

Maritime Greenwich
World Heritage Site

Management Plan

Third Review

2014



*What shall we tell you? Tales, marvellous tales.
Of ships and stars and isles where good men rest...*

The Golden Journey to Samarkand
James Elroy Flecker, 1913

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Our Vision

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



Acknowledgements

The first Maritime Greenwich World Heritage Site Management Plan, published in 1999, served as a blueprint for the regeneration of the Site with over £100 million invested in Maritime Greenwich over the five-year plan period. The second Management Plan, published in 2005 saw a similar sum invested and £75 million in grants from the Heritage Lottery Fund.

Thanks are due to all those who have contributed to the production of this third review of the Management Plan. The Plan covers the period 2012 - 2017 and has been developed and implemented as a working document since its inception in 2012. The review was initiated under the leadership of the World Heritage Site Executive chaired by Dr Kevin Fewster, Director of Royal Museums Greenwich, until February 2014 and subsequently by Brendan McCarthy, Chief Executive of the Greenwich Foundation for the Old Royal Naval College. Special thanks for undertaking this review are due to Dr Kevin Fewster, Duncan Wilson (former Director of the Greenwich Foundation for the Old Royal Naval College), Councillor Peter Brooks at The Royal Borough, Neil McCollum, Steve Pallett and Emma O'Shea at The Royal Borough of Greenwich.

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Particular thanks go to Councillor Chris Roberts, Leader of The Royal Borough of Greenwich and Chair of the World Heritage Site Steering Group from 2000-2014, for his commitment to Maritime Greenwich before and after its inscription on the World Heritage List.

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The Maritime Greenwich World Heritage Site Management Plan can be found at
www.visitgreenwich.org.uk

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PART 1: CONTEXT TO THE MANAGEMENT PLAN

1.1 Introduction

1.1.1 The inscription of Maritime Greenwich on the UNESCO World Heritage List took place in December 1997. An appropriate management system is a pre-requisite for inscription on the list and a Management Plan forms a key element of such systems, specifying how the Outstanding Universal Value¹, authenticity and integrity of a World Heritage Site² are to be maintained. Documentation relating to the inscription can be found at whc.unesco.org

1.1.2 Since 1999 Maritime Greenwich World Heritage Site has been administered with the help of 5 year Management Plans prepared under the direction of working groups drawn from national and local bodies with an interest in Maritime Greenwich. The first Plan contained an extensive action programme which was largely implemented by 2005. During this period all of the major parts of the Site were subject to substantial investment by the public and private sectors. The World Heritage Site has played a significant role in the regeneration of the local area.

1.1.3 A review of the aims and objectives of the first Plan was undertaken in 2005 and new programmes for action were set to build on the achievements of the first five years. The ensuing years saw further investment in Maritime Greenwich to provide new facilities, notably the Peter Harrison Planetarium at the Royal Observatory, Greenwich, Discover Greenwich at the Old Royal Naval College and the Sammy Ofer Wing at the National Maritime Museum³. 2012 saw the completion of further major schemes within the World Heritage Site including new ticket offices and restaurants on Greenwich Pier, the restoration of the historic clipper, *Cutty Sark*, and the renovation of the Greenwich Foot Tunnel. 2012 also saw Maritime Greenwich hosting events for the Olympic and Paralympic Games. The current Management Plan period has seen the completion of the University of Greenwich Stockwell Street scheme. A new state-of-the art Library and Academic building opened in September 2014.

1.1.4 A Management Plan sets out a framework for the protection, conservation and management of a World Heritage Site and brings together the policies and aspirations of a number of stakeholders and their willingness to work in partnership for its implementation. This Third Review 2014 has nine overarching goals. These are:

- to protect, preserve, and enhance, where possible, the Outstanding Universal Value of Maritime Greenwich World Heritage Site;
- to increase public awareness of, and interest in, the OUV of the World Heritage Site and promote its educational and cultural value;
- 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;
- 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;
- to achieve excellence of new design appropriate to a World Heritage Site; 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;

¹ Outstanding Universal Value is also referred to in this document as (abbr.) OUV.

² The term 'World Heritage Site' or (abbr.) 'WHS' is used in this document to reflect national terminology in relation to World Heritage. At international level, UNESCO refers to places inscribed on the World Heritage List as 'World Heritage Properties' or (the 'Property' or 'property'). Other in-text words – notably 'Attribute' and 'Royal' - follow normal English lower-case rules (as attribute/royal) to reduce in-text capitalisations.

³ National Maritime Museum is also referred to in this document as (abbr.) NMM

- 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;
- to maximise the benefits of hosting the 2012 Olympic and Paralympic Games Venues;
- to focus on the improvement of Greenwich Town Centre

1.1.5 The Management Plan represents a statement of commitment to the World Heritage Site by key stakeholders. It provides a framework for their activities to ensure the effective and efficient management of the Site and provides a firm platform for the conservation of this exceptionally important cultural site.

1.2 Function and Status of the Management Plan

1.2.1 Management Plans provide a policy framework for guiding and influencing current, planned or potential management initiatives at a variety of scales and for different purposes. Achieving the Plan's objectives depends on all those involved working effectively in partnership. Once agreed at national level by English Heritage⁴ (in this role to be renamed 'Historic England' from April 2015), who advise the Department for Culture, Media and Sport (DCMS), Management Plans are submitted by the DCMS to UNESCO's World Heritage Centre and then forwarded to ICOMOS⁵ for review.

1.2.2 Local Planning Authorities in the UK are expected to take relevant policies in World Heritage Site Management Plans into account in developing their strategies for the historic environment and in determining relevant planning applications.⁶ Key policies for the protection of the Maritime Greenwich World Heritage Site are included in the Local Plan⁷ of the Royal Borough of Greenwich⁸, and are reflected in the Management Plan. The intention is for the Plan to be submitted to The Royal Borough for consideration as a Supplementary Planning Document (SPD) following submission to UNESCO by DCMS.

1.3 World Heritage Convention 1972

1.3.1 World Heritage is the designation for places that are of 'Outstanding Universal Value' to humanity and, as such, have been inscribed on the World Heritage List to be protected for future generations to appreciate and enjoy. OUV means 'cultural and/or natural significance which is so exceptional as to transcend national boundaries and be of common importance for present and future generations of all humanity' (UNESCO *Operational Guidelines* 2013⁹).

1.3.2 The concept of World Heritage is at the core of the World Heritage Convention for the Protection of the World Cultural and Natural Heritage (the World Heritage Convention), adopted by UNESCO in 1972. The Convention came into force in 1975 and established a World Heritage List as a means of identifying, protecting, conserving and transmitting to future generations those parts of the world's natural and cultural heritage deemed to be of OUV and the concern of the international community as a whole. In June 2014, there were 1007 World Heritage Sites in over

⁴ English Heritage' will become the operating arm of the Historic Buildings and Monuments Commission for England responsible for conserving and presenting its 'National Collection' of historic properties, and within 8 years is intended to become an independent charity. 'Historic England' will be responsible for delivering the Commission's statutory and advisory roles in relation to the historic environment as a whole.

⁵ International Council on Monuments and Sites, Advisory Body to the World Heritage Committee

⁶ PPG, 'What are World Heritage Site management plans?' (2014)

⁷ The Royal Greenwich Local Plan: Core Strategy with Detailed Policies 2014 (subsequently referred to as the 'Core Strategy')

⁸ The Royal Borough of Greenwich is the Local Planning Authority. The Council is also referred to as 'The Royal Borough' in this document.

⁹ UNESCO *Operational Guidelines for the Implementation of the World Heritage Convention* (2013), para.49

160 countries worldwide, of which 780 were cultural, 197 natural and 30 mixed (cultural and natural) Sites.

1.3.3 The addition of a Site or monument to the World Heritage List does not in all countries confer any additional national legal protection. However, it does ensure significant international prestige and awareness and significantly raises the profile of the site within its own country. By nominating a Site for inclusion on the List, States Parties are explicitly stating their commitment to the World Heritage Convention and the importance of protecting and conserving Sites on the List.

1.3.4 The Convention and inscription of sites onto the List is overseen by the World Heritage Committee comprising representatives of 21 of the countries that have ratified the Convention, each elected for up to six years at a time. The Committee is serviced by UNESCO's World Heritage Centre in Paris. The Centre also provides technical advice to States Parties to the Convention on the preparation of nominations (for inscription), organises technical assistance on request, and co-ordinates reporting on the condition of World Heritage Sites and on emergency action to protect those considered to be under threat. It also administers the World Heritage Fund, to which all States Parties to the Convention contribute. Final decisions on nominations are made by the World Heritage Committee.

1.3.5 The Centre and the Committee are advised by three international non-governmental bodies: ICOMOS (International Council on Monuments and Sites) on cultural sites; IUCN (World Conservation Union) on natural sites; and ICCROM (International Centre for the Study of the Preservation and Restoration of Cultural Sites) on training and conservation of cultural sites.

1.3.6 The Committee publishes Operational Guidelines for the Implementation of the World Heritage Convention (known as the '*Operational Guidelines*'), last reviewed in 2013. The guidelines set out criteria for the assessment of OUV, guidance on nominations and monitoring, arrangements for Periodic Reporting and the need to facilitate an ongoing consultative process between Site managers, government officials and professionals.

1.4 World Heritage and the UK

1.4.1 DCMS is the lead government department responsible for the implementation of the World Heritage Convention in the UK. The UK ratified the Convention in 1984 and so far, 28 cultural and natural heritage sites in the UK and its Overseas Territories have been inscribed on the World Heritage List. These are shown at Appendix A. By signing up to the Convention, the UK Government has undertaken to identify, protect, conserve, and transmit such Sites to future generations.¹⁰ It is for each Government to decide how to fulfil its obligations under the World Heritage Convention. In the UK this is done through the spatial planning framework, designation of specific assets and the development of World Heritage Site Management Plans. Since 1994 it has been UK Government policy for all UK World Heritage Sites to have Management Plans.

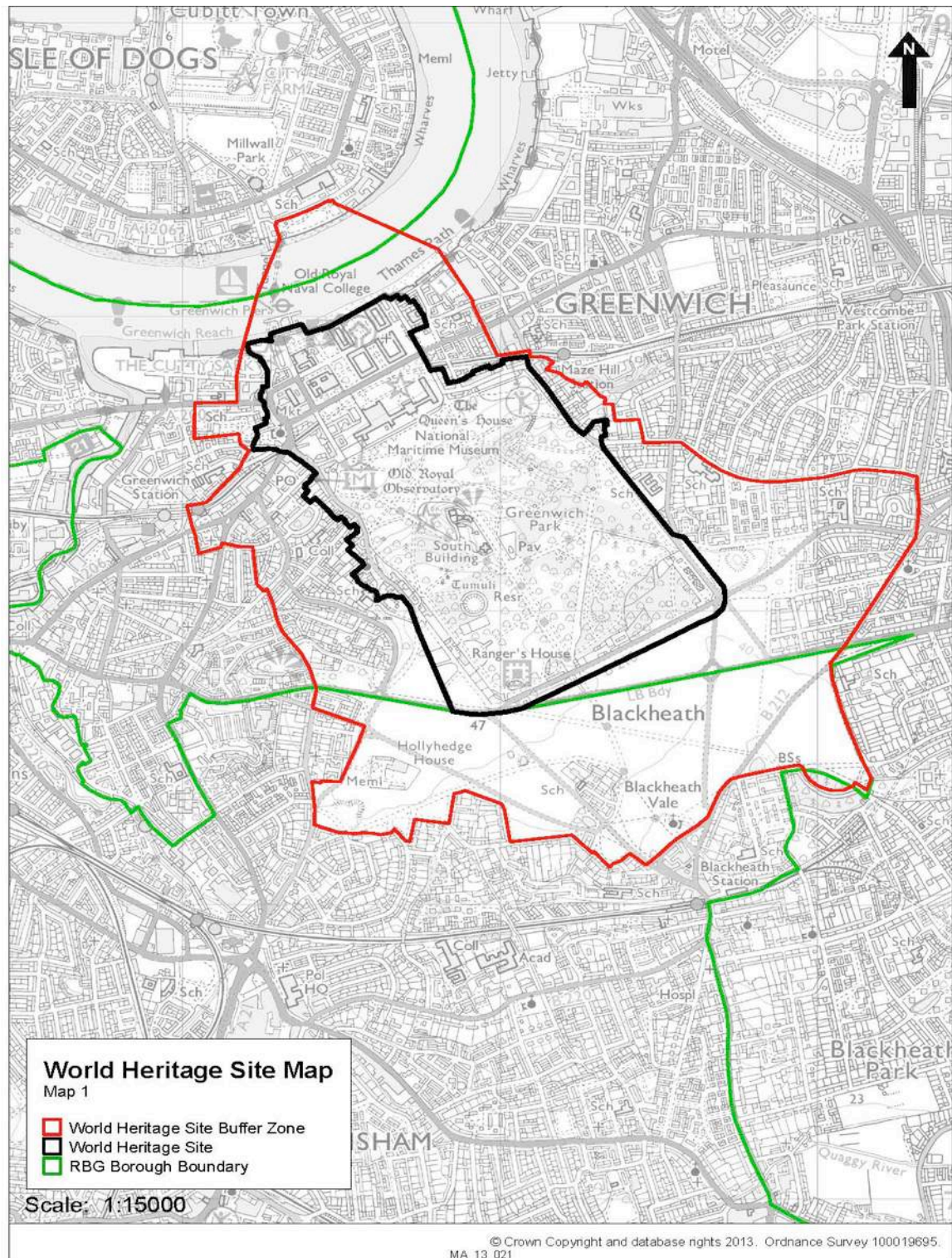
1.4.2 UK World Heritage Sites do not have separate statutory designation. However, they are a material consideration in planning decisions - national policy defines World Heritage Sites as being of 'the highest significance' and requires Local Planning Authorities and the Greater London Authority in London to 'identify and assess the particular significance of any heritage asset [including a World Heritage Site] that may be affected by a proposal (including by development affecting the setting of a heritage asset) and take this assessment into account when considering the impact of a proposal on a heritage asset.'¹¹ UK national policy states that effective management of World Heritage Sites involves both the identification and promotion of positive change that will conserve and enhance their OUV, authenticity and integrity and the modification or mitigation of changes which have a negative impact on those values (Planning Policy Guidance, March 2014).

¹⁰ UNESCO World Heritage Convention 1972, Article 4

¹¹ National Planning Policy Framework, March 2012

PART 2: DESCRIPTION AND SIGNIFICANCE

2.1 Map of the World Heritage Site (Map 1)



2.2 Location, Boundaries and Buffer Zone

Country	England, within the United Kingdom
City	London (The Royal Borough of Greenwich)
Name of World Heritage Site	Maritime Greenwich

Geographical Coordinates

Greenwich Park	TQ 3977
Royal Naval College	TQ 385778
National Maritime Museum	TQ 386776
Greenwich Town Centre	TQ 383777

2.2.1 Boundaries

2.2.1.1 The World Heritage Site encompasses the Old Royal Naval College (formally the Royal Naval College), the National Maritime Museum, the Royal Park and Greenwich Town Centre¹² bordered by the eastern and southern boundaries of Greenwich Park, including Vanbrugh Castle; General Wolfe Road to the Manor House; the western boundary of the Manor House; the boundaries of properties on the west side of Crooms Hill to 6 Crooms Hill; Stockwell Street; Roan Street to the western boundary of St Alfege Churchyard; the southern boundary of St Alfege Churchyard to include 6 to 11 St Alfege passage; the boundaries of the properties on the west side of Greenwich Church Street; the western boundary of Cutty Sark Gardens; the High Water Mark on the Thames foreshore to the eastern boundary of the Trafalgar Tavern public house; the boundary of the properties on the eastern side of Park Row to Old Woolwich Road; Park Row to the bridge over the railway; the boundaries of the properties on the eastern side of Park Row; the boundaries of the properties on the northern side of Park Vista (see Map 1).

2.2.1.2 The boundary has been carefully drawn to concentrate on the core of Maritime Greenwich, which alone is considered to meet the criteria for being of OUV. Much of the surrounding area is also of significant architectural and historical importance and has some protection from development by its status as a Conservation Area or public open space. As such the Site is afforded greater protection against low quality or inappropriate development. It should be noted that the Site is not one conservation area, rather it is covered by three conservation areas and the Buffer Zone extends into others.

2.2.2 Buffer Zone

2.2.2.1 A Buffer Zone is an area surrounding a World Heritage Site which has complementary legal and/or customary restrictions placed on its use and development to give an added layer of protection to the Site. This should include the immediate setting of the Site, important views and other areas or attributes that are functionally important as a support to the Site and its protection.

2.2.2.2 The immediate setting of the Maritime Greenwich World Heritage Site is defined by a Buffer Zone around part of its periphery. This comprises the public park to the north of the World Heritage Site, known as Island Gardens, from where the classic view of the World Heritage Site, epitomised by Canaletto in the 18th century, can still be seen; the conservation areas to the west and east of the World Heritage Site incorporating the wider 18th and 19th century development of Greenwich; and the public open space of Blackheath, the ancient common land which provides an open setting to the south of the World Heritage Site (see Map 1).

¹² Greenwich Town Centre is also referred to in this document as (abbr.) GTC

2.2.2.3 The opportunity was taken in 2005 to clarify the Buffer Zone boundaries. That followed the preparation of the Blackheath Study which put forward the inclusion of the open areas around the edge of Blackheath, defining the Buffer Zone by building frontages. The Transport for London (TfL) power station and jetty were included as important buildings with a prominent role and a significant location in respect of the inscribed area. Also included was that part of St Alfege churchyard previously excluded so that the whole of the church curtilage is now within the Buffer Zone. The churchyard has been linked to the redevelopment of the site between Bardsley Lane and Creek Road and this site was also included as new buildings here would have a significant effect on the World Heritage Site.

2.3 Statement of Outstanding Universal Value

2.3.1 Since 2008, the UNESCO World Heritage Committee has approved Statements of Outstanding Universal Value at the time of inscription. Those Sites that were inscribed before 2008 have Statements of OUV approved retrospectively by the Committee based on documentation from the time of inscription. These statements refer to the UNESCO criteria under which the Site was inscribed and describe its integrity, authenticity, and protection and management requirements. The identification of attributes in this Management Plan has been made according to the SOUV.

2.3.2 The Maritime Greenwich SOUV was approved by the World Heritage Committee at its 37th session in the summer of 2013¹³. This is set out as follows and accords with the text of the Committee decision.

Statement of Outstanding Universal Value¹⁴

Maritime Greenwich, United Kingdom of Great Britain and Northern Ireland (C 795)

Brief Synthesis

Symmetrically arranged alongside the River Thames, the ensemble of the 17th-century Queen's House, part of the last Royal Palace at Greenwich, the palatial baroque complex of the Royal Hospital for Seamen, and the Royal Observatory founded in 1675 and surrounded by the Royal Park laid out in the 1660s by André Le Nôtre, reflects two centuries of Royal patronage and represents a high point of the work of the architects Inigo Jones (1573-1652) and Christopher Wren (1632-1723), and more widely European architecture at an important stage in its evolution. It also symbolises English artistic and scientific endeavour in the 17th and 18th centuries.

Greenwich town, which grew up at the gates of the Royal Palace, provides, with its villas and formal stuccoed terraces set around St Alfege's church, rebuilt to Hawksmoor's designs in 1712-14, a setting and approach for the main ensemble.

Inigo Jones's Queen's House, as the first Palladian building in Britain, was also the direct inspiration for classical houses and villas all over the country in the two centuries after it was built.

The Royal Hospital, laid out to a master plan developed by Christopher Wren in the late 17th century and built over many decades by him and other leading architects, including Nicholas Hawksmoor, is among the most outstanding group of baroque buildings in England.

The Royal Park is a masterpiece of the application of symmetrical landscape design to irregular terrain by André Le Nôtre. It is well loved and used by residents as well as visitors to the Observatory, Old Royal Naval College and the Maritime Museum.

¹³ Committee Decision 32 COM 8E adoption of Retrospective Statements of Outstanding Universal Value

¹⁴ Text adopted by the World Heritage Committee which may contain minor textual anomalies following translation.

The Royal Observatory's astronomical work, particularly of the scientist Robert Hooke, and John Flamsteed, the first Astronomer Royal, permitted the accurate measurement of the earth's movement and also contributed to the development of global navigation. The Observatory is now the base-line for the world's time zone system and for the measurement of longitude around the globe.

Criterion (i): *The public and private buildings and the Royal Park at Greenwich form an exceptional ensemble that bears witness to human artistic and creative endeavour of the highest quality.*

Criterion (ii): *Maritime Greenwich bears witness to European architecture at an important stage of its evolution, exemplified by the work of great architects such as Inigo Jones and Christopher Wren who, inspired by developments on the continent of Europe, each shaped the architectural development of subsequent generations, while the Park exemplifies the interaction of man and nature over two centuries.*

Criterion (iv): *The Palace, Royal Naval College and Royal Park demonstrate the power, patronage and influence of the Crown in the 17th and 18th centuries and its illustration through the ability to plan and integrate culture and nature into a harmonious whole.*

Criterion (vi): *Greenwich is associated with outstanding architectural and artistic achievements as well as with scientific endeavour of the highest quality through the development of navigation and astronomy at the Royal Observatory, leading to the establishment of the Greenwich Meridian and Greenwich Mean Time as world standards.*

Integrity

The boundary of the encompasses the Old Royal Naval College, the Queen's House, Observatory, the Royal Park and buildings which fringe it, and the town centre buildings that form the approach to the formal ensemble. All the attributes of Outstanding Universal Value are included within the boundary of the property. The main threats facing the Property are from development pressures within the town that could impact adversely on its urban grain and from tall buildings, in the setting, which may have the potential to impact adversely on its visual integrity.

Authenticity

The ensemble of buildings and landscapes that comprise the Property preserve a remarkably high degree of authenticity.

The Old Royal Naval College complex, in particular the Painted Hall and Chapel, retains well its original form, design and materials. The Royal Observatory retains its original machinery and its associations with astronomical work. The management of the Old Royal Naval College as a single entity now allows for coordinated conservation of the buildings and surrounding spaces. The Observatory, Queen's House and high-quality 19th-century buildings are all managed as elements of the Maritime Museum.¹⁵

The landscape of the Royal Park retains its planned form and design to a degree with some ancient trees still surviving.

The stuccoed and slate-roofed terraces of the town that form the approach to the formal buildings and the Park retain their function as a commercial and residential centre. The coherence and conservation of buildings within the town is good although there is a need for some refurbishment and repair to the urban pattern within the property, where disrupted by World War II bombing and subsequently reinstated.

