Foundation for the Old Royal Naval College, London City Cruise Port, The O2/AEG Greenwich Hospital, City Cruises and Hotel representation. The Board can comprise of up to 13 Non-Executive Directors. The Royal Borough of Greenwich has two seats on the Board and the other Members one seat each. The appointment of other Non-Executive Directors reflects both financial investment into the company and the broader representation of the tourism sector. An Audit & Finance Group reports into the main Board and provides direction and scrutiny of the company's financial and HR functions. A Marketing Steering Group also reports into the main Board. It provides strategic guidance and endorsement of the company's planned marketing activities.

### **Corporate/Business Plans**

Visit Greenwich developed a Destination Management Plan (DMP), a 5-year growth vision for the Royal Borough, which was launched in 2014 and updated in 2015. The DMP is underpinned by a business Plan (currently 2016-19) and the company publishes an annual report.

## APPENDIX D: Glossary of Abbreviations

<b>CST</b>	Cutty Sark Trust
<b>DCMS</b>	Department for Culture Media and Sport
<b>DCMS</b>	Department for Culture ,Media and Sport
<b>DMC</b>	Destination Management Company
<b>DMP</b>	Destination Management Plan
<b>GH</b>	Greenwich Hospital
<b>GTCM</b>	Greenwich Town Centre Manager
<b>HLF</b>	Heritage Lottery Fund
<b>ICOMOS</b>	International Council on Monuments and Sites
<b>LPA</b>	Local Panning Authority
<b>NMM</b>	National Maritime Museum
<b>ORNC</b>	Old Royal Naval College
<b>OUV</b>	Outstanding Universal Value
<b>RBG</b>	Royal Borough of Greenwich
<b>RMG</b>	Royal Museums Greenwich
<b>StA</b>	St Alfege Church
<b>TRP</b>	The Royal Parks
<b>TfL</b>	Transport for London
<b>TL</b>	Trinity Laban Conservatoire of Music and Dance
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UOG</b>	University of Greenwich
<b>VG</b>	Visit Greenwich
<b>WHS</b>	World Heritage Site
<b>WHSC</b>	World Heritage Site Coordinator
<b>WHSEG</b>	World Heritage Site Executive Group
<b>WHSSG</b>	World Heritage Site Steering Group