¹⁵ Now collectively managed as Royal Museums Greenwich

Protection and management requirements

The UK Government protects World Heritage Sites in England in two ways. Firstly individual buildings, monuments, gardens and landscapes are designated under the Planning (Listed Buildings and Conservation Areas) Act 1990 and the 1979 Ancient Monuments and Archaeological Areas Act and secondly through the UK spatial planning system under the provisions of the Town and Country Planning Acts.

Government guidance on protecting the Historic Environment and World Heritage is set out in the National Planning Policy Framework and Circular 07/09. Policies to protect, promote, conserve and enhance World Heritage Sites, their settings and buffer zones can be found in statutory planning documents.

The Mayor's London Plan 2011 provides a strategic social, economic, transport and environmental framework for London and its future development over the next 20-25 years and is reviewed regularly. It contains policies to protect and enhance the historic environment including World Heritage properties. Further guidance is set out in London's World Heritage Sites – Guidance on Setting and The London View Management Framework Supplementary Planning Guidance which protects important designated views, some of which focus on the property. The London Borough of Greenwich Unitary Development Plan (UDP) contains guidance to protect and promote the Maritime Greenwich which have been saved and will remain in place until the UDP is replaced by the emerging Local Development Framework (LDF). There are also policies to protect the setting of the World Heritage property included in the current statutory plans for the neighbouring London Boroughs of Lewisham and Tower Hamlets.

The Property is protected by a variety of statutory designations: the Hospital, Queen's House and Observatory buildings are Grade 1 listed buildings together with statues, railings and other buildings of all grades; and the surrounding residential buildings of Greenwich town centre lie within a Conservation Area. There are a number of scheduled monuments in the Park which is itself a Grade 1 registered park and garden and elements of the park are considered important for nature conservation.

The Royal Park is owned, managed and administered by The Royal Parks, a Crown Agency. The Queen's House and associated 19th century buildings and the Royal Observatory are in the custodianship of the Trustees of the National Maritime Museum. All elements are in a good state of conservation. The Old Royal Naval College is in the freehold of Greenwich Hospital, which remains a Crown Naval charity. The buildings are leased to Greenwich Foundation for the Old Royal Naval College, also a registered charity whose objectives are to conserve, maintain and interpret the buildings for the public. The Royal Courts are leased to Greenwich University and Trinity Laban Conservatoire of Music and Dance to form the Maritime Greenwich University Campus. Greenwich Foundation also retains and maintains a number of key buildings. Commercial activities in the town centre are coordinated by a town centre manager.

The management of the Property is guided by a Management Plan approved by all the key partners which is regularly reviewed. A World Heritage Coordinator is responsible for production and implementation of the Management Plan and overall coordination for the whole Property; this post reports to a World Heritage Executive Committee made up of key owners and managers within the Property. A World Heritage Site Steering Group made up of key local stakeholders and national organisations monitors implementation of the Management Plan. The history, value and significance of the property is now explained to visitors through Discover Greenwich, a recently opened state-of-the-art visitor centre which helps orientate visitors who then disperse through the property.

The Royal Park, like any designed landscape evolving over time, is vulnerable to erosion of detail and its maintenance and conservation form part of a detailed plan that sets out the design history of the Royal Park, and the rationale for its ongoing maintenance and future restoration of the historic landscape, in particular the way avenues and trees are managed and re-planted.

A number of high-profile annual events are held within the Royal Park some of which have several millions of spectators worldwide. For all events, appropriate safeguards were put in place to ensure there is no adverse impact on the attributes of Outstanding Universal Value, in particular on the Royal Park trees, on underground archaeology or on the surrounding buildings. The events generate worldwide interest in, and publicity for, the World Heritage property.

2.4 Attributes of Outstanding Universal Value



Maritime Greenwich World Heritage Site at time of inscription in 1997

2.4.1 Attributes that convey OUV may be tangible or intangible. Maritime Greenwich has a range of attributes which convey OUV. The Site also has other attributes which contribute to national and local values of the Site. Tangible assets are expressed in the form of historic buildings, street furniture and other fabric but there are many values that evoke responses from the senses.

2.4.2 While the Site's attributes have been identified, further work will be undertaken to analyse the impact of change and define those qualities that need to be protected from damage.

2.4.3 The Inscription of Maritime Greenwich as a World Heritage Site and its historical links with the monarchy played a significant part in the decision of Her Majesty The Queen to award the London Borough of Greenwich 'Royal' status in 2012, marking the Queen's Diamond Jubilee. Greenwich is the first borough in over a century to be awarded this honour.

2.4.4 The attributes of OUV are derived from the Statement of OUV and are represented by the following.

2.4.5 OUV Attribute 1 - The architectural ensemble of the Queen's House, the Royal Observatory, the Royal Hospital¹⁶ and The Royal Park

2.4.5.1 The group of buildings that are arranged symmetrically around a 'Grand Axis' have been likened to the Palace of Versailles in their splendour. However, unlike Versailles, the complex at Greenwich evolved over centuries, with individual assets of great importance combining to form a harmonious whole.

2.4.5.2 The first palace on the banks of the River Thames, with its hunting park behind, dates from the 15th century. Although the complex evolved into the palace associated with the Tudor kings and queens, little of this original fabric has survived. The significant part that has survived is the last addition, the Queen's House. This was begun in 1616 by Inigo Jones for Queen Anne, consort of James I after he granted her the manor, and completed in about 1638 for her successor Henrietta Maria, wife of Charles I. The first English building in the Palladian style, its history links the vanished late-medieval palace and the classical landscape of which it came to form the stylistic centre. The Queen's House was the precursor of the 'Georgian' style that dominated building design for the next two centuries.

2.4.5.3 The Royal Observatory was preceded on the same site by a 15th century watchtower and hunting lodge, considerably developed before its ruins were cleared for the Observatory to be built on the same foundations. This building, in the picturesque Jacobean style more in tune with the vanished palace than its classical successors, is mostly associated with its role as the centre of astronomical measurement, but it also forms an important part of the composition of the group.

2.4.5.4 Upon the restoration of Charles II, John Webb was engaged to construct a new palace building on the site of the former one as this was slowly cleared away, his only completed structure being to the west of the axis of the Queen's House and maintaining the view of this building from the river.

2.4.5.5 Webb adopted the grand style for this single block with monumental Portland stone facades and a giant Corinthian order for its entrance. The river elevation was even grander with, eventually, doubled porticos surmounting engaged columns stretching along the whole façade.

2.4.5.6 The later buildings which became the Royal Hospital, by Christopher Wren, Nicholas Hawksmoor and others follow the pattern set by Webb's design, although on a radically different ground plan to that which Charles II had intended. There are also individual touches such as the west elevation of King William Court and its pediment, both by Hawksmoor, which deserve special mention.

2.4.5.7 The hunting park behind the palaces, which became Greenwich Park was given a brick boundary wall by James I (1619-24). Following the Restoration, work started on the remodelling of the park in the French baroque style, the scheme being attributed to the landscape architect André Le Nôtre. The resulting plan included radiating avenues, 'giant steps' and terraces which are discernible today, organised around the north/south axis of the Queen's House.

2.4.6 OUV Attribute 2 - The masterplan of buildings and designed landscape

2.4.6.1 The scheme to extend the remaining palace buildings to become a Royal Hospital, at the instigation of Queen Mary from 1693-94, fell to Christopher Wren. Starting with the Queen's House and Webb's existing range of what became the King Charles Court, Wren evolved a scheme to extend the north/south axial symmetry of the site already established by Le Nôtre in the formal planting behind the Queen's House. The plan included three further courts set according to the axis, Queen Anne, King William and Queen Mary Courts including majestic domes to flank the squares which form the open centre of the composition. The masterplan is the dominant theme in

¹⁶ The Royal Hospital, now The Old Royal Naval College

the painting from by Canaletto from what is now Island Gardens, probably painted within a year after the complex was finished in 1751.

2.4.7 OUV Attribute 3 - The Grand Axis

2.4.7.1 The success of the composition at Greenwich was extended by Hawksmoor across the River Thames to the north as far as the tower of his church of St Anne at Limehouse.

Unfortunately, visibility of this monumental piece of civic design has been lost. Despite the early buildings of Canary Wharf being located 'off-axis', later buildings obscure the vista of St Anne's and no specific landmark has been introduced to take its place.

2.4.7.2 The 19th century church of All Saints on Blackheath was constructed so that its spire recognises and enhances the Grand Axis to the south. The dominance of this element remains and the vista along Blackheath Avenue, flanked by the chestnut trees on both sides, still forms a major part of the overall composition.

2.4.7.3 The symmetry is emphasised at local level by the fine gates to the Old Royal Naval College, including Watergate, and the National Maritime Museum with its building layouts lying on the axis. This is further punctuated by the statue of General Wolfe erected in 1930 on the same centreline, at the edge of the scarp looking over the 'oxbow' of the Thames. Wolfe is buried in the crypt of St Alfege. Although small from a distance, the statue also forms an important part of the composition seen from lower Grand Square in the Old Royal Naval College. The statue of George II (by Rysbrack, 1735) in the centre of Grand Square further reinforces the axis.

2.4.7.4 There are opportunities with further development on Canary Wharf to resurrect the relationship of the new buildings there with the Grand Axis. The vistas (north and south) from the scarp at the Wolfe statue are as significant as the view to it from Island Gardens.

2.4.8 OUV Attribute 4 - The Royal Observatory

2.4.8.1 The work of John Flamsteed and others permitted accurate measurement of the Earth's movement and contributed to the development of global navigation. The choice of Greenwich for the Prime Meridian in 1884 means that the Royal Observatory sits at the meeting point of the eastern and western hemispheres on a map of the world. It is a popular photographing opportunity for visitors to straddle the line. After dark a green laser beams out northwards along the Meridian line (see 2.6.6)

2.4.8.2 'Greenwich Mean Time' has become a world standard since 1833, 1 o'clock in the afternoon (1300 hours) has been signalled by the raising and lowering of the red 'time-ball' at the Observatory. This was intended to be visible to ships in the Thames and the former London docks as a check for chronometers and remains a symbol of the Royal Observatory's importance to navigation and seaborne trade.

2.4.8.3 The Royal Observatory contains a number of instruments connected with its role as the centre of astronomical measurement, for 'finding out longitude' and other navigational improvements: many are those with which it was originally equipped. The timepieces constructed by John Harrison for establishing longitude are also housed there, as are many others reflecting the Observatory's largely 19th century history as Britain's national facility for testing the efficiency of new developments in the field of timekeeping.



The Royal Observatory Greenwich

2.4.9 OUV Attribute 5 - Greenwich Town Centre and St Alfege Church

2.4.9.1 The original town grew up at the gates of the Royal Palace and has continued to have an important role throughout history to modern times.

2.4.9.2 Perhaps the most dominant building of the town centre is St Alfege Church, which marked the millennium of the martyrdom of St Alfege in 2012. The current building is a 'coal-tax' church of the early 18th century, designed by Hawksmoor, following the collapse of the medieval fabric in 1710. The ragstone tower of the earlier building survived and this was refaced in Portland stone by John James (Clerk of Works for Greenwich Hospital and architect for the west front of Westminster Abbey) in 1730. The great Doric east front of St Alfege has a strong presence in the Town Centre.

2.4.9.3 Greenwich Town Centre has at its core a medieval street pattern, although little early fabric is now visible. The oldest buildings lie along the west side of Greenwich Church Street. At least five of the buildings date from the late 17th century and are thus contemporary with the Old Royal Naval College. The Market area east of Church Street was completely remodelled by Joseph Kay in the 1830s, on behalf of Greenwich Hospital, which by then owned the land. The curving Turnpin Lane, running through Greenwich Market, has a medieval street line and a fine view of St Alfege to the west.

2.4.9.4 World War II bombing took a heavy toll on the Town Centre and created open sites including Cutty Sark Gardens, where the ship arrived in 1954, and the east side of Stockwell Street, where the new University of Greenwich School of Architecture is situated.



Greenwich Market

2.4.10 OUV Attribute 6 - Royal Patronage

2.4.10.1 Maritime Greenwich has been a royal manor since the early 15th century. There are significant associations between Greenwich and individual British monarchs and other members of the Royal family, from the 16th century on. There are many links but 2009, in particular, marked the 500th anniversary of the accession of Henry VIII, born at Greenwich Palace in 1491, which is where the story largely starts. Further information on royal association and patronage is found in Appendix B.

2.4.11 OUV Attribute 7 - Relationship with the River Thames

2.4.11.1 The establishment of early settlement and the foundation by the Romans of the city which became London owes much to use of the River Thames as a highway. The 'ox-bow' form of the Thames provides a natural approach to Greenwich from both up and down stream. The great buildings have always been designed to be seen primarily from the river. They have provided a magnificent spectacle throughout the various epochs, and make a statement of royal power.

2.4.11.2 The evolution of Maritime Greenwich to become a centre of scientific discovery gave a new link to maritime navigation. The 'home of time' has its daily expression in the Observatory time-ball, which was first used in 1833 and still operates daily at 1.00 p.m.

2.4.11.3 The World Heritage Site was not developed as part of London's Docklands although, until driven out by late 19th century river pollution, it had a significant local and more distant fishing fleet based on the small docks now associated with Cutty Sark Gardens and the north end of Park Row. The use of the Thames declined in the latter part of the 20th century but there has been a revival of it as a highway with riverside development and the link to the City of London by riverboats including the Thames Clippers. Once more the great composition may readily be seen by many visitors from the approaches by river.

2.4.12 OUV Attribute 8 - Silhouettes

2.4.12.1 The nature of the terrain in Maritime Greenwich, with its scarp rising up in Greenwich Park, has made the silhouette of buildings and landscape an important facet of its special character.

2.4.12.2 The famous 'Canaletto' view from the Isle of Dogs relies on the silhouette of the baroque buildings of the Old Royal Naval College and the Royal Observatory seen against a clear sky behind. There are similar silhouetted views from upstream and downstream approaches where a lack of tall buildings has maintained the dominance of the historic buildings and trees. Similarly, the approaches along the riverside paths, particularly from the east, allow a view of the whole World Heritage Site, emphasising its topography.

2.4.12.3 Greenwich Town Centre exhibits more fine silhouettes where the historic skyline of chimneys and roofs can be seen from a number of viewpoints. Although these have been spoiled by some post-war development, sufficient remain for them to be protected.

2.4.12.4. There are many individual buildings in the World Heritage Site which rely on a clear sky behind them to display their special silhouettes. As well as the domes of the Old Royal Naval College, these include Our Lady, Star of the Sea (1850) and St Alfege churches. Perhaps the most significant is *Cutty Sark* where the masts and rigging can be seen against a clear sky.



2.5 Attributes Reflecting National, Regional and Local Values

2.5.1 The Site has many assets of national, regional and local value that can be considered to support the attributes of OUV. These include: associations with royal personages and events; associations with significant people including architects, artists, scientists and astronomers of international standing; and buildings, places and aspects of national significance. In addition, the 'essence of place' contributes to the value, understanding and enjoyment of the World Heritage Site.

2.5.2 Other royal associations

2.5.2.1 Other royal associations include 'vanished uses' of sites or buildings. These include:

- **Greenwich Palace** – a major site for the spectacular reception of royal visitors and embassies under Henry VIII, including the Emperor Charles V in 1522 and the French embassy of 1527, which echoed the Field of the Cloth of Gold. Jousting on the Palace tiltyard – now the NMM north-east lawns – played a significant part in these events – so equestrian 'Olympics' at Greenwich were nothing new.
- **The Queen's House** and **Hospital** also have a history of post-Civil War departures and arrivals, including of royal brides (e.g. Princess Augusta of Saxe-Gotha to marry Frederick, Prince of Wales in 1736).
- **The Royal Naval College (now Old Royal Naval College)**, which as 'the Navy's university' occupied the Wren buildings of Greenwich Hospital from 1873 to 1998 and during that time saw many members of the royal family in many capacities. **HRH The Duke of Edinburgh**, **HRH The Prince of Wales** and the **HRH The Duke of York** all attended the College.
- **The Royal Observatory** – now a museum site, but obviously one celebrating its own history as an active working observatory until just after the Second World War.
- **Montagu House** – of which only a rear wall and 'Queen Caroline's Bath' now exist alongside the Ranger's House on the edge of Greenwich Park. However, it was the home of Queen Caroline, estranged wife of George IV, who also arrived at Greenwich for her marriage in 1795. (Met by a guard of honour of naval pensioners she asked, in French, '*what, do all men in England lack an arm or a leg?*').
- **Elizabeth I** knighted Francis Drake at Deptford in 1581, after his *Golden Hind* circumnavigation of the globe (as HM The Queen knighted Francis Chichester, with the same sword, at the Royal Naval College, Greenwich, after his own circumnavigation in 1967). Only a few historic parts remain but the presence of these two dockyards – which largely closed in the 1860s – made Greenwich Hospital the London base for the **royal yachts** from the 17th century to the end of the age of sail. **Charles II** and **James, Duke of York (later James II)**, imported yachting from Holland and raced their own early ones on the Thames. The first three **Georges** used Greenwich as the regular departure point to and from Hanover, and the royal yachts (of which there were always several) were also used for diplomatic traffic and other VIP's, including the arrival of royal brides from the continent.

2.5.3 Scientists and astronomers who are associated with Greenwich:

- Sir Christopher Wren (astronomer and architect)
- Robert Hooke (scientist, astronomer and Secretary of the Royal Society)
- Sir Jonas Moore (astronomer and military engineer)
- John Flamsteed (1st Astronomer Royal)
- Edmond Halley (2nd Astronomer Royal)
- Nevil Maskelyne (5th Astronomer Royal)
- John Harrison (clock-maker)

- George Biddell Airy (7th Astronomer Royal and founder of public 'Greenwich Time')

2.5.4 Architects* and artists of national and international standing

- Inigo Jones*
- John Webb*
- Andre le Notre (landscape designer)
- Sir Christopher Wren*
- Nicholas Hawksmoor*
- John James*
- Sir John Vanbrugh (architect and playwright)
- Sir James Thornhill (decorative painter)
- Colen Campbell*
- Thomas Ripley*
- James 'Athenian' Stuart*
- William Newton*
- Sir Benjamin West (painter, President of the Royal Academy)
- Daniel Asher Alexander*
- John Yenn*
- Joseph Kay*
- Philip Hardwick*
- Charles Pasley [junior] (military engineer/architect)
- Sir Andrew Clark (military engineer/architect)
- Sir Edwin Lutyens*

2.5.5 Associations with significant persons and events

- The measurement of longitude.
- The establishment of Greenwich Mean Time (1851) and longitude 0° at Greenwich as Prime Meridian of the world (1884).
- The martyrdom of St Alfege, 1012.
- Henry VII rebuilds the Plantagenet Palace of Placentia as Greenwich Palace, c. 1500.
- The birthplace of King Henry VIII (at Placentia, 1491), Queen Mary I and Queen Elizabeth I.
- Henry VIII's first and fourth marriages (to Catherine of Aragon and Anne of Cleves)
- The death of Edward VI at 'Old Court', east Greenwich. 1553
- Signing of the death warrants of Anne Boleyn (1536) and Mary, Queen of Scots (1587).
- The burial of the composer Thomas Tallis in St Alfege Church, 1585.
- The burial of James Wolfe in St Alfege Church, 1759.
- The receipt of the body of Admiral Lord Nelson (Dec. 1805), its lying-in-state and conveyance to Whitehall prior to burial in St Paul's Cathedral (8 Jan. 1806) .
- Completion of the London to Greenwich railway in 1840 and its extension east of the Park in 1878.
- The building of the Greenwich Foot Tunnel in 1902.
- The arrival of *Cutty Sark* in 1954
- Extension of the Docklands Light Railway to Greenwich in 1999. (By putting Maritime Greenwich, Deptford and Lewisham – and later Woolwich - on the London Underground map, the public perceptual effect of this is hard to overstate.)
- Royal Borough status granted, 2012.

- Hosting the Olympic and Paralympic Games, 2012.

2.5.6 Individual Buildings, places and aspects of national significance

2.5.6.1 The following represent additional attributes which, while not being assessed as forming part of the OUV of the World Heritage Site nevertheless contribute significantly to the World Heritage Site.

2.5.7 Major attributes of OUV

- The Royal Hospital (Old Royal Naval College)
- The National Maritime Museum
- The Peter Harrison Planetarium
- *Cutty Sark*
- Greenwich Town Centre
- Greenwich Market
- Greenwich riverside

2.5.8 Buildings and items of special interest

2.5.8.1 Some of those listed below are historic buildings on the statutory and local lists as well as ancient monuments. The lists and descriptions may be obtained from The Royal Borough of Greenwich or www.english-heritage.org.uk. An Inventory of Buildings of Special Architectural or Historic Interest and Monuments Scheduled under the Ancient Monuments and Archaeological Areas Act 1979 is shown at Appendix C.

2.5.9 Old Royal Naval College

- The Four Courts of King William, King Charles, Queen Mary and Queen Anne
- The Painted Hall
- The Nelson Room
- The Chapel
- The Franklin Memorial
- Dreadnought House
- The Pepys Building
- West Gate, College Approach
- East Gate, Park Row
- The 'Hardwick' landscape including lawns, paths and railings
- The Water Gate
- Grand Axis (or Royal) Gates, Romney Road
- Perimeter railings
- Rysbrack's statue of George II
- New Zealand (Maori War) Monument
- Discover Greenwich (visitor centre)

2.5.10 National Maritime Museum

- Queen's House colonnades
- William IV statue
- Neptune Court
- Royal (Grand Axis) Gates

2.5.11 The Royal Observatory

- Royal Observatory time-ball
- The Prime Meridian line
- John Harrison's marine timekeepers

2.5.12 Devonport House

- Devonport House (c. 1930, with Newton's 1782-3 rear wing)
- The Greenwich Pensioners' burial ground (1749-1857) and memorials
- The Greenwich Hospital officers' Mausoleum and burial plot

2.5.13 Greenwich Town Centre

- The Joseph Kay frontages (largely 1830s)
- The west-side buildings of Greenwich Church Street (1690s on)
- York-stone paving (as reinstated from other surfaces, c. 1998 on)
- K6 telephone kiosks

2.5.14 Greenwich Market

- Market roof
- Floorstones, setts and cobbles (all re-set/ replaced c. 1998)

2.5.15 Greenwich Riverside

- Greenwich Pier
- Five-Foot Walk
- Water Gate stairs
- Garden Stairs
- Bellot Memorial (1855)

2.6 The Essence of the Place in Senses



The Queen Anne House in Springtime, The Royal Museums Greenwich

2.6.1 The following give a sense of the character of Maritime Greenwich as given by local people. These may be considered to demonstrate some of the local values of the place.

2.6.2 Touch

- Multi-textured place with grass, trees, water, wood and stone
- Natural and built places
- New and old together
- Smooth and rough qualities
- Awareness of touching history
- Touching a real and authentic place

2.6.3 Sounds

- Music from Trinity Laban Conservatoire
- Clocks
- Waves and water
- Birdsong
- Different voices
- Lively places
- Night-time sounds
- Contrast between busy and quiet places
- Water features outside Sammy Ofer Wing

2.6.4 Smells

- *Cutty Sark* tar
- The river at low and high tides
- Greenwich Market
- Mown grass
- Fresh flowers
- Fresh air

2.6.5 Colours

- Blue/black skies and river
- Sunsets at high tide
- Silhouettes of historic roofscapes against sunsets
- Dark shadows
- Green spaces
- White stone and stucco buildings
- Red-brick houses
- Green railings
- The red time-ball
- Gold weather vanes
- Green Prime Meridian laser beam
- 'House' colours of Greenwich Market, National Maritime Museum, Greenwich Foundation
- Red telephone boxes

2.6.6 Maritime Greenwich at Night

- Views of Canary Wharf
- Floodlit facades of great buildings
- Floodlit masts and rigging of *Cutty Sark*
- Town Centre shopfronts
- Meridian laser beam (currently switched off following new building at a distance on the Meridian Line - to be reviewed)
- Dark skies above the Park
- Dark places away from main streets

PART 3: CURRENT STATE OF THE WORLD HERITAGE SITE

3.1 Overview

3.1.1 The original World Heritage Site Management Plan was prepared in 1999 following the UNESCO inscription of 1997. That document provided the basis for managing Maritime Greenwich, giving vision and direction for the extensive public and private investment that subsequently took place. Following a review of the Management Plan in 2005, emphasis was placed on individual development projects. Many of these have come to fruition in the last few years and the key focus of the Third Review 2014 is the overall management of the Site, with marketing, visitor management and learning programmes being evolved to match greatly increased visitor numbers. Maritime Greenwich has become a much more complex place as it has evolved into a major visitor destination in a rapidly changing London context. The hosting of the 2012 Olympic and Paralympic Games, and the post-Games period, have brought new opportunities in the wake of global attention.

3.1.2 Much has happened in and around the World Heritage Site since 1997. Most of the Site is in a better state of conservation than it has been for very many years. The Old Royal Naval College has benefited from its establishment as a campus for the University of Greenwich and the Trinity Laban Conservatoire of Music and Dance, an entirely appropriate and sustainable use for its internationally important buildings. The fabric has been brought up to a good state of repair and the landscape setting improved to provide, effectively, a public space for the enjoyment of all. 'Discover Greenwich', the remodelled visitor centre which opened in 2010, now forms an excellent starting point for visitors. The Greenwich Tourist Information Centre alongside it welcomes over 300,000 visitors a year and won a Gold award in the VisitEngland Awards for Excellence in 2013. As a tourist attraction in its own right, the Old Royal Naval College welcomes 1.8m visitors per year. The National Maritime Museum has gone from strength to strength with the construction of new facilities – Neptune Court (1999) at the Museum itself and the Peter Harrison Planetarium at the Royal Observatory (2007). The completion of the Sammy Ofer Wing in 2011 brings the Museum complex into a new era of accessibility and interpretation. Greenwich Park continues to be one of the great joys of the capital.

3.1.3 The University of Greenwich scheme for a School of Architecture and Construction Engineering, and a new Library, in Stockwell Street has developed a vacant site and added an exciting new dimension to Greenwich Town Centre. The completion of the *Cutty Sark* restoration together with the re-landscaping of Cutty Sark Gardens, the development of Greenwich Pier and the restoration of the Greenwich Foot Tunnel has meant that the northern part of the World Heritage Site has received significant attention.

3.1.4 It may be possible to attribute the five-fold increase in visitor numbers since Inscription, assessed at 18 million in 2012 to the Royal Borough as a whole, 9 million of which visit the World Heritage Site, to the investment that has gone into the Site. Some £131 million has been invested, with Heritage Lottery Fund grants exceeding £75 million. Marketing the World Heritage Site as a visitor destination has been very successful and it is likely that the current Management Plan period will see a further dramatic increase in visitor numbers. Increases in visitor numbers are subject to continuing review as part of visitor management programmes at individual partner organisations to maximise opportunities whilst at the same time ensuring that there is no detrimental impact to the OUV of the World Heritage Site. The broader issue of visitor management is a key element of a Destination Management Plan (DMP) being drawn up by Visit Greenwich in consultation with the World Heritage Site Executive. The DMP, with a 5 year forward look, was completed and published in the autumn of 2014.

3.1.5 Access to Maritime Greenwich was greatly improved with the arrival of the Docklands Light Railway in 1999 which has been further improved with an upgrade to five-coach trains. The Thames Clipper service of fast riverboats has added a new option for visitors, emphasising the

historic links with the river and making the World Heritage Site accessible from piers up and down stream, and linking it to other London World Heritage Sites at Kew, Westminster and the Tower of London.

3.2 Historical Background

3.2.1 Archaeology

3.2.1.1 The name Greenwich is Anglo-Saxon meaning 'green port' or 'trading place'. The 'wich' ending is extremely significant in South-East England, only Greenwich and Woolwich on the Thames have these endings, indicating areas where dry soils (gravel at Greenwich, sand at Woolwich) meet the river. The ending is also found in two former Kentish ports, Sandwich and Fordwich. Human settlement here long predates this name.

3.2.2 The Historical Development of Maritime Greenwich

3.2.2.1 The ongoing development of Maritime Greenwich has created an archaeological and cultural heritage notable for its diversity.

3.2.2.2 Many prehistoric artefacts, including Mesolithic and Neolithic stone tools and Bronze Age metalwork, have been found in the Thames at Greenwich and also within Greenwich Park. These may represent acts of deliberate deposition, indicating ritual perceptions of the river.

3.2.2.3 Prehistoric and early Anglo-Saxon burials occupy the escarpment overlooking the Thames, exploiting the distinctive local topography to create a visual memorial to early communities.

3.2.2.4 A small Romano-British building within Greenwich Park, dating from the 1st – 4th centuries AD, surmounts the escarpment, and appears to be a shrine sited at the head of a small combe, north of a Roman road crossing Shooters Hill. Archaeological work since 1999 has suggested this may have been connected with a Roman military encampment.

3.2.2.5 The Benedictines of St Peter's and St Paul's of Ghent pursued monastic orders at Greenwich from c. 918 until 1414, establishing an alien priory on land which had previously been a royal riverside estate.

3.2.2.6 The martyrdom of St Alfege, Archbishop of Canterbury by Viking forces encamped at Greenwich in 1012, is commemorated in the foundation of the medieval parish church which carries his name.

3.2.2.7 A position at the entrance to the historic port of London ensured maritime trade was a prominent aspect of the local secular economy in Greenwich throughout the medieval and post-medieval period. During this period ships from Greenwich contributed to naval fleets periodically organised by the Crown. The Domesday entry refers to a port, and remains of Saxo-Norman and later village settlements which might include dock facilities and wharfage in the area west of the alien priory. Further 11th century records suggest Greenwich held a riverside market, trading in both local and overseas products. An early medieval date for the village is also suggested by the pre 1830 plan form, shown in maps of the town which pre-date Joseph Kay's remodelling. Limited survival of early street alignments is probably restricted to Crooms Hill, Greenwich Church Street and Turnpin Lane.

3.2.2.8 The area of foreshore in front of the Old Royal Naval College has surviving archaeological features of two baseplates with twelve associated posts. These have been interpreted as a jetty structure of Tudor date. There are also up to one hundred other posts associated with the use of the foreshore and river. Dates for these are as yet uncertain but they are clearly associated with the various building phases of the site.

3.2.2.9 In 1427 Humphrey, Duke of Gloucester built a substantial riverside manor house on the site of the alien priory. The estate passed to the Crown in 1447, becoming a favoured royal palace, known as Placentia – ‘the pleasant place’ – remains of which survive from the waterfront, under the Old Royal Naval College, and south of the Queen’s House. In about 1500 Henry VII re-built the manor house, creating the far more substantial Palace of Greenwich, which was subject to further extensive alterations and additions under Henry VIII, including the construction of a royal armoury.

3.2.2.10 Greenwich Park was enclosed by Humphrey in 1433 and a crenelated watch tower constructed on the escarpment. Remains of this tower may survive beneath the Royal Observatory buildings. The Park, originally intended as a deer park, was walled by James I from 1619, confirming the tripartite division of Greenwich into a closely grouped arrangement of Palace, Park and village.

3.2.2.11 The fact that the Park was set aside, initially for royal and subsequently for public use, means that it has escaped the process of urbanisation and agricultural intensification which has destroyed or concealed archaeology elsewhere. Elements of the complex history of the area, including successive boundary and garden features, are preserved both on and beneath the ground surface producing a landscape of enormous archaeological value. Greenwich Park has some outstanding archaeological monuments and preserves elements of all phases in the area’s history including: the site of a small Roman temple; the cemetery of Anglo-Saxons; patterns of medieval land use; the gardens of Charles II; and earthworks and air-raid shelters relating to the Second World War. A system of tunnels and conduits, designed to bring water from Blackheath to the buildings of the Royal Hospital for Seamen, provides an interesting dimension to the underground landscape.

3.2.2.12 The Observant Friars, also known as the Greyfriars, established an order on land adjoining the royal palace, through a grant confirmed by Henry VII in 1485. The friars’ church was used for royal baptisms and marriages until their expulsion in 1559.

3.2.2.13 A number of substantial buildings were constructed for aristocratic residents attending the court, especially following the expansion of the Palace of Greenwich by Henry VII and VIII. These properties, which included Swan House, Copt Hall and Compton House, were demolished to make way for the 19th-century planned town or during industrial riverside development east of the former Palace site.

3.2.3 Royal Maritime and Scientific Associations

3.2.3.1 Greenwich has had long and close associations with royalty. In the 10th century it was owned by King Edgar who granted the manor to the Abbey of Ghent in 964. In the 15th century, it passed to Duke Humphrey, the uncle of Henry VI, and it was first developed as a royal residence when Henry and Margaret of Anjou built the Palace of Placentia here, subsequently redeveloped by Henry VII as the Palace of Greenwich. Henry VIII was born at Placentia. Mary I and Elizabeth I were also born in Henry VII’s palace, and it was there that Henry VIII signed Anne Boleyn’s death warrant and his daughter, Elizabeth I, signed that of Mary, Queen of Scots.

3.2.3.2 James I of England and VI of Scotland settled the Palace on his wife, Anne of Denmark, who in 1616 commissioned the Queen’s House - arguably Britain’s first true Renaissance building from Inigo Jones, confirming Greenwich’s status as a favoured royal residence. While neighbouring Woolwich and Deptford were developing as industrial centres, Greenwich itself became more aristocratic, as many courtiers built houses there.

3.2.3.3 During the Interregnum, Parliament used the Tudor palace as a biscuit factory, and kept Dutch prisoners here in 1652–53. By the time of the Restoration (1660) it was in a sorry state. Charles II commissioned Le Nôtre to lay out the Park with formal planting, and commissioned a new palace from John Webb. Part of the Tudor palace was demolished to make way for one wing of the new palace, begun in 1664, and the rest slowly cleared away by around 1700.

3.2.3.4 The accession of William and Mary in 1689 brought further momentous change to Greenwich. William's asthmatic constitution did not allow him to reside here and Greenwich's days as a royal residence ended. In 1692, Queen Mary ordered that Charles II's work should be continued as a hospital for retired seamen. Christopher Wren devised the masterplan for the site and was assisted by Nicholas Hawksmoor. Subsequent architects during the long building period include Colen Campbell, Thomas Ripley, James 'Athenian' Stuart and John Yenn. From 1806 the Queen's House became a school for the children of seamen, with the addition of long colonnades and wings (added 1807- c.1811) by Daniel Asher Alexander, the basis of the present National Maritime Museum buildings.

3.2.3.5 Greenwich had also been developing in another direction, claiming a major position in the history of science as well as in royal, naval and architectural history. In the 17th century the role of astronomy in navigation was being developed. In 1675 Wren and Robert Hooke designed the picturesque turreted Royal Observatory on the bluff overlooking the old palace for John Flamsteed, the first Astronomer Royal. It was here that the pre-eminence of Greenwich in maritime and scientific traditions became established, culminating in 1884 with the adoption of the Greenwich Meridian and Greenwich Mean Time as the world standards for the measurement of space and time.

3.2.3.6 Throughout the 18th century, villas were built by aristocrats and merchants in Greenwich, a number of which survive. Today, the Ranger's House is the most important of these but Vanbrugh Castle is the most unusual. With the departure of the royal court and the rise of the dockyard-related industries, Greenwich lost its status as a fashionable suburb. The town remained prosperous however, favoured as a residential area by sea-captains, naval officers and merchants. Until the 17th century, the little town had comprised timber-framed houses. From the Restoration onwards these were gradually re-fronted or replaced by two- and three-storey brick terraced houses, like those on Crooms Hill. In the 1830s, Joseph Kay's building of the new market-place and the grand stuccoed terraces around it replaced several of the narrow alleys of the old medieval village.

3.2.4 Architectural History



The National Maritime Museum

3.2.4.1 Maritime Greenwich has an outstanding heritage of historic buildings, monuments and public spaces of international importance. Within the town are set-pieces by some of Europe's most gifted architects. Inigo Jones's Queen's House, one of the first Palladian buildings in England; the spectacular Royal Naval Hospital by Sir Christopher Wren, John Webb and Nicholas Hawksmoor, a remarkable baroque composition of immense architectural significance; and the church of St Alfege, by Nicholas Hawksmoor and completed by John James. Beyond, Greenwich Park comprises the leading expression of English baroque landscape planning in the capital, crowned by the old Royal Observatory, a symbol of Britain's scientific and maritime pre-eminence, later given very tangible form with the universal adoption of the Greenwich Meridian in 1884.

3.2.4.2 Alongside this unparalleled complex of buildings and spaces the Town Centre as a whole represents an evocative survival of Georgian and Victorian London. Sea captains' houses of the 18th century bear witness to Britain's internationally important maritime tradition, reinforced by the presence of the *Cutty Sark*. One of the finest surviving sailing ships in the world, her spars and rigging are visible over the Town Centre as a potent reminder of the naval and maritime character of the entire area, and the long association between Greenwich, the River Thames and the sea.

3.2.4.3 Today, Maritime Greenwich stands as a visible reminder of this rich and complex history, demonstrating in built and landscape form a key element of Britain's contribution to the cultural, architectural and scientific development of Europe over five centuries.

3.3 Environmental Information

3.3.1 Geology and Topography

3.3.1.1 Maritime Greenwich is located close to the south bank of the River Thames, approximately six miles south-east of central London. The underlying geology consists of river-terrace deposits, primarily sands and gravels. The highest points of the World Heritage Site lie on a level plateau of coarse pebbles and sands, which stretches south to Blackheath. The northern edge of this shelf or terrace is marked by a steep unstable escarpment, which drops some 30 metres, or nearly 100 feet, across an outcrop of sands and loams interlaced with seams of clay. The seeping of water through the permeable Blackheath beds produced springs at the junction with the clay and led to the appearance over time of distinctive valleys. The foot of the slope covers a narrow outcrop of Thanet sands, which are mostly masked by sand and gravel Ice-Age deposits.

3.3.2 Ecology and Wildlife

3.3.2.1 At the time of the enclosure of Greenwich Park (1433) the underlying sands, gravels and pebble beds of the river terraces were covered by a rough heath, pasture and furze. Despite centuries of use as a public park, fragments of the original acid grassland, a habitat rare in London, can still be found and cover the whole swathe of undulating land on the plateau on the western side of the Park. On the steeper slopes the fine grasses have been allowed to grow and flower and provide cover for wildlife as well as a welcome contrast to the more intensively maintained lawns. These 'rougher' areas also give a clue to the Park's former character as open heathland and a medieval hunting park.

3.3.2.2 The landscape of the medieval hunting park was transformed during the 17th century by the implementation of the 'Grand Plan' to create a formal designed landscape including tree-lined avenues and walks. A large number of impressive veteran oak and sweet chestnut trees remain from this period and are more than 400 years old. These trees are a magnificent sight with their huge girth and twisted, gnarled bark. The Park has been recognized as supporting a large population of stag beetle, whose presence has been attributed to these ancient trees. It is likely that the trees support an important range of flora and fauna.

3.3.2.3 In the south-east corner of the Park is the 'Wilderness', or deer park, where red deer and fallow deer graze in an enclosure with semi-improved acid grassland and scattered mature parkland trees. Deer were introduced to the Park by Henry VIII in 1515, and ran free there until 1925. A number of woodland sanctuaries surround the deer enclosure and consist of patches of woodland fenced off from deer and public. These contain a mix of native and ornamental species and a dense shrub under storey. The woodlands are a haven for wildlife and support a diverse range of woodland birds including, among others, nuthatch, tree creeper, goldfinches and greenfinch, tawny owl, green woodpecker, great spotted woodpecker and lesser-spotted woodpecker. A large population of foxes have found a refuge in the area and badgers have been sighted.

3.3.2.4 Concealed behind brick walls at the north-east end of the Park is a thin strip of land planted as an orchard in the early 18th century. It was used as an allotment in the Second World War before being abandoned to self-sown sycamores. The Royal Parks finished recreating an orchard there with heritage fruit trees and wildlife habitats in 2013. Post Olympics, the Royal Parks created a new herbaceous border along the northern boundary.

3.3.2.5 The reservoir within the Park, owned by Thames Water, has developed a plant community of unique richness within Maritime Greenwich. The site covers about 0.75 hectares with a grass-covered dome surrounded by numerous trees and shrubs. Public access is banned. Combined with its particular structure, soil, climate and a greatly reduced mowing regime, the natural world has been allowed to flourish undisturbed for about 150 years. A survey in August 1994 revealed thirty species of herbs and grasses, some four or five times greater than on comparable sites elsewhere in the Park, which could attract a greater variety of invertebrates than other parts of the Park.

3.3.2.6 A Management Plan is in place for Greenwich Park for the period 2006-2014. The Plan provides the mechanism to conserve and enhance the essential and varied character of Greenwich Park and identifies opportunities to conserve and enhance biodiversity there. It includes a Conservation Statement based on Government policy guidance which sets out the long-term ethos for the Park's future management and development and establishes the Park's role within forthcoming biodiversity strategies being prepared for London and The Royal Borough of Greenwich. This Management Plan was 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, and sits within the overall framework of the Maritime Greenwich World Heritage Site Management Plan. In general terms, separate Management Plans are consistent with the World Heritage Site Management Plan and underpin the aims of protecting the OUV of the Site. The Plan can be found at the link: <http://www.royalparks.org.uk/parks/greenwich-park/about-greenwich-park/park-management-plans>. The Greenwich Park Management Plan is currently being re-written to cover the period 2014-2019.

3.3.2.7 The Park as a whole is a Grade 1 listed landscape and a Site of Metropolitan Importance for Nature Conservation. Such sites contain the best examples of London's habitats, sites which contain rare species, rare assemblages of species, or are of particular significance within large areas of otherwise heavily built up London.

3.3.2.8 The River Thames and its foreshore is also a Site of Metropolitan Importance for Nature Conservation. The foreshore is very important for feeding waders and proposals which encroach on this area require careful consideration. Although opening up of the riverside for public access is to be generally welcomed, this can lead to disturbance to birds unless some screening is retained and there may be opportunities to create new or enhanced habitat during works to the river walls and adjoining land.

3.4 Interests

3.4.1 Land Uses

3.4.1.1 All of the buildings within the World Heritage Site are in use, or are under active consideration for re-use. All are visible from the street. Many are also accessible to the public because of the special interest of their interiors (such as museums), or their use (such as churches). Those buildings specifically open to the public are identified in the building and monuments inventory at Appendix C.

3.4.2 Ownerships

3.4.2.1 There are over 100 private and public owners associated with the Maritime Greenwich World Heritage Site but the great majority of public monuments and the Royal Park are owned

directly by the Crown. In the case of the Old Royal Naval College, the freehold is owned on behalf of the Crown by the Greenwich Hospital; the Hospital also owns a considerable number of town-centre properties as well as other properties across the UK, generating funds for its charitable purpose of supporting 25,000 Naval beneficiaries. The National Maritime Museum, encompassing the Queen's House and Royal Observatory, and The Royal Parks are significant landholding organisations.

3.4.3 Economic Interests

3.4.3.1 The historic sites of Maritime Greenwich including the Old Royal Naval College, Royal Museums Greenwich (operationally comprising the National Maritime Museum, Queen's House, *Cutty Sark* and Royal Observatory) and Greenwich Park, as well as the vibrant market in the Town Centre, together help to bring some 9 million visitors to the Site annually.

3.4.3.2 Royal Museums Greenwich comprises a major, diverse visitor attraction in their own right but there are a number of other attractions (the Fan Museum and Ranger's House included) which support a large tourism economy.

3.4.3.3 The Town Centre is a dynamic and thriving shopping centre for the local residential population and provides economic opportunities for shopkeepers and traders. There are also a number of successful markets, which are popular with visitors, and numerous specialist craft and antique shops. Much of the Town Centre Site is owned by Greenwich Hospital, which ties it in economically with the major historic sites. A significant stimulus to the local economy is the annual Greenwich and Docklands International Festival. This brings large numbers of people to the local entertainment and cultural sites, which include pubs, bars, restaurants, a cinema, theatres and art galleries. There are other events including London Open House and the London Marathon, which have emerged as special occasions throughout the year along with special events such as the Tall Ships Festival in the summer of 2014.

3.5 Conservation

3.5.1 The very special quality and value of the buildings and spaces which make up Maritime Greenwich have long been recognised, and this has certainly contributed to their good state of preservation today. The major public buildings and the Park were developed for and have remained in the ownership of the Crown through the agency of Greenwich Hospital and the Greenwich Foundation for the Old Royal Naval College, the National Maritime Museum and The Royal Parks, who continue to maintain them in good order.

3.5.2 The enactment of Listed Buildings and Conservation Area legislation since 1967 has ensured that proposals for new buildings are scrutinised by the Local Planning Authority.¹⁷ The current legislation, Planning (Listed Building and Conservation Areas) Act 1990 is the primary Act followed by LPAs to meet statutory requirements with regard to LPA functions. In accordance with this legislation all proposals to demolish, alter and extend historic buildings, as well as proposals for new buildings within Maritime Greenwich are publicly advertised and subject to rigorous scrutiny by the LPA, English Heritage, and if necessary the Secretary of State for Communities and Local Government. The whole of the World Heritage Site is therefore protected by measures aimed at combatting the adverse impact of inappropriate development.

3.5.3 The LPA with responsibility for controlling change is The Royal Borough of Greenwich In addition to its duties and responsibilities in relation to the buildings themselves, The Royal Borough is committed to seeking improvements to the historic environment of Maritime Greenwich wherever possible. English Heritage supports and monitors The Royal Borough in the exercise of its powers in relation to historic buildings and conservation areas, as well as providing advice to the Secretaries of State at the Departments for Culture, Media and Sport and Communities and Local Government.

¹⁷ Local Planning Authority is also referred to as (abbr.) LPA

3.5.4 It is helpful to consider the issue of resources on both a capital and revenue basis. The first five years of Inscription saw capital investment of some £130 million in the Site from the public and private sectors. The result of this capital was to secure the future of the Old Royal Naval College, in association with Greenwich University and Trinity Laban Conservatoire of Music and Dance, and that of the National Maritime Museum in terms of core-building renewal. The Docklands Light Railway station at *Cutty Sark* - for which the cost had to be met locally since it was not part of the statutory provision - and its associated development represents investment in the transport links vital to sustain the role of the area in the future. There is, however, still a need for ongoing capital investment in some of the open spaces around the Site which play an important part in the setting of the buildings and visitor orientation. There is, however, a continuing commitment by the key partners to ensure ongoing funding for the protection and management of the World Heritage Site.

3.5.5 The future use of the buildings and spaces is the key to their enduring conservation. The establishment of a campus which contains the University of Greenwich and Trinity Laban Conservatoire of Music and Dance has provided a secure base and brings income streams to provide resources for maintenance and future repair. The Greenwich Foundation has direct responsibility for the entire Old Royal Naval College site, in particular the Painted Hall and Chapel, and the Admiral's House in the King Charles Court. It also occupies and partly leases out parts of the Pepys Building.

3.5.6 Greenwich Park is managed by The Royal Parks and receives grant-in-aid for any capital schemes as well as maintenance and repair. Unlike the other main agencies in the World Heritage Site, the Park only benefits indirectly from increased visitor numbers. Indeed more visitors mean more wear and tear. It is therefore essential that the World Heritage Site partners are mutually supportive to help the Site work as a whole. The Royal Parks agency wishes to undertake a number of capital projects in the future including the restoration of the tree-planting framework.

3.5.7 In 2012 the Cutty Sark Trust, completed a substantial renovation of the ship and the construction of an entirely new dock setting. This involved lifting the hull by three metres to create a new and usable space underneath. This space is roofed by glazed framework. A fire in 2007 caused a delay in the programme but damage to the historic fabric of the ship was limited. The ship was reopened in April 2012, publicly presented and operated as part of Royal Museums Greenwich. The ship is now developing into a more successful visitor attraction and it is envisaged that the revenue generated by greater visitor numbers will match the subsequent (and decreased) costs of maintenance in future.

3.5.8 The Town Centre is the most complex of the main components of the World Heritage Site. Much of the land and buildings are in the ownership of Greenwich Hospital which leases shops (and residential elements) to private occupiers. Due to the concentration of designated heritage assets comprising listed buildings and conservation areas as well as its inclusion within the World Heritage Site, a designated asset of the highest universal significance, Greenwich Town Centre is afforded the highest level of legislative protection. Like any other town centre, the Town Centre requires economic vitality and trade to survive. As long as change associated with economic health is managed sensitively there need not be a conflict between its conservation and its continued improvement.

3.5.9 The survival and continued maintenance of the historic fabric depends on visitors as well as shoppers and seeking visitors from new areas. Much of the Town Centre fabric is in good repair and there has been considerable investment in its buildings over the last five years. However, the need for ongoing capital investment and maintenance is recognised to ensure that the economic health of the Town Centre is secure. As part of this, Greenwich Hospital is currently taking forward an enhancement plan for the Greenwich Market which is due to be completed in spring of 2016.

3.5.10 The public realm, including streetscape and public open spaces, is managed by The Royal Borough of Greenwich through various statutory functions. Considerable improvements have been made to lighting and paving, representing a substantial capital investment - not least in a full re-design of Cutty Sark Gardens, also completed in 2012, to provide an enhanced environment for the ship and Maritime Greenwich's hosting role for the London Olympics. The increased use of the

public realm by more visitors and the student population has resulted in greater pressures for cleansing and maintenance. The 'Cleansweep', initiative that has been established by The Royal Borough is an integrated approach to street maintenance.

3.5.11 The World Heritage Site is indebted to the Heritage Lottery Fund for substantial grant assistance towards repair work at the Old Royal Naval College buildings, the creation of the Sammy Ofer Wing at the National Maritime Museum and restoration of the Cutty Sark, this totalling some £75m. English Heritage has also provided funding for a range of repair works to both privately owned buildings and the public realm. It is important in future bids for grant assistance that schemes are presented in their World Heritage Site context and an assessment made of their impact on OUV. The Single Regeneration Budget programme administered by the former Greenwich Development Agency proved to be of considerable assistance in regenerating the local area, including the World Heritage Site. However, this programme as applied within the Site boundary was completed over ten years ago, so is now a legacy element now requiring ongoing maintenance and some adaptation.

3.5.12 The public and private organisations and institutions, large and small that make up the users of the World Heritage Site have their own individual funding arrangements. These arrangements often include expenditure on issues that are directly related to the aims and objectives of the World Heritage Site Management Plan. There are economies of scale where, for example in the case of marketing, it is beneficial to share expenditure. It has been possible to build up a programme of joint working, undertaken through the World Heritage Site framework. Such shared working avoids the need for special central funding but it can only be achieved through established accountability. The World Heritage Site Marketing Group which has now transferred to the Destination Management Organisation, Visit Greenwich, has been very successful in adopting (and adapting) this use of existing budgets to run a £130,000 per annum programme. As well as its financial advantages, such partnership working does much to reinforce the shared vision for the World Heritage Site and keeps to the forefront the established aims and objectives. Visit Greenwich was formed in 2013 to promote Greenwich to tourists.

3.5.13 The World Heritage Site contains a number of individual houses in private ownership. The overall rise in property values in the last few years has assisted the investment in these houses. Indeed their location in a World Heritage Site has no doubt helped maximise their value and secured their status as sound investments. There is no reason to doubt the continued stability of this situation.

3.6 Assessment of the World Heritage Site

3.6.1 Maritime Greenwich has an integrity and coherence derived from its historical development as a centre for royal, maritime, architectural and scientific progress and innovation. This unique combination of factors is reflected in the World Heritage Site's character and appearance today. The assessment is helped by a brief account of the historical development of the components of the Site.

3.6.2 The Old Royal Naval College

3.6.2.1 Naval combat in the age of sail led to ghastly carnage. Chelsea Hospital had been established by Charles II in 1682 to house wounded ex-soldiers, inspired by Louis XIV's institution of Les Invalides in Paris in 1670. Queen Mary II, moved to pity by the plight of the wounded after the battle of La Hogue in 1692, resolved to found a similar hospital for sailors. This was duly established in 1694. The result, essentially completed in 1751, has been described as 'probably the most distinguished group of buildings in England'.

3.6.2.2 The site chosen was that of the Tudor Palace of Greenwich. John Webb (1611–72) had commenced work on a new palace for the newly restored Charles II, and a single block, now the eastern range of the King Charles Court (ORNC), was built before funds were diverted to other

palace projects. Sir Christopher Wren (1632–1723) was commissioned to prepare plans for the Hospital and in 1699 produced the scheme to be built over the next fifty years.

3.6.2.3 Webb's 1660s block set the tone for Wren's scheme. Its monumental Portland stone facade dominated by the giant order is echoed across the Grand Square, which is crowned by the two massive domes which frame the Queen's House and announce the two principal rooms of the Hospital: the Painted Hall in the King William Court to the west, and the Chapel in the Queen Mary Court to the east. Nicholas Hawksmoor designed the remaining buildings behind the colonnade of King William, 1699-1708, and also the east range of the Queen Anne Court, while Thomas Ripley completed the exterior of the Queen Mary Court, 1735-42. Hawksmoor's work is less French-classical in style than the rest: its mannered detailing and sculptural enrichment, together with its massive scale, make it one of England's quintessential baroque buildings.

3.6.2.4 This quality is equally evident within the Painted Hall. Sir James Thornhill covered the walls and ceilings with awesome representations of Britannic naval power in two phases, 1708-12 and 1718-27. It is the most extensive baroque painted interior to survive in Britain. Lord Nelson lay in state here prior to his funeral at St Paul's Cathedral in 1806.

3.6.2.5 The other major interior is that of the Chapel. Ripley's Chapel, completed in 1751, and was burnt out in 1779. James 'Athenian' Stuart (1713–88), together with William Newton, rebuilt it between 1780 and 1789 as a superlatively crisp neo-classical hall, replete with an altarpiece by Sir Benjamin West, and a fine Grecian pulpit of mahogany. It also contains an important organ by the renowned organ builder, Samuel Green, which retains most of its original pipework. Stuart was also responsible for building the Hospital's Infirmary in 1763–64, later the Dreadnought Seamen's Hospital.

3.6.2.6 The use of the Hospital as a *residential* infirmary declined during the 19th century, and it closed in 1869, in which year the neighbouring Woolwich and Deptford naval dockyards were also closed. In 1873 the Royal Naval College moved here from Portsmouth. In February 1996, the Government announced that the Royal Naval College would move from its Greenwich site. However, the Government made it clear that it would ensure that any new use of the buildings would be compatible with their international architectural and historic importance, while at the same time facilitating public access to them. To achieve this, a group comprising eminent heritage experts was set up to advise the Government on the future management arrangements for the College and the suitability of potential occupiers. The advisory group's report concluded that the most appropriate main occupant would be the University of Greenwich and that while Greenwich Hospital would remain the freeholder, the head lease should be transferred from the Ministry of Defence to the newly formed Greenwich Foundation for the Old Royal Naval College, which was charged with managing the preservation of the buildings and improving public access. In this way, the future integrity of the buildings was guaranteed.

3.6.2.7 The University occupies the King William, Queen Anne and Queen Mary Courts (excluding the Painted Hall and Chapel and their undercrofts) on leases from the Foundation. Trinity Laban Conservatoire of Music and Dance similarly occupy the King Charles Court, excluding the Admiral's House, retained by the Foundation.



Ceiling of The Painted Hall, Old Royal Naval College

3.6.3 The Queen's House

3.6.3.1 The Queen's House, designed by Inigo Jones, is a great landmark in the nation's architectural history. It is one of the first true Renaissance buildings in Britain. In 1659, recollecting when it was still new, Phillipot wrote in *Villare Cantianum* that it was 'so finished and furnished, that it surpasseth all others of that kind in England'.

3.6.3.2 In 1614 Greenwich Park, including the old Tudor palace, was assigned to Anne of Denmark during her lifetime by her husband, James I. Inigo Jones was appointed as Surveyor of the King's Works, following his return from an intensive survey of Roman and Renaissance architecture in Italy, and in 1616 the Queen gave him his first major commission. This was to design a building which would bridge the Deptford-Woolwich road, thus providing access from the busy riverside area and Palace garden to the Park to the south. Unfortunately, the project was suspended soon after commencement, owing to the Queen's failing health. She died in 1619, when Jones's building had progressed no further than the north basement (a raised foundation perhaps also intended as a grotto) and ground storey. Jones took inspiration for the planning of his building from the H-plan seen at the Medici villa at Poggio a Caiano.

3.6.3.3 Jones resumed the project for Charles I's queen, Henrietta Maria, around 1630. By 1635, the date on the tablet on the north front, the Venetian ambassador reported that the Queen had gone to Greenwich 'to see the completion of a special building of hers, which is already far advanced'. Work continued, though mainly concentrated on the north side of the house, until the crises which followed the calling of Parliament in 1640. On the eve of the Civil War, Rubens and Jordaens were being commissioned to contribute further pictures to the house.

3.6.3.4 At the conclusion of the English Civil War, the victorious Puritans sold off the works of art which Charles and Henrietta Maria had scarcely had time to enjoy in situ. There was an abortive attempt to sell the house but it was retained, potentially for Cromwell's use: this did not materialise. Though John Evelyn in 1652 reported it 'given by the rebels to Bulstrode Whitelocke', an eminent Commonwealth lawyer and diplomat, he appears to have been mistaken and it was largely 'moth-balled' in care of the same local under-steward (Uriah Babbington) who served Charles I and continued in charge after the Restoration, when two further bridge-rooms over the road were added, in 1661–62 on either side of Jones's original central span. These were to provide more

accommodation for the dowager Queen Henrietta Maria who, however, returned there only briefly in 1662–63.

3.6.3.5 After use as what became the Royal Hospital School from 1806 to 1933, the House underwent its main structural restoration to form the heart of the new National Maritime Museum, opened in 1937. In 1986–90 a programme of further restoration included the reconstruction of furnished interiors on the basis of inventories of Charles I's art collection, and Henrietta Maria's property at her death. In 1999 the NMM installed new facilities to make the House fully accessible. The furnishings were then removed to make the House the setting for a specific Millennium exhibition, after which the rooms were redecorated and relit in a sympathetic but not authentic historical style to re-purpose it as principal showcase for the Museum's art collection, and related events.

3.6.4 The National Maritime Museum

3.6.4.1 The core of the National Maritime Museum consists of the former Royal Hospital School buildings, which include the Queen's House. Considerable capital investment was secured to form Neptune Court in 1999, essentially reconstructing the core of the Museum galleries. The Museum receives grant-in-aid from central government. Admission to the main NMM sites was made free (again) in 2001 although special exhibitions are charged for. There has also been a charge for the north part of the ROG site since 2011. Annual overall visitor numbers overall increased from one million in 2003 to around two million in 2011, and have subsequently passed that mark. The Museum assumed operational oversight of the *Cutty Sark* when the ship reopened in April 2012.

3.6.4.2 The Queen's House stands as the centrepiece of the wider complex of buildings now occupied by the National Maritime Museum. The handsome east and west wings, together with the linking colonnades, were erected in two phases between 1807 and 1816 to the designs of Daniel Asher Alexander to accommodate the children (including girls until 1841) and staff of the Royal Naval Asylum. This naval orphanage school moved from Paddington and expanded at Greenwich, combining with the separate Greenwich Hospital School in the early 1820s, the whole being renamed 'Royal Hospital School' in 1892. Alexander's wings – originally short and balanced, but extended greatly to the north by 1816 – accentuate the axial symmetry of the whole composition and reinforce the setting of the Queen's House as the focal point for the designed landscape of the Park.

3.6.4.3 The L-shaped outer west wing was added in 1862 to the designs of Philip Hardwick, and eleven years later the courtyard created between the inner and outer west wings was filled by a gymnasium, later called the Neptune Hall, designed by Sir Andrew Clark RE. The south-west wing, built as the new school dining room, with an upper dormitory, was completed by Colonel Charles Pasley RE in 1876. When the buildings were taken over for use by the National Maritime Museum in 1934, they were remodelled extensively for museum use, including an elliptical library vestibule designed by Lutyens. Many ancillary service buildings, especially between the east wing and Park Row were also demolished. In the late 1990s, with major funding from the HLF, the courtyard that previously housed Neptune Hall was enclosed under a glazed canopy.



Sammy Ofer Wing, National Maritime Museum

3.6.4.4 In 2011 the new 7000m² Sammy Ofer Wing, designed by the Danish architects C.F. Møller, created a new main entrance in the Site's south-west corner. The explicitly modern design takes account of the historic context of the overall ensemble, combines new and traditional materials and fits in well with the significant outline of the museum. The custom designed exhibition space and highly accessible archives is driving a sea change in the way the Museum presents its programmes to an ever growing volume of visitors from the UK and overseas. The Sammy Ofer Wing opens access routes from the Museum to Greenwich Park with a new South entrance. It improves the Museum's key visitor approaches from the Royal Observatory and major transport arrival points, as well as connections with the rest of the World Heritage Site.

3.6.4.5 Today the Museum and its collections act as a focus for the historical maritime traditions of the country, demonstrating Britain's widespread international influence in naval and scientific matters, including in modern maritime issues.

3.6.5 The Royal Observatory, Greenwich

3.6.5.1 Though sited away from the main core of the town and palace site, on the brow of Greenwich Hill, this is one of Maritime Greenwich's set-piece buildings which dominates views of the Park from the north. Its most conspicuous and celebrated element is Flamsteed House, built as the home of the first Astronomer Royal to designs by Wren, assisted by Robert Hooke, in 1675–76. To its south-east is the Meridian Building (a modern name), built by extensions eastward at various dates from 1720 onwards.

3.6.5.2 The Observatory is of exceptional historical and architectural significance. It was initiated by royal command at the instigation of Sir Jonas Moore, Surveyor General to the Ordnance, with some interventions from the Royal Society. Wren and Hooke, who were distinguished astronomers before they were architects, were both involved (Wren apparently for the overall design and Hooke more the 'laying out'). Conceptually, the model was Perrault's Observatoire in Paris, which had been planned but not yet built when Wren was there in the 1660s. Flamsteed's brief was to chart the positions of the stars so that longitude at sea could be accurately determined, thus giving Britain great maritime advantage, and this was in due course successfully accomplished. Such was the reputation of succeeding Astronomers Royal and their observations, and so widespread the use of British Admiralty charts based on their 'Greenwich Meridian', that this was adopted as

universal Prime Meridian in preference to all international rivals at a conference in Washington D.C. in 1884.

3.6.5.3 Flamsteed House was built as a multi-functional building with rooms for the Flamsteed family beneath an elevated octagonal apartment. The upper room was as much ceremonial as practical, and may originally have been intended for the Royal Society to meet and dine in. The building stands on the foundations of an earlier 'fortlet' in Greenwich Park. This helps to explain its quaint, romantic quasi-Jacobean character, notably the frontispiece with its turrets and blind windows of wood simulating stone facing the hill. There are five brick sides behind the frontispiece. Internally the octagon is a stately room, equipped with old telescopes and timepieces. The basement was extended south and west from 1790 onwards.

3.6.5.4 The present Meridian Building grew from an original hut and wall to the south of Flamsteed House. Here the first major observations were made, using Flamsteed's mural arc. It was extended eastwards by stages from 1720 until it came to rest on the line of Airy's Transit Circle, completed in 1851, where a pedimented gable is bisected along the meridian line. The roof opens to allow the great instrument free observational play. At this end of the building is a telescope tower built in the 1850s, now bearing a dome covering the 28-inch Great Equatorial Refracting Telescope of 1894 (still the world's eighth largest). The present dome is a 1973-75 fibreglass replica of the original Victorian one, removed after bomb damage in the Second World War.

3.6.5.5 Some distance to the south of the Meridian Building is the handsome South Building, built in stages between 1890 and 1899 as the New Physical Observatory. It is cruciform in plan, built of brick with terracotta, with a dome, and displays the names of eminent astronomers. The building originally had a brick core to support a large telescope in the dome (which from the late 1960s held a 48-seat public planetarium with NMM conservation workrooms on the floors below. It was remodelled and reopened as a public modern astronomy centre in 2007, after being gutted within the Victorian shell, along with the building the new and internally linked facility, the Peter Harrison Planetarium: both aspects were designed by Allies and Morrison. The Altazimuth Pavilion of 1899, between the South and Meridian Buildings, is in the same decorated style as the former, though its south gable was more simply repaired after war damage. A former external 'gazebo' bay on the west side (long unused owing to dense tree growth) was also taken into the building in 2007. There are also two pleasant garden areas within the Observatory curtilage and a delightful larger one (part of the Park estate, and in origin a pre-17th-century quarry pit) tucked into the western slope of the hill.

3.6.6 Greenwich Park

3.6.6.1 One of the most important features at Maritime Greenwich is, of course, the River Thames, and the most familiar views of the former Royal Naval Hospital and the Park are those from the River and Island Gardens on the north bank. The Park itself provides an important setting for both the Old Royal Naval College and the Queen's House and other NMM buildings, as well as a backdrop to the Town Centre.

3.6.6.2 On plan, the Park is formal and arranged symmetrically on either side of the principal north-south axis aligned on the Queen's House, but because of the land form and the abrupt and irregular changes in level, this symmetry is not always apparent on the ground. For a visitor entering from the gate nearest the town (St Mary's Gate) the Park has at first glance perhaps much more of the character of a later 18th or 19th century English landscape park than of a major baroque park attached to a royal palace.

3.6.6.3 When the manor passed to Duke Humphrey, uncle of Henry VI, in 1433, he enclosed 200 acres of heath land, woodland and pasture with a wooden fence to form a park around the fortified tower he built on the site of what is now Flamsteed House. Between 1619 and 1625, on the orders of James I, the fence was replaced by a brick wall approximately two miles in length and twelve feet high, at a cost of about £2000. Duke Humphrey's tower, later known as Greenwich Castle, was remodelled for residential use under both Henry VIII and James I. It decayed after being

garrisoned by Parliament during the English Civil War and was cleared to build the Observatory on its foundations.

3.6.6.4 During the period of the Commonwealth, Parliament decided to sell the greater part of the royal estate at Greenwich, including the Park and its deer, but the sale was subsequently cancelled and the estate was reserved for the Protector, Oliver Cromwell. Following the restoration of the monarchy in 1660, work started on remodelling the Park in the French baroque style for Charles II.

3.6.6.5 A plan of about 1662 annotated by the great French garden designer, André Le Nôtre, shows several features of the Park's design that were carried out and which survive, but there remains some uncertainty about the extent to which Le Nôtre advised on the design. The terraces around the flat grassed parterre to the south of the Queen's House can be attributed to him but the general layout of radiating avenues may be due to Sir William Boreman, and was largely completed between 1661 and 1664.

3.6.6.6 The principal elements created for Charles II were the long north-south axis extending from the River through the centre of the Queen's House across the Park to what is now the Blackheath Gate; the flat area of grass south of the Queen's House flanked by raised grass terraces planted with avenues; the Giant Steps joining the upper and lower parts of the Park, and the axial, diagonal and cross avenues. At the south end of the Park, the major and minor avenues radiated from a hemicycle of trees (known as a parterre doux) flanked by regularly planted wildernesses. The Great Wilderness in the south-east corner survives in a much more modified form as the deer enclosure.

3.6.6.7 The original planting of the Park largely comprised sweet chestnuts and elms, and many old sweet chestnuts still survive on the high land to the south, although some are affected by a fungal infection ('black inkstain'). The elms fell victim to disease and have been replaced by other species including limes and planes, but the lines of the avenues have been maintained.

3.6.6.8 Greenwich Park is included as a Grade I landscape in the English Heritage Register of Parks and Gardens of Special Historic Interest. The Park is also significant on account of the archaeological remains in it and because of its flora and fauna. There are two ancient monuments, the Roman temple and the Anglo-Saxon cemetery. Additions to the Park in the 19th and 20th centuries included ornamental trees and shrubs and the formation of flower gardens. In general these have not conflicted with the earlier character of the landscape.

3.6.6.9 Set around the Park are some of the best surviving examples in London of private houses of affluent citizens of the 17th to 19th centuries. Those of special note include the Ranger's House, built from the early 18th century to become in 1815 the residence of the Park Rangers, and now open to the public, managed by English Heritage. The Manor House (c. 1695) built for Sir Robert Robinson, is an excellent example of the late 17th century domestic architecture. On the eastern side of the Park stands Vanbrugh Castle, built between 1718 and 1726 by Sir John Vanbrugh as his own house and now the only survivor of a group for his relatives. It is notable for its conscious evocation of the architecture of the Middle Ages. Details of other significant buildings are included in the inventory at Appendix C.

3.6.7 Greenwich Town

3.6.7.1 The core of Greenwich Town Centre comprises a formally planned grid of streets surrounding Greenwich Market, built in 1829–31, with further additions to about 1843, for Greenwich Hospital to designs by the architect Joseph Kay (1775–1847), a pupil of S. P. Cockerell. However, these streets still incorporate rare survivals of the medieval, Tudor and 17th century development of the town in the form of building plots, some street plans and a number of houses on Greenwich Church Street.

3.6.7.2 In 1700 a Royal Charter permitting a twice-weekly market was granted to Henry, Earl of Romney, and then assigned to the Hospital but it was only in 1733 that the Hospital's Directors decided to harness this potential asset, eventually opening a market in September 1737. This was situated on open land roughly where the Dreadnought Hospital now is. However, in 1808 new building on part of the site caused the market to be pushed into the surrounding streets where it became difficult to control. The present site of the market, set within the regular grid of King William Walk, Greenwich Church Street, Nelson Road and College Approach, is conceptually the master-plan of Edward Hawke Locker. Locker became Secretary to the Hospital in 1819.

3.6.7.3 When in 1824 the Trustees of the turnpike road to Woolwich, the present Romney Road, sought to alter the route through Greenwich (it then looped south via modern King William Walk and Nevada Street to enter the town), Locker saw the opportunity to purchase the recently derelict Powis brewery site (much of the present market square), relocate the Market, and revitalise the Hospital's Greenwich estate around it. The whole area west of the Hospital was re-planned by Kay to give it a more fitting setting and approach, carried out in a highly decorative style resplendent with fine ironwork, especially on the new 'Nelson Road' extension of Romney Road to St Alfege Church. Extra land was acquired by compulsory purchase under the Greenwich Hospital Improvement Act of 1831, the year the new Market opened. The colonnaded entrance from College Approach bears the date and also the apt inscription 'A False Balance is Abomination to the Lord but a Just Weight His Delight'. King Street (now King William Walk) was also extended north of Romney Road to the river, through the previous market square area (the short-lived classical-temple form market building there being necessarily demolished to do so). This formed the line of the present boundary of the henceforth much less constricted Hospital/Old Royal Naval College site, about 100 metres west from the original position of its outer wall and 1750s West Gate. The Gate was dismantled, moved and re-erected in its present position in 1850, when the Hospital site also started to be railed and previous perimeter walls taken down.

3.6.7.4 As built, there were separate covers for the three principal sections of the market dealing in meat, fish and vegetables. In 1908 these were replaced by a single great roof of steel and glass, and the old slaughterhouses in Durnford Street were demolished so that the vehicular entrance could be widened. In 1958 the little shops facing into the market were rebuilt as wholesale warehouses (for fruit and vegetables) with offices above, though all have been reconverted to shops since the 1980s.

3.6.7.5 Joseph Kay was also the architect, in 1837, of the splendid Trafalgar Tavern, erected on Hospital land which was previously the site of the George Tavern, for one of his relations. Today, although only the exterior shell and fenestration are significantly original, it is one of London's most evocative riverside haunts.

3.6.8 St Alfege Church

3.6.8.1 Greenwich's parish was of medieval origin, commemorating Archbishop Alfege of Canterbury who was kidnapped and murdered by Danish raiders in 1012 - reputedly on this site which became his shrine. By the later 17th century the old church was badly decayed, and in 1710 the roof collapsed in a November gale. The vestry and parishioners petitioned Parliament for funds from the Coal Tax, levied since the Great Fire of London in 1666 to pay for the rebuilding of St Paul's Cathedral and the fifty City churches, which had been destroyed. By 1710 these were largely completed, and the future of the tax therefore in some doubt.

3.6.8.2 A new government had just come to power. It was High Anglican in outlook and concerned by the weakness of the established church in the fast-growing London suburbs. Greenwich's request prompted a re-examination of the whole issue. As a result a new Act was passed in 1711, continuing the Coal Tax and setting up a Commission to build fifty new churches in outer London. In the event only a dozen of these were ever built before the Commission was wound up in 1733. Nonetheless, they are among the greatest achievements of the English baroque and St Alfege Church was the first to be started in 1712, to designs by Nicholas Hawksmoor. The body of the church was finished in 1718.

3.6.8.3 Hawksmoor designed six of the new London churches; all have the massive Roman quality which one sees here, similar to Hawksmoor's work at the Royal Hospital. The facades are articulated by massive Doric pilasters and high arched windows in his highly personal style, perhaps owing something to Michelangelo's architecture, but above all original. At the east end, he had to cope with the great width of the facade, so there is a *portico in antis* with an arch breaking into the tympanum, possibly derived from engravings of ancient Baalbek. Hawksmoor produced a severe and dramatic design for a tower to stand at the west end, a little like the one he built at St George in the East (Tower Hamlets), but this was never carried out. Instead, in 1730, the medieval tower was re-cased and a little steeple added by his Clerk of Works, John James, in a comparatively subdued style.

3.6.8.4 The church's interior and furnishings, including woodwork by Grinling Gibbons, were largely destroyed by incendiary bombs in 1941. A sensitive restoration by Professor Sir Albert Richardson was completed in 1953. Sir James Thornhill's painted architectural decorations in the apse were carefully restored by Glyn Jones, and the fine wrought-iron altar rail is also original. The church has memorial windows to General Gordon of Khartoum, the composer Thomas Tallis (buried in the old church) and General James Wolfe of Quebec, whose body rests in the family vault beneath and whose statue by Robert Tait McKenzie crowns the hill in Greenwich Park. The founder of the National Gallery, John Julius Angerstein, is also buried in St Alfege Church.



St Alfege Church

3.6.9 The Cutty Sark



Hull of the Cutty Sark

3.6.9.1 In Victorian times, London was the world's greatest and busiest port, and for generations Greenwich looked out over a constant procession of ships of all sizes.

3.6.9.2 The *Cutty Sark* was built by Messrs. Scott & Linton of Dumbarton to the designs of Hercules Linton. She is a three-masted, full-rigged ship of composite construction, having an iron-framed hull planked with teak. She was designed specifically for the China tea trade but was launched in November 1869, the year in which the opening of the Suez Canal made that trade uneconomic for sailing vessels. After only a few years on the China run she gained her enduring reputation for speed in the Australian wool trade.

3.6.9.3 *Cutty Sark* was sold to Portuguese owners in 1895 and after surviving the First World War was acquired by Captain Wilfred Dowman, who brought her back to England where he restored her to something like her former state at Falmouth. After his death she was used as training ship, in association with the *Worcester* at Greenhithe on the Thames, until eventually brought to her present landlocked dry-dock close to Greenwich Pier in 1954 for restoration, completed in 1957. Since then she has been one of the capital's most popular tourist attractions.

3.6.9.4 2012 saw the completion of an extensive renovation of the ship which included raising her by three metres to create a new space in the dock below and allow new views of the lower hull – the key to her speed. A structure of supporting struts and beams supports the ship in a way that replicates its floating state and the stresses that ensue. The works included new visitor facilities

3.6.9.5 *Cutty Sark* is:

- the world's sole surviving extreme clipper, a type of vessel that was the highest development of the fast commercial sailing ship, with the majority of her hull surviving from her original construction. As a tea clipper she provides a link to the tea trade and life in the 19th century.
- renowned internationally for her beauty and is one of the most famous ships in the world (with 20-year-plus exposure as a TV landmark of the annual London Marathon).
- located at the gateway to the World Heritage Site.

3.6.10 Archaeological Assets

3.6.10.1 Recent archaeological investigations have demonstrated the variable quality of surviving archaeological remains. These remains include buried structures and deposits, extant earthworks and the fabric of historic buildings and structures. Many important aspects of the cultural development of the Greenwich Maritime World Heritage Site are not accessible without reference to the archaeological record, which is especially informative on the time-depth, sequence and character of cultural events culminating in the present historic landscape. Archaeology is integral to the fabric of this unique environment and reflects the aristocratic and maritime traditions synonymous with Greenwich. In addition, it highlights issues which have contemporary relevance concerning national and international cultural identity, diversity and change, values and beliefs, and landscape aesthetics. For example:

- an apparent association between the natural environment and the spiritual aspect of local cultural tradition. This is explicit in the monuments representing pre-Christian and Christian beliefs, but is also expressed in the creative and aesthetic qualities inherent in the design of successive royal palace buildings, culminating in the surviving Renaissance and baroque architecture.
- various medieval European cultural issues, in particular the connection with early medieval monastic institutions in the Low Countries.
- the changing character of state institutions throughout the medieval period. The close proximity of monastic house and royal palace provides an opportunity to explore the relationship between Crown and Church in the period leading up to the Dissolution of the Monasteries.

3.6.10.2 Bomb damage in the Second World War created areas of derelict land in and around Greenwich. The decline of the Port of London and the consequent lack of waterfront activity also left Greenwich with development sites along the river. Within the World Heritage Site, Stockwell Street was the largest development site and was acquired in 2007 by the University of Greenwich. Planning permission was granted in 2011 for a scheme including a new school of architecture and library, with a new pedestrian link to King William Walk. This was completed for the start of the new academic year in autumn 2014.

PART 4: PROTECTION AND MANAGEMENT

4.1 National Planning and Policy Framework

4.1.1 The UK's system of heritage protection is substantially integrated with the land use and spatial planning system. World Heritage Sites and their settings including buffer zones or their equivalent are protected through the spatial planning system operated by local planning authorities and statutory designation. This has two principal components:

- the legal designation at national level of sites of archaeological interest (scheduled monuments), buildings of special architectural or historic interest (listed buildings), parks and gardens of special historic interest (registered parks and gardens) and conservation areas (Planning (Listed Buildings and Conservation Areas) Act 1990). It is a criminal offence to undertake most works to designated sites or buildings without first obtaining specific consent.
- a 'plan-led' development management system operated by local authorities, under which specific permission is required for 'development' (which includes new building, external alterations to buildings, and changes of use). In such cases local authorities consider planning applications in the context of Local plans and policies for protecting the heritage. In many cases, local authorities draw up masterplans to ensure that development is not unmanaged or unchecked.

4.1.2 The Government's objectives for the protection of World Heritage Sites and the principles that underpin them are now set out in the *National Planning Policy Framework 2012* (NPPF) and the *Planning Practice Guidance 2014* (PPG). Together, these provide the over-arching framework within which local planning authorities must determine applications for listed building consent and for planning permissions.

4.1.3 Government policy for spatial planning, including the protection of World Heritage Sites, is currently overseen by the Secretary of State for Communities and Local Government (DCLG). The Department for Culture, Media and Sport (DCMS) and English Heritage play important roles in the protection of the historic environment, through consultation and policy implementation, and through their responsibilities for statutory listing, scheduling and the scheduled monument consent regime.

National Designations

Scheduled Ancient Monuments

4.1.4 Scheduled monuments are monuments and sites included on a Schedule compiled by the Secretary of State for State (DCMS) under the Ancient Monuments and Archaeological Areas Act 1979. Inclusion on the Schedule recognises the national importance of such monuments and gives them statutory protection. They must satisfy all eight of the Secretary of State DCMS's scheduling criteria: Period, Rarity, Documentation, Group Value, Survival/Condition, Fragility/Vulnerability, Diversity and Potential.

4.1.5 Under the Ancient and Archaeological Areas Act 1979, works affecting scheduled monuments require scheduled monument consent from the Secretary of State (DCMS). English Heritage advises the Secretary of State (DCMS) on their management and on applications for consent, and is responsible for inspecting the monuments and reporting on their physical condition.

4.1.6 The scheduled monument consent regime remains wholly separate from the locally-managed development planning process. Many of the buildings and structures in Maritime Greenwich are also included in the statutory list of buildings of special architectural or historic interest, but the statutory procedure for authorising works to monuments (SMC) takes precedence over listed building consent. The Scheduled Monuments & nationally important but non-scheduled monument

policy statement (DCMS, October 2013) sets out current government policies in relation to archaeological sites.

Listed Buildings

4.1.7 Listed buildings are buildings and structures, included on the National Heritage List for England which have been designated for their special architectural or historic interest. Listed buildings are afforded statutory protection, and are classified by grades (Grades I, II* and II) according to their relative importance. Many buildings and structures within Maritime Greenwich are statutorily listed in their own right, as are a number in the adjoining areas in the Buffer Zone. Most works (other than like-for-like repairs) to listed buildings (other than those also designated as scheduled monuments) require listed building consent in addition to planning permission where works materially alter or affect the exterior (i.e. are not repairs) or for extensions/demolition.

Register of Parks and Gardens

4.1.8 Greenwich Park is Grade I Listed on the English Heritage 'Register of Historic Parks and Gardens of special historic interest in England'. The Register was established in 1983 and currently identifies over 1,600 sites assessed to be of national importance. The emphasis of the Register is on 'designed' landscapes, rather than on planting or botanical importance. The main purpose of the Register is to celebrate designed landscapes of note, and encourage appropriate protection. Registration is a 'material consideration' in the planning process, meaning that planning authorities must consider the impact of any proposed development on the landscapes' special character. Greenwich Park is designated at Grade I for the following principal reasons:

- as a Royal Park enjoyed and modified by kings, notably Henry VIII, James I and Charles II.
- it forms the setting for a large number of listed buildings, most importantly Inigo Jones's Queen's House (now part of the National Maritime Museum) and Christopher Wren's Flamsteed House, the original Royal Observatory.
- for the outstanding interest of some of its designed landscape elements such as the parterre and giant steps, an inter-related pair of garden earthworks, which form legible remains of the core of one of the earliest great formal gardens in the French style.
- as the setting of a scheduled Roman temple and a scheduled group of Anglo-Saxon barrows, on a ridge overlooking the River Thames.
- as part of the ensemble of historic features that contribute to the international significance of the maritime and royal heritage of the Maritime Greenwich World Heritage Site.

Local Planning Policy Framework and Procedures

NPPF and PPG Guidance

4.1.9 The locally managed planning policy framework is hierarchical. The NPPF sets out the national, strategic policies. The associated PPG provides detailed guidance on its application and carries considerable weight in the determination of planning applications. The PPG replaced CLG/DCMS Circular 07/09 on the Protection of World Heritage Sites (2009).

4.1.10 The national policies of the NPPF are applied and interpreted at the regional level by the Mayor of London through the *London Plan* and *Supplementary Planning Guidance* (SPG). Local Planning Authorities (LPA) must take both the national and regional policies and guidance into account in preparing their *Local Plan*, against which they determine applications for development. The NPPF and PPG relating to World Heritage Sites must be taken into account by Local Planning Authorities when developing their Local Plan policies.

4.1.11 The NPPF cancelled almost all of the pre-existing national planning policy guidance (PPGs) and statements (PPSs). Its provisions apply to the determination of applications for planning

permission and for listed building consent under the Planning (Listed Buildings and Conservation Areas) Act 1990.

4.1.12 The key principle of the NPPF is that there should be 'a presumption in favour of sustainable development' (paragraph 14). Part of ensuring that development is sustainable is in ensuring that environmental factors are considered, one of the three dimensions of sustainable development and this includes 'protecting and enhancing ... the built and historic environment' (paragraph 7). Section 12 'Conserving and Enhancing the Historic Environment' of the NPPF sets out national policy relating to heritage assets. The NPPF also states that planning should 'conserve heritage assets in a manner appropriate to their significance' (paragraph 17). In order to achieve this, their 'significance', or heritage interest, must be understood at the outset. NPPF policies for the historic built environment refer to 'designated' and 'undesigned' heritage assets. World Heritage Sites are defined as 'designated' heritage assets of the highest significance', to which substantial harm or loss of heritage significance 'should be wholly exceptional' (paragraph 132).

4.1.13 The PPG (2014) includes *Further Guidance on World Heritage Sites* (paras. 28-30¹⁸) and sets out the principles that local planning authorities need to take into account when developing local plan policies to protect and enhance World Heritage Sites, as follows:

- protecting the World Heritage Site and its setting, including any Buffer Zone, from inappropriate development.
- striking a balance between the needs of conservation, biodiversity, access, the interests of the local community, the public benefits of a development and the sustainable economic use of the World Heritage Site in its setting, including any Buffer Zone.
- protecting a World Heritage Site from the effect of changes which are relatively minor but which, on a cumulative basis, could have a significant effect.
- enhancing the World Heritage Site and its setting where appropriate and possible through positive management.
- protecting the World Heritage Site from climate change, but ensuring that mitigation and adaptation is not at the expense of integrity or authenticity.

4.1.14 The PPG also places importance on protecting the settings of World Heritage Sites in line with the UNESCO's *Operational Guidelines*, particularly through the protection of specific views and viewpoints. Such protection is effected through regional and local planning policies: in the case of Maritime Greenwich, the Mayor's *London Plan* and the Local Plans of the responsible Local Planning Authorities, The Royal Borough of Greenwich and local authorities bordering the World Heritage Site, the London Boroughs of Tower Hamlets and Lewisham.

London Plan

4.1.15 The Greater London Authority (GLA) is the strategic authority with the responsibility for preparing the Spatial Development Strategy for London, *The London Plan 2011*. London Plan (2011), policy 7.10 encourages the development and implementation of Management Plans for World Heritage Sites to protect their historical significance and safeguard, and where appropriate, enhance their settings and that states that Management Plans should be used to inform the plan making process. Policy 7.10 also states that development should not cause adverse impact on World Heritage Sites or their settings. The GLA produced guidance on the settings of World Heritage Sites as Supplementary Planning Guidance to the London Plan in 2012 (*London World Heritage Sites, Guidance on Settings*) to help provide a more consistent interpretation of setting and their importance in contributing to an appreciation of OUV to support consistency in decision making in London.

¹⁸<http://planningguidance.planningportal.gov.uk/blog/guidance/conserving-and-enhancing-the-historic-environment/how-do-heritage-assets-become-designated/further-guidance-on-world-heritage-sites/>

4.1.16 The Mayor of London has designated a number of strategic views that he keeps under review. The London panorama from Greenwich Park to St Paul's Cathedral is protected as a strategic view in the Mayor's spatial development strategy, *The London Plan* (2011). The townscape view from Island gardens to the Old Royal Naval College is also protected. Guidance on the management of these views is provided in the Mayor's 2012 *London View Management Framework* Supplementary Planning Guidance (LVMF SPG). In addition to the views in and out of the World Heritage Site, guidance on other elements of the setting that contribute to the appreciation of the OUV is given in the Mayor's *London's World Heritage Sites – Guidance on the Settings* (2012).

Local Plans

4.1.17 The Development Plans for London Boroughs comprise the London Plan (produced by the Mayor of London), the Local Plan and Neighbourhood Plans (should they be adopted). The Development Plan is also influenced by the National Planning Policy Framework (NPPF), which sets strategic policies for development and growth within England. Each authority's Local Plan comprises a suite of documents including an overarching Core Strategy, Development Plan Documents (DPD) and Supplementary Planning Documents (SPDs) addressing specific issues or locations. Local Plans replace Local Development Frameworks and former Unitary Development Plans (UDPs). However, the development of Local Plans is on-going and some policies 'saved' from the UDP remain in force in some areas, until appropriate DPDs and SPDs have been adopted to replace them.

4.1.18 The Maritime Greenwich World Heritage Site is in The Royal Borough of Greenwich, to which applications for development must be made. The adjacent authorities, the London Borough of Tower Hamlets and the London Borough of Lewisham, manage development in some of the World Heritage Site's boundary and setting.

Royal Borough of Greenwich Local Plan

4.1.19 The *Greenwich Unitary Development Plan 2006* (UDP) has been superseded by a new local planning policy document (see below), *The Royal Greenwich Local Plan: Core Strategy with Detailed Policies 2014* (subsequently referred to as the 'Core Strategy'), adopted on July 30th 2014. This can be found at: http://greenwich-consult.limehouse.co.uk/portal/royal_greenwich_local_plan_core_strategy_with_detailed_policies

4.1.20 The following policies within the Core Strategy play a role in protecting the World Heritage Site:

- Policy TC1 Town Centres
- Policy TC4 Greenwich Town Centre
- Policy DH1 Design
- Policy DH3 Heritage Assets
- Policy DH4 Maritime Greenwich World Heritage Site
- Policy DH(e) Shopfronts and Signs
- Policy DH(f) Advertisements
- Policy DH(g) Local Views
- Policy DH(h) Conservation Areas
- Policy DH(i) Statutory Listed Buildings
- Policy DH(m) Archaeology
- Policy OS1 Open Space

4.1.21 The Greenwich Town Centre Article 4 Guidance and Supplementary Planning Documents are:

1. Article 4 Direction (Shopfront Painting)
2. SPG Shopfronts in Greenwich Town Centre
3. SPG Shop Signs, Adverts & Illumination in Greenwich Town Centre

These Article 4 directions which restrict certain permitted development rights and add further protection to the World Heritage Site and its Buffer Zone can be found at:

http://www.royalgreenwich.gov.uk/downloads/download/541/supplementary_planning_guidance_downloads

London Borough of Tower Hamlets

4.1.22 The London Borough of Tower Hamlets' (LBTH) planning guidance consists of a series of documents that provide a positive approach to managing development by helping to assess planning applications and create a more vibrant, sustainable community to improve quality of life for all. Specific policies for the protection of the Maritime Greenwich World Heritage Site are contained in the Tower Hamlets Core Strategy (Development Plan) Document 2025, adopted in September 2010 and the Managing Development Document (MDD), Development Plan Document, adopted in April 2013. The Core Strategy is a key tool to realise the vision of a 15 year Community Plan to reinvent the Borough of Tower Hamlets. The relevant policies are as follows:

Core Strategy Spatial Policy 10 (1) and (2). The policies [extracts] pledge to:

*Protect, manage and enhance the Tower of London World Heritage Site, its setting and surrounding area, as well as the buffer zone and setting of the **Maritime Greenwich World Heritage Site** through:*

- a. The respective World Heritage Site Management Plans and associated documents.*
- 1. Protect and enhance the following heritage assets and their settings:*
 - World Heritage Sites*
 - Statutory Listed Buildings*
 - Conservation Areas*
 - London Squares*
 - Historic Parks and Gardens*
 - Scheduled Ancient Monuments*
 - Archaeological Remains*
 - Archaeological Priority Areas*
 - Locally Listed Buildings*
 - Local landmarks*
 - Other buildings and areas that are identified through the Conservation Area Character Appraisals and Management Guidelines*

4.1.23. Relevant Policies in the MDD are as follows:

Heritage and the Historic Environment - Policy DM27 [Extract]

- 1. Development will be required to protect and enhance the borough's heritage assets, their setting and their significance as key elements of developing the sense of place of the Borough's distinctive 'Places'.*

World Heritage Sites – Policy DM 28 DM28 [Extract]

- 1. Development will need to ensure it does not negatively affect the UNESCO World Heritage status of the Tower of London or **Maritime Greenwich**. Development must be tested for its*

*impact on the sites' Outstanding Universal Value (OUV) ensuring and illustrating that the proposal sustains and enhances the OUV of the World Heritage Sites. This also applies to development that would affect the setting of the Tower of London or **Maritime Greenwich**, particularly in the environs of Tower Hill and the Isle of Dogs. or would impinge upon strategic or other significant views to or from the sites.*

London Borough of Lewisham

4.1.24 The Maritime Greenwich World Heritage Site is adjacent to the Lewisham Borough's north eastern boundary, and the World Heritage Site Buffer Zone falls within the borough at Blackheath. Open spaces have historic significance and give the borough a distinct identity. They are an essential component of many heritage assets. For example, the open character of Blackheath is an integral element of the Blackheath Conservation Area and a supporting element to the OUV the Maritime Greenwich World Heritage Site.

4.1.25 the Development Plan in the borough is the London Plan (2011), the Lewisham Core Strategy, adopted in June 2011, the Site Allocations Local Plan, and the saved policies in the Lewisham Unitary Development Plan (UDP) 2004. The Development Management Local Plan is undergoing the final stages of examination, and currently holds significant weight. 4.1.26 The Lewisham Core Strategy sets out the vision, objectives, strategy and policies that will guide public and private sector investment to manage development and regeneration in the borough over the next 15 years. The Core Strategy is the key planning document in the Lewisham Local Development Framework (LDF) and can be found at <https://www.lewisham.gov.uk/myservices/planning/policy/Documents/CoreStrategyAdoptedVersion.pdf> Relevant policies in the Core Strategy are as follows:

Core Strategy Policy 15 - High quality design for Lewisham

1. For all development, the Council will:
 - a. *apply national and regional policy and guidance to ensure highest quality design and the protection or enhancement of the historic and natural environment, which is sustainable, accessible to all, optimises the potential of sites and is sensitive to the local context and responds to local character*
 - b. *ensure design acts to reduce crime and the fear of crime*
 - c. *apply the housing densities as outlined in the London Plan, except where this is not appropriate to preserving or enhancing the characteristics of conservation areas*
 - d. *use Building for Life standards to assess major planning applications to ensure design quality in new housing schemes*
 - e. *ensure development is flexible and adaptable to change*
 - f. *ensure any development conserves and enhances the borough's heritage assets, and the significance of their settings, such as conservation areas, listed buildings, registered parks and gardens, scheduled monuments and the **Maritime Greenwich World Heritage Site***

Core Strategy Policy 16 - Conservation areas, heritage assets and the historic environment

*The Council will ensure that the value and significance of the borough's heritage assets and their settings, which include the **Maritime Greenwich World Heritage Site**, conservation areas, listed buildings, archaeological remains, registered historic parks and gardens and other non-designated assets such as locally listed buildings, will continue to be monitored, reviewed, enhanced and conserved according to the requirements of government planning policy guidance, the London Plan policies, local policy and English Heritage best practice.*

The Council will work with its partners, including local communities, to ensure that the borough's heritage assets and those yet to be identified will be valued positively and considered as central to the regeneration of the borough as detailed in the Core Strategy spatial policies.

*The World Heritage Site buffer zone for the **Maritime Greenwich World Heritage Site** is identified on the Proposals Map (see also Core Strategy Policy 18). The Council will ensure that its Outstanding Universal Value, integrity and authenticity will be protected and enhanced and will ensure the implementation of the World Heritage Site Master Plan.*

The Council will continue to review its conservation areas, designating new ones and preparing associated management plans and policies to conserve their character.

Core Strategy Policy 18 - The location and design of tall buildings

1. *Tall buildings may be appropriate in specific locations identified by the Lewisham Tall Buildings Study. These locations are Lewisham and Catford town centres, Convoys Wharf, Oxestalls Road, Plough Way and Surrey Canal Triangle. Within these locations the Study identifies further details of areas which may be appropriate, inappropriate or sensitive to tall buildings. All tall building proposals should be accompanied by detailed urban design analysis to assess its impact upon the immediate and wider context.*
2. *Tall buildings will be considered inappropriate where they would cause harm to the identified qualities of the local character, heritage assets, landscape and open space features listed below:*
 - a. *World Heritage Site of **Maritime Greenwich**, the setting of the World Heritage Site, and the World Heritage Site Buffer Zone*
 - b. *London panoramas, protected vistas as defined in the London Plan and local views and landmarks*
 - c. *conservation areas and their settings*
 - d. *Metropolitan Open Land and other open spaces including London squares*
 - e. *historic parks and gardens*
 - f. *listed buildings and their settings*
 - g. *Sydenham Ridge Area of Special Character, which comprises a topographical feature where tall or bulky buildings would affect the skyline and have an adverse effect on the landscape and local residential amenity*
 - h. *riverside environments where tall buildings might harm biodiversity interests through overshadowing*
 - i. *existing residential environments and their amenity.*
3. *Tall buildings will need to be of the highest design quality. The silhouette, crown and bulk of the building will be important considerations, as will its contribution to an interesting skyline and its visual impact and interest at street level. In order to assess this the Council will use the guidelines issued jointly by CABE and English Heritage. (142)*
4. *Tall buildings close to the Thames will be assessed in consultation with the Port of London Authority, to gauge possible interference with navigational communications which operate on a line of sight basis.*
5. *Tall buildings will be assessed in relation to the flight path safeguarding for Biggin Hill and London City airports.*
6. *An assessment will be made on the potential developmental, overshadowing or Micro-climatic problems at street level.*

Cross Cutting and Thematic Policies [Extract]

7.173 The World Heritage Site of Maritime Greenwich is also relevant to the location of tall buildings within the borough as sites along the river within Lewisham have been identified as being potentially sensitive to tall buildings in a document prepared by the World Heritage Site Coordinator. The Maritime Greenwich World Heritage Site Buffer Zone is considered inappropriate for the location of tall buildings.

4.1.27 Local Planning Authorities have a statutory duty to use their planning powers to conserve (do no harm to) or enhance the character or appearance of conservation areas.

4.1.28 Applications for planning permission and listed building consent must be determined by the relevant Local Planning Authority in accordance with the prevailing Local Plan, 'unless material considerations indicate otherwise'. Applications must be referred to the Secretary of State (DCLG) where it is proposed to grant permission contrary to established policy, or to which English Heritage maintains an objection¹⁹. In both cases, if the local authority is minded to grant consent, the Secretary of State has the opportunity to 'call in' the application and decide the case. By convention, this is always done following a public inquiry, convened by a Planning Inspector who reports to the Secretary of State. The Planning Inspectorate also deals with appeals against refusal of planning permission, listed building consent and scheduled monument consent, and most decisions (but not those on called in cases) are delegated to Inspectors.

4.1.29 The Enterprise and Regulatory Reform Act 2013 was intended to simplify the heritage protection regime. Although not aimed specifically at World Heritage Sites, two of its provisions may be applicable to the management of large and complex heritage sites. Heritage Partnership Agreements may be entered into between local authorities and owners setting out a schedule of works for which listed building consent is granted (excluding demolition). Local or national Listed Building Consent Orders may be set up by a Local Planning Authority, or the Secretary of State, respectively, under which works of the type described in the Order (excluding demolition) will not need listed building consent.

Conservation Areas

4.1.30 Conservation Areas are areas of special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance. The designation and management of Conservation Areas is the responsibility of the Local Planning Authority. Designation as a Conservation Area recognises the importance of groups of historic buildings and their settings ('townscape') as important assets of our cultural heritage which should be conserved for future generations. Greenwich Town Centre lies within the Conservation Area of London's Royal Borough of Greenwich.

4.1.31 Conservation Area designation is the main instrument available to Local Planning Authorities to give effect to conservation policies for a particular area. Designation introduces control over the demolition of unlisted buildings and provides the basis for policies designed to conserve or enhance all the aspects of character or appearance that define an area's special interest. Government planning guidance stresses that the importance of a World Heritage Site and its setting are key material considerations to be taken into account by local planning authorities when they determine planning applications. In addition, proposed development in a conservation area in excess 1000 sq.m or in excess of 20m in height need to be notified to English Heritage thereby providing an extra control mechanism.

4.1.32 The World Heritage Site is included within or bordered by the following conservation areas:

- Greenwich Park
- West Greenwich (A4d)
- Blackheath

¹⁹ Town and Country Planning (England) Direction 2009

- East Greenwich (A4d)
- Westcombe Park
- Ashburnham Triangle Conservation Area

The detailed appraisal of each conservation area, as well as the related management strategy, can be found at: http://www.royalgreenwich.gov.uk/downloads/511/conservation_areas

4.1.33 Conservation Area Appraisals (CAAs) are required for Conservation Areas. These describe the architectural and historic character and significance of each area justifying designation, and provide guidance to all concerned with development and change in the area on how its character and appearance can be preserved and enhanced. Further to the appraisals and management strategies, there are also Article 4 Directions placed on certain ones of the Conservation Areas which remove certain permitted development rights – this is denoted above by (A4d). Conservation Area Appraisals are a material consideration in the determination of applications for development within the Conservation Areas.

Neighbourhood Development Plans

4.1.34 Local Planning Authorities also have a duty to assist communities in the development of Neighbourhood Development Plans (NDPs). Their duties are set out in the Localism Act 2011. Community organisations, such as a Parish Council or a ‘designated neighbourhood forum’, may develop an NDP, adding a second, lower tier of locally-based planning priorities, which may promote more (but not less) development than is set out in the Local Plan. Neighbourhood Plans are subject to examination by an independent examiner and approval at a local referendum. They must be in general conformity with the relevant Local Plan and, in London, with the London Plan.

4.1.35 Some categories of minor development are generally permitted by order, but the Town and Country Planning (General Permitted Development) (Amendment) (No. 2) (England) Order 2008 (GPDO) limited such ‘permitted development rights’ within World Heritage Sites. Local authorities also have the power to make Article 4 directions to limit other classes of permitted development within World Heritage Sites.

World Heritage Site Management Plans

4.1.36 World Heritage Site Management Plans are not part of the local development planning framework but Local Planning Authorities in the UK are expected to take relevant policies in these management plans into account in developing their strategy for the historic environment and in determining relevant planning applications.²⁰

4.1.37 The *Operational Guidelines* provide detailed advice on the preparation of World Heritage Site Management Plans. The English Heritage guidance note *The Protection and Management of World Heritage Sites in England* (2009) also includes guidance on preparing Management Plans. It was prepared to support the now withdrawn Circular 07/09, but much of it remains valid for the time being as non-statutory guidance.

4.1.38 In summary, statutory controls, applied through the NPPF and *Local and Neighbourhood Development Plans*, provide a potentially robust framework for managing change and development within the Maritime Greenwich World Heritage Site and its setting. The relevant legislation and development plans are shown at Appendix D.

4.2 Legal and Administrative Structure Arrangements

4.2.1 The responsible administration of the World Heritage Site is a function of a number of statutory bodies and agencies: Government - the Department for Culture, Media and Sport, and the Department for Communities and Local Government; English Heritage; The Royal Parks, The

²⁰ PPG, ‘What are World Heritage Site management plans?’ (2014)

Royal Borough of Greenwich; Greenwich Hospital; the Greenwich Foundation for the Old Royal Naval; and the National Maritime Museum as corporate governing body of Royal Museums Greenwich.

4.2.2 English Heritage gives advice to, and monitors the effectiveness of, The Royal Borough of Greenwich in its exercise of conservation area and listed building controls. It advises Government in its exercise of powers to control alterations to Scheduled Ancient Monuments; monitors the implementation of *NPPF* and has direct responsibility for the management of Ranger's House and its presentation to the public.

4.2.3 The Royal Parks has responsibility for the management and care of Greenwich Park and has produced a Landscape Conservation Management Plan in accordance with best practice.

4.2.4 The Royal Borough of Greenwich has, under its powers as the LPA, the statutory responsibility to control changes to buildings within the World Heritage Site, has responsibility for local planning, transport and highway matters, housing and education, and economic and tourism development.

4.2.5 The Greenwich Partnership is the Local Strategic Partnership which maintains a high-level strategic overview of issues affecting the economic, social and environmental wellbeing of Royal Greenwich and its citizens. The Health and Wellbeing Strategy sets out high-level objectives and commitments for The Royal Borough and commissioners of NHS services to improve health and wellbeing in the borough. The priorities in the strategy are based on challenges identified in the Joint Strategic Needs Assessment.

4.2.6 Greenwich Hospital is a Crown charity established in 1694. The Hospital owns, on behalf of the Crown, the freeholds for the Old Royal Naval College, Dreadnought House and Devonport House (respectively, the former Dreadnought Seamen's Hospital, and the Devonport Nurses Home, now a student residence and conference hotel) and for many properties in the town. The responsibility for management of the Old Royal Naval College had been transferred on long lease to the Greenwich Foundation.

4.2.7 Royal Museums Greenwich comprises four sites: the National Maritime Museum, the Royal Observatory (ROG), the Queen's House and *Cutty Sark*. Together these constitute one museum working to illustrate for everyone the importance of the sea, ships, time and stars and their relationship with people. Originally established in 1934 and opened in 1937, the scope and operation of the NMM has expanded over its lifetime. In 2012 Royal Museums Greenwich (RMG) was established as a new overall title for the Museum, the (ROG), the Queen's House and the *Cutty Sark* (though the Trustees of the NMM remain the corporate governing body and *Cutty Sark* is only operated as part of RMG, remaining the property of the Cutty Sark Trust). The NMM holds freehold for the ROG and the Queen's House and the Museum buildings physically linked to it, ultimately on behalf of the Crown, though Greenwich Hospital has a reversionary right of reverter for the NMM buildings should they cease to be used as a Maritime Museum.

4.2.8 The World Heritage Site Steering Group comprises a partnership of organisations that own, manage or use the land and buildings within the Site boundary. These include The Royal Borough of Greenwich, the University of Greenwich, Royal Museums Greenwich, the Royal Parks, Greenwich Foundation, Greenwich Hospital, St Alfege Church, the Destination Management Company (Visit Greenwich), Trinity Laban Conservatoire of Music and Dance, the Greater London Authority, DCMS, English Heritage and representatives from a range of external organisations relevant to the theme under discussion including three members recruited from the local community in 2014.

4.2.9 The Steering Group works to uphold the OUV of the World Heritage Site and to promote Maritime Greenwich as a World Heritage Site at local, national and international levels. In order to achieve this, the Steering Group oversees the management of the Site by establishing administrative arrangements including an Executive Group and working groups to further the aims and objectives of the Management Plan.

4.2.10 The Executive membership comprises Greenwich Foundation for the Old Royal Naval College, University of Greenwich, Royal Museums Greenwich, The Royal Parks, The Royal Borough of Greenwich, Greenwich Hospital and Trinity Laban Conservatoire of Music and Dance. The Executive is responsible for the overall management of the World Heritage Site, implementing decisions of the Steering Group and giving direction on operational issues.

4.3 Goals and Opportunities of the Management Plan

4.3.1 Having identified the attributes that are the manifestation of OUV and also the attributes of national and local value, a number of goals and objectives have been established for the period to 2017. These goals may be seen to underpin, directly or indirectly the protection of the attributes. A working Action Plan to direct and assist achievement of these goals and objectives is currently being reviewed to refocus priorities for the period 2014-2017.

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

4.3.2.1 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.

4.3.2.2 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.

4.3.2.3 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.

4.3.3 GOAL 2. To increase public awareness of and interest in the OUV of the World Heritage Site and promote its educational and cultural value

4.3.3.1 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.

4.3.4 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

4.3.4.1 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.

4.3.4.2 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.

4.3.4.3 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.

4.3.4.4 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 currently 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.

4.3.5. 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

4.3.5.1 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.

4.3.6 GOAL 5. To achieve excellence of new design appropriate to a World Heritage Site

4.3.6.1 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.

4.3.6.2 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.

4.3.7 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

4.3.7.1 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.

4.3.7.2 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.

4.3.7.3 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.

4.3.8 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

4.3.8.1 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.

4.3.8.2 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.

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

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

4.3.8.5 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.

4.3.9 GOAL 8. To maximise the benefits of hosting the 2012 Olympic and Paralympic Games venues

4.3.9.1 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.

4.3.9.2 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.

4.3.9.3 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.

4.3.10 GOAL 9. To focus on the improvement of Greenwich Town Centre

4.3.10.1 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

4.3.10.2 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.

4.3.10.3 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.

4.3.10.4 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.

4.3.10.5 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.

4.4 Key Site Management Objectives

4.4.1 The objectives are feasible proposals reflecting the aspirations of the partners in the management of the World Heritage Site. The effective management of the World Heritage Site relies, above all, on the commitment of the organisations involved in the Steering Group, site owners, businesses, residents, and local groups to its objectives. This section first looks at the overall management objectives; i.e. those that give force to the primary aims of the Management Plan to conserve, enhance and interpret the cultural heritage of Maritime Greenwich. The objectives are fundamentally as adopted on the 1999 Management Plan and reviewed in 2005, now further reviewed and updated.

4.4.1 Management of the World Heritage Site

4.4.1.1 **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.

4.4.1.2 **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.

4.4.1.3 The Management Plan is required to establish a framework for protecting the attributes of OUV, protecting and conserving these attributes by setting out objectives for those involved in managing them. While not supplanting existing plans or policies, nor conflicting with regeneration of the area, it is intended that those with responsibilities for these activities should, as far as possible, operate within the framework of the Plan and adhere to its objectives.

4.4.1.4 The Management Plan is predicated on the principle of consensus. It is expected that those organisations forming the Steering Group and Executive and will continue to endorse its content and agree to be bound by it in their operations and activities. For the many others with an interest in Maritime Greenwich, whether residents, business operators or visitors, it is hoped that the Management Plan will provide a vision and identity for the area which they can support.

4.4.1.5 **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.

4.4.1.6 The World Heritage Site represents an outstanding cultural resource, with important national institutions within its area. Maritime Greenwich's unique position in royal and maritime history, its archaeology, architecture and landscape, and its scientific associations are especially rich sources of study and learning for schools and other educational bodies. There is potential in all of these to foster and reinforce local and national identity, and to interpret for residents and visitors of the major achievements represented by the buildings, landscapes, institutions and collections in the area.

4.4.1.7 The promotional aspects of the management of the World Heritage Site, covered below, do much in this area, and the educational role and potential of the World Heritage Site is enhanced by the location of Greenwich University and Trinity Laban Conservatoire, and the archives of the National Maritime Museum. Potential exists to use the World Heritage Site as an educational resource for those attending local colleges, particularly in the areas of environmental education, the arts, business skills development and tourism management.

4.4.2 Administrative Arrangements

4.4.2.1 **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.

4.4.2.2 When the importance of Maritime Greenwich had been fully recognised and the nomination for World Heritage Site status was forwarded to UNESCO, the decision was taken to convene a Working Group of key organisations and bodies with a stake in the administration of different aspects of the proposed World Heritage. This *ad hoc* body was charged with preparing a Management Plan to support the nomination. This Group continued in a revised form as a Steering Group. The Steering Group has an Executive with Working Groups set up to tackle key issues.

4.4.2.3 A World Heritage Coordinator was put in place in 1998 to help to implement the Management Plan and in particular to monitor, review and update it. It is envisaged that this post will continue.

4.4.3 The Statutory and Policy Context

4.4.3.1 **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.

4.4.3.2 The area covered by the Maritime Greenwich World Heritage Site, and much of the Buffer Zone and setting, is already subject to a number of statutory protection designations which are operated primarily through the land-use planning system. Within this system, control is exercised by the Local Planning Authority, The Royal Borough of Greenwich, with additional regulatory functions reserved for the Greater London Authority (GLA). The GLA and the Mayor of London represent the strategic planning authority. Some national agencies, notably English Heritage, have statutory functions in respect of the historic environment, which involves them in the consideration of some types of development applications. The Department for Culture, Media and Sport (DCMS) has a key role as the national body responsible for setting policy in relation to the historic built environment and also for overseeing the implementation of UNESCO's *World Heritage Convention* in the United Kingdom. The Department for Communities and Local Government (DCLG) and DCMS published Circular 07/2009 in July 2009 *Circular on the Protection of World Heritage Sites (now overtaken by the NPPF)*. This was supported by the English Heritage Guidance Note on the *Protection of World Heritage Sites*.

4.4.3.3 The national context for the protection of the built heritage and archaeological sites is established in the relevant legislation and in guidance issued by the appropriate Secretaries of State. The *Planning (Listed Buildings and Conservation Areas) Act 1990* places a duty on the local planning authority to preserve or enhance the historic buildings and sites within its area. The *Town and Country Planning Act 1990* establishes the character and setting of such buildings and sites as material factors in the consideration of development proposals. The guidance issued in support of the primary legislation reinforces and expands upon the intentions of these statutes by encouraging the adoption of appropriate policies and procedures. In particular, it counsels that

specific policies should be adopted in respect of World Heritage Sites and that they should be treated as key material factors in the exercise of planning functions. Archaeological resources are protected by scheduling under the *Ancient Monuments and Archaeological Areas Act 1979*, in which case the consent of the Secretary of State is required for works affecting ancient monuments within a World Heritage Site. Other archaeologically sensitive areas may be included in the Local Plan, in which case they are subject to the procedures for their protection. The importance of the historic environment and World Heritage Sites are clearly identified in the National Planning Policy Framework 2012 and the superseded Circular 07/09, *Protection of World Heritage Sites in England*. Significant applications affecting the OUV of a World Heritage Site should include information on impact as part of any Economic Impact Assessment, and ICOMOS has published a useful methodology on assessing impact in *Guidance on Heritage Impact Assessments for Cultural World Heritage Properties*, January 2011.

4.4.3.4 The main instrument of land-use planning policy was the Unitary Development Plan (UDP) prepared by The Royal Borough, which set out the general and specific policies and proposals for the development of land and buildings in Maritime Greenwich, and the London Plan prepared by the Greater London Authority. The UDP included a specific policy to protect and enhance the unique character of the Site and showed the Site and Buffer Zone on the Proposals Map with reference made to the Management Plan. Under the *Planning and Compulsory Purchase Act 2004*, UDP's are being replaced by Local Development Frameworks. The Royal Borough published its Core Strategy, The Royal Greenwich Local Plan: Core Strategy with Detailed Policies, in 2014. This document supersedes the UDP and includes policies for protecting the OUV's of Maritime Greenwich. The GLA's *London Plan 2011* sets out a spatial strategy for the capital and includes the *London View Management Framework* which has particular significance for Maritime Greenwich.

4.4.3.5 **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.

4.4.3.6 Statutory designations for the protection of the heritage currently in force within the Maritime Greenwich World Heritage Site include Scheduled Monuments, Listed Buildings and Conservation Areas. Other designations arising from national and strategic guidance and included in the Royal Borough's Core Strategy 2014, and which reinforce planning controls on inappropriate development, have the potential to underpin the protection of the World Heritage Site; examples are Areas of Metropolitan Importance and Strategic Views.

4.4.3.7 The inclusion of Greenwich Park on the Register of Historic Parks and Gardens compiled by English Heritage is also to be noted in this respect. As national and local policy develops in these areas, the existing designations should be reviewed and the need for additional protection assessed; e.g. in the operation of Article 4 Directions. There is a Direction in place to control the painting of commercial buildings in the Town Centre. Conservation Area Appraisals and Management Strategies (CAMS) have been adopted for those areas that include the World Heritage Site. The London Plan includes a view management framework based on London Panoramas, River Prospects and Townscape Views. The GLA's related Supplementary Planning Guidance of 2012 has already been mentioned. All of these have significance for the categorisation of the many aspects and prospects of Maritime Greenwich. The Royal Borough is a member of the Local Authority World Heritage Site Forum (LAWHF) and will continue to work with LAWHF to strengthen statutory protection and increase resources.

4.4.3.8 **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.

4.4.3.9 There are a number of measures to protect the OUV available to the local authority and other bodies, to promote the preservation and enhancement of the World Heritage Site. Local area

or site-specific studies, aimed at encouraging positive action by relevant agencies are one form of this. Accessing partnership funding through English Heritage, or grants such as the Townscape Heritage Initiative from the Heritage Lottery Fund, are another approach and will be considered as part of the emerging Action Plan.

4.4.3.10 Funding for enhancement schemes within and around the World Heritage Site may come from other public sources as many of the objectives accord with the London Mayor's strategies. The regeneration of Greenwich Town Centre, the Waterfront area as far as Greenwich Peninsula and, indeed, adjoining areas such as Deptford Creekside is a major element in retaining the essential vitality and prosperity of the area and in generating local community involvement in and ownership of Maritime Greenwich. A buoyant local economy and having a stake in the future of the area will do much to ensure that its unique and special character is protected and improved.

4.4.3.11 **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.

4.4.3.12 Ownership plays a significant part in the appearance and character of the World Heritage Site. The pattern of ownership is complex and ranges from the extensive, such as the Royal Park, or multiple site owner such as Greenwich Hospital, to the individual property owner, as with many houses on Crooms Hill. The property market is fluid with ownership even of some of the larger sites changing over time, with concomitant variations in development pressures, many of which will have repercussions for the character of the World Heritage Site.

4.4.4 Environment

4.4.4.1 There are a large number of issues which have a real or potential impact on the character or appearance of the World Heritage Site. In many respects these issues overlap but in terms of managing their effects on the World Heritage Site it is convenient to group them together as key issues, based upon the types of effects they have and the actions required to deal with them. The key issues have been identified as: environmental concerns, visitor management, and traffic and transport.

4.4.4.2 **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.

4.4.4.3 The elements that make up the environment are disparate. They include all the following factors: the age, size and materials of buildings; the townscape, that is the disposition of buildings with open areas, boundary treatment, roads, and so on; open spaces and greenery; visual characteristics, such as tidiness and condition; air quality; climate; landscape and wildlife. The environment is an extremely complex issue and elements of it are beyond the scope of this Management Plan (e.g. climate). Others are intricately bound up with other issues, for instance air quality, with pollution from traffic as outlined below. Some elements have a direct bearing on the conservation of the World Heritage Site and these are the subject of the following objectives.

4.4.4.4 A major concern of current environmental thinking, reflected in national planning guidance, is the future sustainability of the environment: that is, the ability to maintain its current condition and preserve it from deterioration, while improving its quality by positive actions and passing it on to future generations in as good or better condition than that inherited. This parallels the concern of this Management Plan to conserve the cultural heritage assets of the World Heritage Site; i.e. to protect them from harmful activities and enhance their positive qualities and characteristics.

Therefore, the principle of environmental sustainability should inform all activities within the World Heritage Site.

4.4.5 Conservation of the Building Fabric

4.4.5.1 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.

4.4.5.2 A major component of Maritime Greenwich's environment is its buildings. Their age, architectural styles, composition, materials, and historical associations to a very large extent define the importance of the place and, collectively and with the spaces around and between them, create a unique townscape. What is required is a framework for conserving them in their present or improved condition as outstanding cultural heritage assets. This requires a commitment from all those responsible to their conservation to the highest standards of protection and care, as recommended in Objective 8.

4.4.5.3 A number of buildings and sites detract from the visual quality of the World Heritage Site because of their poor condition, often resulting from vacancy or neglect. Uses and repair programmes are actively being pursued for dealing with these problems, as was formerly the case with the Dreadnought Seamen's Hospital and Devonport Nurses' Home. But in other cases more needs to be done to overcome vacancy and underuse of such buildings and sites, either by the statutory agencies with powers to enforce action, or the owners or occupiers responsible for their upkeep.

4.4.6 Conservation of Landscape

4.4.6.1 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.

4.4.6.2 The townscapes and landscapes of Maritime Greenwich are varied, a quality that adds much to the enjoyment of the place. They span the dense network of streets of the Town Centre (a synthesis of medieval and Georgian layouts), to the grand, symmetrical ensembles of the Old Royal Naval College and National Maritime Museum, to the open framework of the Royal Park. In between and around are other incidents of townscape of a different nature – the long snaking terraces of Crooms Hill for example – but all have relevance in defining the historical development of the World Heritage Site.

4.4.6.3 Of course, the different townscape and landscape types require different approaches to their management. Thus, policies and proposals should reflect the particular local scene as well as the bigger picture and restoration has to be balanced with modern requirements. For instance, while it was entirely appropriate to specify York stone slabs for paving footpaths in Nelson Road or College Approach, where it was historically correct to do so, it would not be for laying or surfacing paths in the Royal Park.

4.4.6.4 Opportunities will arise to restore and enhance the townscape and landscape of parts of the area in connection with a number of projects listed in the Project Register. Much of the paving in the Town Centre has been re-laid in York stone. The Old Royal Naval College was landscaped in 2006 with work to trees and new planting undertaken, together with new gravel paths laid. The scheme has restored the area to the designs of Philip Hardwick from 1860 and has improved visitor movement through to the Park and the wider area. Other agencies responsible for such works should aim to achieve the same dual purpose of authentic restoration and sympathetic enhancement in their townscape and landscape projects. Greenwich Park was laid out in the 1660s with the planting of 16 formal avenues and the great semi-circle of four rows of trees

forming the 'rounds' at Blackheath gate. Some of the original sweet chestnuts survive and are of great landscape and ecological value. In 1999 the Royal Parks initiated an Avenues Restoration Strategy. Most of this has now been implemented. Climate change and new plant diseases may both influence management of avenues in the future.

4.4.6.5 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.

4.4.6.6 The visual characteristics of an area are probably evident to more people than any of the other elements of its environment. Some parts of the area are evidently well cared for. The Royal Borough and local agencies have undertaken more frequent street cleansing and litter collection, and enforcement of the advertisement regulations. In 2012 the Royal Borough appointed Handypersons with specific responsibility to improve the public environs within the World Heritage Site. Since 2012 annual summer floral planters have been displayed on street furniture to improve the appearance of the streets. However, more can be done to improve the appearance of the streets and open spaces and to encourage responsible behaviour by users of them. All bodies responsible for public sites should review their management and maintenance policies and practices (and, taking a longer view, educational ones), to ensure that they are kept in good order.

4.4.7 Marketing

4.4.7.1 A World Heritage Site Marketing Group operated between 2002 and 2013, with the principal aim of achieving a holistic and sustainable approach to destination promotion. A new Destination Management Company, Visit Greenwich, was established in 2013 to develop and promote tourism to increase economic impact, increase visitor numbers, length of stays and visitor spend in the area. Its key partners includes the World Heritage Site's principal owners and managers.

4.4.7.2 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.

4.4.7.3 There are opportunities for organisations in the World Heritage Site to share expertise, including that which has been developed in the visitor attractions as well as the practical and academic strength of the University of Greenwich Business School, which has specialisms in tourism and heritage management.

4.4.7.4 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.

4.4.7.5 An estimated 18 million visitors (source: STEAM 2013) come to The Royal Borough of Greenwich annually, a large percentage (50%) of whom come to Maritime Greenwich. This creates an economic impact of £1.1Bn and supports 14,000 jobs. The overall trend is upwards.

4.4.7.6 This number of people concentrated into a relatively small area, and distributed unevenly within it, can cause problems which are exacerbated by the seasonal nature of tourism. There are some checks and balances. The student community reduces in summer when visitor numbers are at their height but increases in the winter when visitor numbers are at their lowest. The student community offers a business opportunity in itself as well as bolstering attractions out of season. In order to sustain the numbers of visitors and ameliorate potential conflicts with residents,

businesses and road users, it is essential that methods of control and direction are identified to help dissipate the numbers and concentrations of visitors.

4.4.8 Visitor Management

4.4.8.1 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.

4.4.8.2 Charlton Way has parking for some 14 coaches and these spaces are frequently filled so that coaches are parked in unauthorised places including along the carriageway of the A2. With visitor numbers to the World Heritage Site increasing there will be a greater need to manage coach parking and the provision of drivers' and visitors' facilities. Such provision can provide a commercial return. There exists on site a small Edwardian building in the style of the Blackheath Heathkeeper's lodge which offers scope for a new visitor centre, and for which a planning permission previously granted expired before resources to proceed further could be found. This local area, which also includes Holly Pond, could be landscaped to assist its role as a main visitor arrival point.

4.4.8.3 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.

4.4.8.4 Most visitors spend no more than a few hours (just over three hours on average) in Maritime Greenwich and rarely have the opportunity to visit more than a small part of the whole World Heritage Site. No doubt many return but for a significant number of people it is their only visit and there are limited options for those wishing to stay longer in the area. It is desirable to extend the average length of visit and provide the options for longer stays. The World Heritage Site Marketing group was successful in its campaigns to extend the visitor seasons at Christmas and Easter times as well as to lengthen the visitor stay. The arrival of the new hotels in the local area has also significantly assisted offering opportunities for overnight stays. Maritime Greenwich World Heritage Site is reflected in the www.visitgreenwich.org.uk website. Visit Greenwich will be working on plans to increase dwell time and visitor spend through a number of initiatives including a new visitor App with mcommerce functionality. Footfall monitoring CCTV has been introduced as a measurable method of assessing and prompting visitor numbers and seasonal trends.

4.4.8.5 'Discover Greenwich' (opened 2010, succeeding a simpler forerunner of 1999) has acted as the starting point for visitors to the World Heritage Site and welcomes over 1 million visitors per year.

4.4.8.6 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.

4.4.8.7 As well as the intention of increasing spending by tourists in Maritime Greenwich, by encouraging longer visits, the other economic benefits of the tourism industry should be identified and the means by which they can be used to the benefit of local communities and businesses should be established. There are a growing number of attractions in the local area which will

increase the variety of places to visit. An increase in job opportunities is one potential result of additional visitor numbers and spending, and a strategy should be devised to match the skills and employment needs of the local community to those opportunities. Existing businesses, traders and service providers would also gain from this trend and could benefit from better marketing and promotional skills. New business operations could follow in the wake of increased visitor time and purchasing ability and should be supported where the possibilities are recognised.

4.4.9 Learning

4.4.9.1 Objective 18 To increase awareness, understanding and a sense of ownership of Maritime Greenwich as a unique resource for learning.

The Plan

To secure funding for future group and partnership projects and initiatives, to be coordinated by a bespoke learning coordinator.

To focus on people:

- *Ensuring that they engage with the World Heritage Site as learners, stakeholders, contributors and experts.*
- *Develop the Maritime Greenwich World Heritage Site website to be more focused on learners and the World Heritage Site themes than the providers, learning from other World Heritage Site web resources.*
- *Continue local schools annual partnership project to work with a cluster of local schools.*

To encourage people who do not usually access cultural and heritage experiences to take part and take ownership

- *Build on the Young Cultural Ambassadors Scheme and the UNESCO Youth Summit 2012 to sustain and grow young people's engagement beyond the Olympics, looking for inter-generational opportunities for the young people to champion the World Heritage Site through existing initiatives with local people.*

To build a high profile for the Group, so that we maximise partnership potential and attract investment

- *Create opportunities to represent our work to the World Heritage Site Steering Group and Executive and seek their support and advice for key initiatives.*
- *Evaluate, and keep high quality photographic records of, our highest impact projects so that we can present them to stakeholders and external audiences.*
- *Create opportunities for self-reflection and extension/dissemination of good practice.*
- *Host NQT/ITT events and contribute to their programmes of study.*

To strengthen the Group: building a sustainable network of committed organisations able to collaborate and make the most of new opportunities

A partnership protocol specifying responsibilities has been developed, and signed by the following partners:

- *British Music Experience*
- *Cutty Sark Trust*
- *Greenwich Community College*
- *Greenwich Dance*

- *Old Royal Naval College*
- *Ravensbourne College*
- *Royal Museums Greenwich*
- *Royal Parks*
- *Trinity Laban Conservatoire of Music and Dance*

Other Partners who support the group are:

- *Greenwich Education Business Partnership*
- *University of Greenwich:*
Stephen Lawrence Gallery
Widening Participation Unit
- *Greenwich Council*
Family literacy and numeracy
Lifelong learning

Other group members who have a less formal link but who support and occasionally participate in projects:

- *English Heritage*
- *Greenwich Council – Tourism*
- *Greenwich Council – Arts and Culture*
- *Greenwich Council Childrens' Services (via Schools Sub Group – see below)*
- *Greenwich Heritage Centre*
- *Greenwich and Lewisham Young Peoples' Theatre*
- *Greenwich Theatre*
- *Stephen Lawrence Charitable Trust*

4.4.9.2 One of the group's stated aims is to improve its profile. With this in mind we have been working closely with the Inclusion, Learning and Achievement team at The Royal Borough. This has enabled the Heads of Improvement for both primary and secondary schools to become familiar with the outstanding learning opportunities available from the World Heritage Site Learning partners, and to use their influential position with Head Teachers and teaching staff to encourage them to take full advantage of the opportunities within their borough. More than 65% of Greenwich schools now access the services of the group, and this figure is increasing annually.

4.4.9.3 The recent Greenwich Learning Charter, which sets out the aims and core learning principles of The Royal Borough, specifically mentions the importance of the World Heritage Site in contributing to achievement. This Charter appears in every Greenwich school and is sent to every Greenwich parent.

4.4.9.4 A schools sub-group meets three times a year, and in addition to involvement in wider The Royal Borough initiatives, such as Olympic, Royal and Literacy projects, the group benefits from regular updates on government policy and its implications for schools and teachers. We have hitherto hosted and led a number of borough-wide events for Newly Qualified Teachers, Literacy Coordinators and Olympic Champions, which have promoted our services to over 300 teachers.

4.4.9.5 In the longer term, this closer contact will enable us to generate data to show how learning outside the classroom, and specifically participating in school sessions in Greenwich, is raising achievement for Greenwich schoolchildren. This data can then be used to attract children from other boroughs.

4.4.10 Traffic and Transport

4.4.10.1 **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.

4.4.10.2 Greenwich Town Centre suffers from chronic traffic problems which detract greatly from its environmental quality and attractiveness. Traffic movement and density acts as a barrier to the free movement of pedestrians throughout the area, particularly between the riverside, Town Centre and the Park and museums. It intrudes on the enjoyment of buildings and townscape, for instance by making difficult the taking of photographs. Pollution levels are high as a consequence of the numbers and slow movement of vehicles and potentially affect people's health and comfort, as well as posing a threat to the fabric of many historic buildings by its corrosive effect.

4.4.10.3 There is a broad consensus that something should be done to improve the appearance and visitor experience in Greenwich Town Centre which is compromised by the volume of vehicular traffic, by congestion on the pavements and the quality of the public realm. Enhancements to the traffic flow, a reduction in volume of traffic, pavement widening and improved pedestrian facilities could have the following benefits:

- a greatly-improved environment for pedestrians and other vulnerable road users
- better integration of the Town Centre and the Old Royal Naval College
- reduction of pedestrian/vehicle conflict
- increase in capacity of the Town Centre for visitor numbers, particularly in high seasons
- improved air quality
- enhanced setting of historic buildings
- reduction in polluted air and damage to historic building fabric, including *Cutty Sark*
- opportunities for improvements to the retail offer
- better visibility and legibility of historic buildings
- easier links for visitors to public transport, particularly DLR, riverboat and bus services

4.4.10.4 One measure operating with some success in improving traffic conditions is the lorry ban, which has diverted most of the heavy vehicles away from the Town Centre. Though beneficial in itself, it is a piecemeal measure affecting only one element of the problem. In the absence of the resources to pursue more radical solutions it will be necessary to assess other options for improving the current traffic situation. Improved traffic management and pavement widening proposals for parts of Greenwich Town Centre are being reviewed. There is an opportunity to create a new 'pedestrian spine' from Greenwich Pier to Greenwich Park connecting many of the existing and proposed attractions. The principle of substantially reducing through traffic is strongly endorsed.

4.4.10.5 **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.

4.4.10.6 With the five-fold increase in visitor numbers in the World Heritage Site since Inscription there is already a need to deal with increased pedestrian flows. There are also a number of significant developments, both in the London context and locally that add to the visitor attraction and, in some cases, alters the patterns of visitor flows.

Developments that impact on Maritime Greenwich include:

- developments at and around London Bridge Station
- The O2
- developments including hotels on Greenwich Peninsula

- hotels in West Greenwich and Deptford
- the cruise-ship terminal and hotel at Enderby Wharf
- further developments on Canary Wharf

Developments within the World Heritage Site include:

- construction of the new Greenwich Pier promenade and associated restaurants
- the upgraded *Cutty Sark*
- Discover Greenwich visitor centre and the Old Brewery
- the University of Greenwich's new School of Architecture and Library in Stockwell Street
- the new Sammy Ofer Wing at the National Maritime Museum
- legacy effects from the Olympic and Paralympic Games

4.4.10.7 As pedestrian numbers increase, the measures available to improve the flow, convenience and safety of people on foot should be kept under review. More improvements to signage are essential. Information could encourage people to follow less congested routes and the opening up of new attractions or restricted sites would help disperse the concentrations along existing paths. Measures may be taken to extend the visitor season and to spread visitor peaks so as to even out visitor numbers.

4.4.10.8 **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.

4.4.10.9 Maritime Greenwich can be a challenge to the people with disabilities. In particular their ability to move about easily is limited not only by the general difficulties associated with traffic and pedestrian movement highlighted above, but also by the historic street and built environment. The climb to the Royal Observatory is also demanding. Discover Greenwich and the Sammy Ofer Wing are fully accessible. Lifts have recently been installed in the Painted Hall and Chapel in the Old Royal Naval College; *Cutty Sark* is also accessible.

4.4.10.10 **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.

4.4.10.11 Cycling is limited to the carriageways, where there is danger from vehicles, and the Avenue through the Park. In practice, some cyclists use pavements and paths reserved for pedestrians, which results in danger and annoyance to many of the latter. The Royal Borough of Greenwich requires cycle routes on riverside paths. Facilities to increase provisions for cyclists elsewhere in the World Heritage Site and surrounding areas need to be kept under review, especially in tandem with traffic and pedestrian improvements. There is limited east-west cycle access at the Old Royal Naval College and where cycle routes across the World Heritage Site are not practical it may be possible to construct cycle parks at strategic locations. The Royal Parks agency has created cycle routes north/south and east/west through the Park which connect with the route over Blackheath. Blackheath Gate's footprint has been made more conducive to safe cycling as part of the Park's Olympic legacy, but the Charlton Way mini-roundabout outside is still hazardous in this respect.

4.4.10.12 **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.

4.4.10.13 Maritime Greenwich benefits from good public transport provision. The arrival of the Docklands Light Rail in South-East London (from 1999) created connections to the underground system (via the Jubilee Line at Canary Wharf) and directly to the City and Lewisham. The arrival of

the Greenwich Clipper riverboats has provided an enhanced service for visitors and commuters using the Thames. While this use of the river is applauded, and the support provided by the Mayor of London welcomed, there are concerns that the wash of such vessels may be damaging the 18th century river wall, the oldest in London, and the archaeological deposits on the foreshore at Greenwich.

4.4.10.14 There is also room for improvement to the existing services. The main line rail services, particularly to central London, can be improved with better station facilities and more frequent services. Buses provide an essential service by connecting the Town Centre to many adjoining areas but suffer from the congestion on the roads and a lack of priority measures, which would aid frequency and speed of services. The enlargement of the DLR trains from three cars to five has been warmly welcomed.

4.4.10.15 Collectively, such improvements, alongside those suggested for traffic and pedestrian movement would be a major benefit to the World Heritage Site in reducing road congestion and enhancing movement to and through the area. Where new development or service installations are necessary pre-requisites of these improvements, every effort should be made to accommodate these without detracting from the historic character of Maritime Greenwich.

4.4.11 Design

4.4.11.1 **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.

4.4.11.2 Since the 2005 review of the Management Plan there have been a number of schemes proposed for tall buildings that would have an impact on Maritime Greenwich. These have been located both within the Inscribed site area and Buffer Zone and its wider setting. Schemes that affect the Site may be located in the adjacent London Boroughs of Tower Hamlets and Lewisham, as well as in The Royal Borough of Greenwich.

4.4.11.3 A guidance note entitled 'Important Views and Tall Buildings' was initially prepared in 2006 and updated in 2008 to address and form an adjunct to the Management Plan. However, the guidance note was not agreed by all the members of the Steering Group. Although the paper has no formal status, the opportunity should be taken to review the issues raised in the paper in the context of a study of the setting of the World Heritage Site. The preparation by the GLA of Supplementary Planning Guidance to the London Plan on World Heritage Settings sets out the effects of tall buildings on the London World Heritage Sites.

4.4.11.4 **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.

4.4.11.5 The main historic assets of Maritime Greenwich, the Old Royal Naval College and the National Maritime Museum in particular have been the subject of conservation plans which now guide the future work on their fabric. Conservation Area Appraisals and Management Strategies (CAMS) were adopted in November 2013 for the West Greenwich, Greenwich Park, East Greenwich and Blackheath Conservation Areas which encompass the World Heritage Site and Buffer Zone. These documents can be downloaded at:

http://www.royalgreenwich.gov.uk/downloads/511/conservation_areas

4.4.11.6 **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.

4.4.11.7 There are a number of sites within the World Heritage Site boundary and also close by that are vacant or contain buildings of no particular architectural or historic interest. Some of these sites were the result of bomb damage in the Second World War. It is important that new

development respects and contributes to the historic context, this being assisted by the implementation of Objective 26 above.

4.4.11.8 There have already been some new buildings constructed in the World Heritage Site that have outstanding architectural qualities. Perhaps the best known of these is the Peter Harrison Planetarium at the Royal Observatory which has attracted a number of awards. This is a building of a singular purpose, constructed in modern materials with such conviction that it complements the adjacent historic buildings without resorting to dull pastiche. The Sammy Ofer Wing at the National Maritime Museum is a blend of modern design and traditional materials. The development at Stockwell Street of new University facilities has realised the ambition to add an exciting new dimension to Greenwich Town Centre. The scheme for raising and displaying the *Cutty Sark* demonstrated a unique design approach to showcasing the hull and maximising interpretative space.

4.4.12 Sustainability

4.4.12.1 **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.

4.4.12.2 **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.

4.4.12.3 **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.

4.4.12.4 **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.

4.4.12.5 There is little doubt that operating in a sustainable manner is recognised as a positive social benefit and the fundamental role of the World Heritage Site might be said to be 'supporting economic social and cultural diversity and growth in order to sustain the OUV of the site'. This acknowledges that the care and conservation of the buildings and landscape contribute to and are dependent on the economic and social environment of the Town Centre and its surrounds. This in turn means that the management of the Site must reflect a concern for its economic, social and

cultural activities and that it must have the support of those who live and work within the Site and those who come to visit.

4.4.13 Olympic and Paralympic Games Legacy

4.4.13.1 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.

4.4.13.2 Greenwich Park was the venue for both Olympic and Paralympic Equestrian and Modern Pentathlon events. The operations, however, involved most of the World Heritage Site. 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.

4.4.13.3 A report was submitted to English Heritage in 2013 reviewing the experience of hosting the London Games at Maritime Greenwich World Heritage Site, identifying best practice and lessons learned.

PART 5: SITE MANAGEMENT PROGRAMMES AND THEMES

5.1 Introduction

5.1.1 In order to implement the objectives of the Management Plan a number of Working Groups have been established. Standing groups for learning, transport, sustainability and design meet regularly. In addition working groups are set up from time to time to look at specific issues. The World Heritage Site Marketing Group, was superseded in 2013 by the new Royal Borough of Greenwich Destination Management Company, Visit Greenwich, which will continue and expand its work, recognising that the Maritime Greenwich World Heritage Site is a crucial facet of a borough wide destination management strategy which encompasses a number of disparate yet significant attractions such as the O2 arena and the cross-Thames cable car Emirates Airline.

5.1.2 Visit Greenwich is a partnership-based, not-for-profit company set up in December 2013 to develop and promote tourism to increase visitor numbers, length of stays and visitor spend in the area. The organisation is working with partners large and small, from independent businesses to major museums. Its partner base covers visitor attractions, accommodation providers, transport operators, meetings and wedding venues, shops, cafes, restaurants, public houses and the travel trade. Visit Greenwich has developed a Destination Management Plan, a 5 year growth vision for The Royal Borough, which was launched in October 2014.

5.2 Summary of Programmes

5.2.1 The following is a summary of the programmes of the established groups. Each group has its own terms of reference and the programmes are intended to help protect and enhance the OUV of the World Heritage Site.

5.3 Marketing Programme

5.3.1 The Maritime Greenwich World Heritage Site Marketing Group was formed in 2002 with the principal aim for businesses and organisations with an interest in developing the visitor economy to take a holistic and sustainable approach to destination promotion. Visit Greenwich will develop discrete programmes over the forthcoming years aimed at achieving a 28% growth target in value by 2018 with significant increases in visitor dwell time and length of stay. Visit Greenwich has set up a marketing steering group which reports to its main board. The purpose of the group is to lead the development of marketing strategy and plans to meet destination objectives set in the 5 year plan. Key marketing professionals from Royal Museums Greenwich, Greenwich Hospital and the Old Royal Naval College are members of this group.

5.3.2 Business Strategy

5.3.2.1 The mission is to promote Maritime Greenwich as a world-class leisure and business destination within the wider destination of the Greenwich Peninsula, balancing the benefits and revenue that visitors bring with the need to protect and preserve the built and natural environment that makes it a World Heritage Site and the destination it is.

5.3.2.2 The key aim is to establish a top-of-mind awareness with leisure and business visitors and to promote Maritime Greenwich as an exceptional destination as a 'must visit' and/or 'do business with', and to encourage repeat visits and dispersal of visits through wider exploration of The Royal Borough.

5.3.3 Business Objectives

5.3.3.1 The forthcoming Destination Management Plan (DMP) and marketing plan will fully reflect the requirements and objectives of the Site, as major owners, occupiers, managers and representatives of wider tourist interests are members of the Company.

5.3.4 The Visitor Economy in Greenwich since 2002

5.3.4.1 Between 2002 and March 2013, the World Heritage site Marketing Group has invested a total sum of £1,196,000 cash and more than £600,000 worth of in-kind assistance from partners into marketing the Maritime Greenwich destination.

5.3.4.2 Prior to the World Heritage Site Marketing Group efforts, visitor numbers had grown steadily, however the increased profile of Maritime Greenwich has given an increase of 6.3 million visitors to The Royal Borough of Greenwich since 2003. By 2012 The Royal Borough received around 18 million visitors per annum generating a £1.1bn visitor economy. (Source: STEAM, 2013).

5.3.4.3 Over that period spend per head rose from £48 to £63, an increase of over 30% (Source: *ibid.*). The rate of inflation over these years is around 3% (source: Office for National Statistics): therefore, for Greenwich, this is a substantial increase. The total economic impact of tourism in Greenwich (accommodation, recreation, shopping, transport, food and drink) was £1.1bn in 2013. The total direct and indirect employment supported by tourism activity shows a steady increase and was over 14,000 FTE's by 2013.

5.3.4.4 The day visitor market remains dominant at 93% of the total market (source: STEAM, 2013) and therefore almost 90% of the economic impact generated.

5.3.4.5 The profile of visitors to Maritime Greenwich is derived from an ongoing online survey called Visitrac.

5.3.5 Marketing Strategy

5.3.5.1 The purpose of the strategy is to raise the profile of The Royal Borough as a visitor destination and to identify the most important and appropriate target markets to make the best use of the available budget.

The Visitor Choice

5.3.5.2 When making a decision to visit a destination, the visitor has a plethora to choose from. The visitor can choose Greenwich as a place to visit for a range of reasons:

- history and heritage, including maritime and royal
- open spaces, views, walks
- a day out or weekend break with friends, family, as a couple or group, a special interest
- culture and events
- shopping and markets
- eating and drinking
- specialist interests – science, museums, maritime history, parks and gardens, architecture, royal connections
- conferences, team-building and meetings
- place to celebrate – weddings, receptions, social events.

Target Markets

5.3.5.3 Maritime Greenwich attracts a diverse audience due to the range of experiences the Site offers. It remains predominantly a day visit destination (93% of the total market as above). Future target markets will be identified through evaluation of those to date and ongoing research, within the framework of the new DMC's strategy and programme development. Key geographic markets include UK, USA, Germany and France.

5.3.6 Marketing Objectives

5.3.6.1 Maritime Greenwich has over time developed short-term objectives to tackle current issues, and overarching objectives to ensure a sustainable tourism environment. This approach is expected to continue under the auspices of Visit Greenwich.

5.3.7 Resources

5.3.7.1 Following on from the World Heritage Site Marketing Group, a number of key resources have been developed to help deliver the Marketing Plan.

Print

5.3.7.2 Existing and well-used Greenwich visitor maps and brochures have been revised as necessary within the DMC's programme of actions. This information is also available online.

Website

5.3.7.3 The official visitor website for Greenwich will continue to be used www.visitgreenwich.org.uk as it is established and ranks at the top of relevant Google searches. It attracted 600,000 unique visits in 2013/14 and is expected to increase significantly by the end of the first year of the DMC's operation. Increasingly, use will be made of social media - Twitter, Facebook, Pinterest and other media channels promoting events, places, travel options, hotels, shops and restaurants. The Visit Greenwich website is currently being developed in a "responsive" format to be readily accessible and attractive to users of mobile technology, smart phones and tablets. Over 50% of the visitor market now uses smart phones and tablets at both pre-visit and within our destination.

5.3.7.4 PR and targeted research will be ongoing, developed for the Site under the auspices of Visit Greenwich. Visit Greenwich has a contract with a London based PR company called Flagship.

5.4 Visitor Management Programme

5.4.1 For the purposes of this programme, a visitor is defined as anyone spending three hours or more away from home on a leisure pursuit.

5.4.2 Maritime Greenwich World Heritage Site Visitor Management Strategy

5.4.2.1 A Visitor Management Strategy developed before and in the early stages of the Management Plan period has been reviewed in the light of the production of Visit Greenwich's Destination Management Plan. The aims of the current Visitor Management Strategy set out in the Destination Management plan (DMP) are:

- To ensure an inspiring visitor experience, helping people get the most from their stay and gain a greater understanding of the significance and variety of the Greenwich World Heritage Site, its historic landscape and architecture.
- To ensure that the visitor economy does not adversely affect the place itself or the local community.

5.4.2.2 The following objectives apply:

- Develop a key directional welcome signage strategy.
- Effectively communicate with all visitors and enhance the reputation and status of Greenwich prior to their arrival through marketing and public relations.
- Provide a welcome that encourages visitors to feel comfortable and secure in their environment and take advantage of all aspects of the Greenwich offer.
- Make sure the World Heritage Site is accessible for all to experience.
- Improve awareness and understanding of the World Heritage Site and its coherence, making history interesting and meaningful.
- Generate visits to attraction and places of interest within the World Heritage Site introducing visitors to elements of the site they may not otherwise have been aware of through stimulating interpretation and guidance.
- Increase visitor satisfaction and enjoyment and measure this through reliable research methods.
- Maximise the economic benefits and visitor spend by encouraging longer stays and repeat visits.
- Disperse visitors across a wider area thus relieving the pressure of over-capacity on sensitive sites and residential areas and spreading the economic benefits of the visitor spend.

5.4.2.3 Responsibilities for visitor management:

- In a way that does not exceed capacity and impinge on quality thresholds, the Strategy must ensure maximum return, diversify the offer and spread the benefits widely across. The Royal Borough and / or the World Heritage Site, during the day and overnight and throughout the year.
- Drive up the quality of the offer in the Town Centre to meet customer expectations, taking into account the issue of over-demand.

5.4.2.4 Success is being measured by ongoing visitor surveys undertaken on Visitrac, a web based survey system used by Visit Greenwich in collaboration with the World Heritage Site partner organisations. A range of other visitor research programmes and customer feedback surveys are undertaken by others. Targets for increasing positive reactions over time will be included and measured as part of the emerging Action Plan for the Management Plan.

5.4.3 Visitor Management in Greenwich: The Current Situation

Transport and public facilities

5.4.3.1 Greenwich is served by many bus routes, mainline trains to Greenwich station, Docklands Light Railway (DLR) to Maritime Greenwich (Cutty Sark) and Greenwich Stations, and riverboat services. Car transport is not encouraged but there is parking available in Greenwich Park and two small car parks in the Town Centre. Limited (free) coach parking is available on Charlton Way at the top (south) end of Greenwich Park, Park Row and Norman Road and a drop off point is provided in the Town Centre at Stockwell Street. A project is currently under way to consider the impact of coach parking at Charlton way, a more effective management regime and the potential for charging. One of the major issues for Maritime Greenwich is the impact of large volumes of traffic passing through, which is not appropriate to a site of such international importance. A lorry ban has already been implemented but transport is a major challenge and a comprehensive portfolio of initiatives is being developed to deal with the problem.

5.4.3.2 Major entry points into the World Heritage Site are through the south entrance of Greenwich Park, and Cutty Sark Gardens. There are public toilets in the Park, in the Town Centre (down steep stairs) and in the Old Royal Naval College visitor centre. All these facilities are closed at night. There are no toilets by the coach parking in Charlton Way although a small Edwardian municipal toilet building does exist but has been closed for many years). A Tourist Information Centre is located in Discover Greenwich and is open seven days a week providing information on the World Heritage Site, the rest of Greenwich, London and England. It is a full-service TIC also offering accommodation bookings, transport and event ticketing. It receives c 375,000 visitors per annum and customer satisfaction levels are at 97%.

Accommodation

5.4.3.3 Hotel accommodation in and around Greenwich has expanded significantly in recent times, with new hotel facilities such as a Premier Inn, Travel Lodge and Mercure adding to the longer established offerings of Devonport House, the Novotel London Greenwich and the Greenwich Ibis. In the autumn of 2015 a new five star Intercontinental Hotel will give the Peninsula extensive corporate facilities and 450n rooms. This is expected to help attract a new and different audience to the World Heritage Site. In addition the Destination management plan shows that a further 2000 new rooms have received planning permission. There are a number of guest houses and bed and breakfast establishments (B&Bs) of varying quality. In total Greenwich's room capacity could grow by 265% by the end of 2018.

There is also substantial additional hotel capacity across the river in two distinct clusters, one around Canary Wharf and a second around Excel, most of these being large branded hotels.

Existing visitors

5.4.3.4 The following figures are to be updated in early 2015 using recent Visitrac survey data. The following data is based on 2009 research.

5.4.3.5 2011 figures (when *Cutty Sark* was closed for restoration) showed over 15 million annual visitors coming to Greenwich. Set out below is a snapshot of the visitor analysis which has been undertaken in Greenwich and which is being used as the basis for the Visitor Management Plan.

5.4.3.6 Visitors to borough-wide Greenwich are broadly 50% domestic and 50% from overseas. A significant proportion of them do not speak English, which has implications for the Plan. The breakdown is as follows:

- 24% from London
- 25% from the rest of the UK
- 15% US
- 6% France
- 4% Germany
- 30% from the rest of the world

5.4.3.7 Visitors to Greenwich tend to be spread fairly evenly across all age ranges with the highest proportion aged between 45 and 64. A high proportion comes with friends and family. 15% come alone and 6% come as part of an organised group. Some 55,000 children visit Greenwich each year on pre-organised school programmes, principally to the Old Royal Naval College or the Royal Museums Greenwich (National Maritime Museum, Queen's House and Royal Observatory). An uncounted but large number of foreign students also visit. The visitor season in Greenwich is spread across the whole year with peaks in the school holidays, particularly in the summer months. The vast majority of visitors stay for a day or half day and only 10% of visitors to Greenwich stay overnight.

5.4.3.8 How visitors arrive varies depending on the time of year with higher numbers travelling by boat in the summer months and switching to the DLR and train in the winter. Either way, over 50% of visitors arrive in Greenwich near to the Visitor Centre in Cutty Sark Gardens. A significant minority arrive by car or coach (22% and 5%) and many coaches enter the site through the south end of Greenwich Park.

5.4.3.9 The majority come to sightsee and many want to visit a particular attraction. Others come because it is a major heritage area and the remainder for a variety of reasons including recommendations from friends, to shop, to meet up with friends or to enjoy open spaces. Clearly a high proportion is keen to explore and find out more about the area and it is important that each attraction within the site carries interpretation about the other things to do in the vicinity.

5.4.4 Implications for Visitor Management

- Half are on their first trip to Greenwich so may have little prior knowledge of the place.
- About half of overseas visitors are from non-English-speaking countries: interpretation materials in other languages will be required.
- A significant minority say they are interested in learning more about heritage and maritime associations.
- People are travelling by a wide range of transport modes. Around half arrive close to Cutty Sark Gardens (from boat or DLR services).
- 33% had consulted a travel guide, 21% visited a TIC and 20% used the internet to source information about Greenwich.
- 90% are only in Greenwich for a day – and many only half a day.
- A significant proportion of visitors live less than one hour away and are therefore able to make frequent return visits.

5.4.5 Current Visitor Experience

5.4.5.1 The Visitor Management Group reviewed the current visitor experience throughout the visitor journey and key issues drawn from this exercise are highlighted below:

Pre-visit

5.4.5.2 Analysis of what information the websites and guidebooks provide about Greenwich has given an indication about what have people learned before they visit, what their expectations might be and highlighted deficiencies in current information.

- Good information is available for groups and coach parties.
- There has been no consistent attempt to influence guidebook publishers.
- There is some confusion as to whether disability information has been adequately covered.
- There is insufficient explanation of why Greenwich has World Heritage Site status.
- Should we be emphasising the difficulty of car access to Greenwich?
- The website presence for Greenwich is dispersed and confusing.

5.4.6 Arrival Orientation

- There are good first impressions from river, Observatory and Park.
- The TIC staff very helpful and knowledgeable.

- Some of the key arrival points could benefit from enhancements (stations, entrance to Park from Blackheath).
- There are insufficient orientation maps or signage to connect all parts of the World Heritage site.
- The World Heritage Site is neither welcoming nor accessible for wheelchair users (there is a confusing exit from DLR, bad road surfaces and paving, inaccessible public toilets).
- Traffic congestion in the Town Centre gives a bad impression.
- There is a long and uninteresting walk from Greenwich railway station.

5.4.7 Getting Around, Finding Out

5.4.7.1 Assessing how easy is it to move around Greenwich, finding your way, finding information about what to see and do, learn about its history:

- It is easy to get around if you have a map, smart phone or have pre-booked.
- There is a comprehensive and informative free map giving information on the whole of the World Heritage Site available at all sites.
- Signs are all in English, with no multi-language interpretation.
- Walking around the Town Centre can be stressful because of the traffic and sheer numbers of people.
- There is no information on the town itself and why it is a World Heritage Site.
- Bus and road train services, which link elements of the site, are not well indicated.

5.4.8 Enjoying the Experience

- Main attractions are informative, enjoyable and well kept. A number of them are VAQAS accredited.
- Walking around the Town Centre can be stressful because of the traffic and number of people, especially if you are in a group or have young children/pushchairs.
- The general poor state of the public realm, and the poor state of the shop fronts/clutter could hamper the visitor experience, despite best efforts of The Royal Borough's Cleansweep team.
- General feedback about the destination is highly positive and indications to repeat visit or recommend are very high.

5.4.9 Visitor Management Facilities

5.4.9.1 Map 2 below illustrates facilities underpinning the Visitor Management Plan for the World Heritage Site. As part of this, intra-site movements, major routes intended for pedestrian visitors and cyclists and the 'spine route' which links Greenwich Pier, *Cutty Sark*, Discover Greenwich, Greenwich Market, the National Maritime Museum, Greenwich Park and the Royal Observatory are kept under review.

5.4.9.2 In Greenwich Town Centre, changes are under way including development of major sites and it is important that the qualities of the townscape are recognised and enhanced for the visitor. These are also attributes as defined in this document. There are opportunities to improve the quality of spaces for visitors where these relate to the setting of attributes. For example, the junction of Greenwich Church Street and Stockwell Street has created an opportunity for a major

new space at the entrance to the new University School of Architecture, with views of St Alfege Church and the historic frontages of Greenwich Church Street.

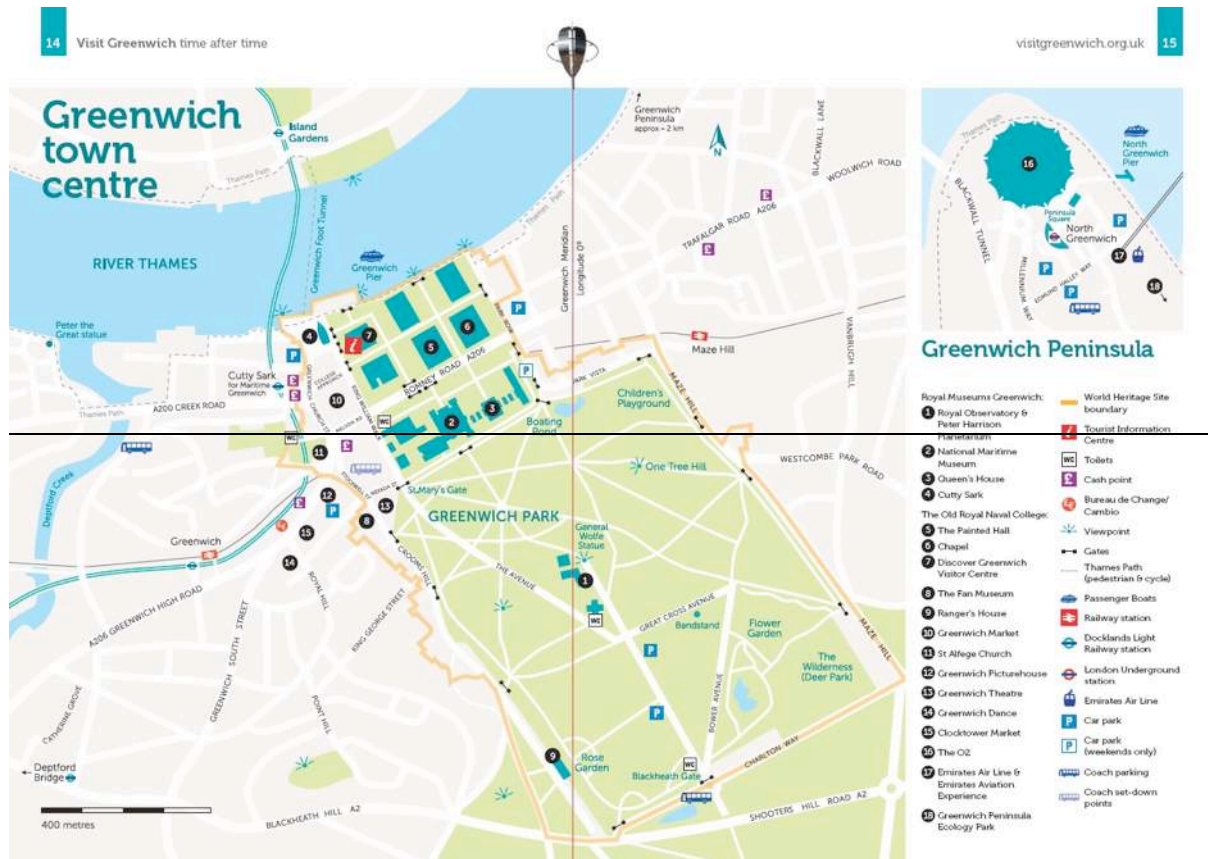
5.4.9.3 The changes in Greenwich Town Centre demand a review of pedestrian movement and an identification of existing and potential vehicle/pedestrian conflicts. These may be related to plans in respect of vehicle movement proposals and associated environmental works. A review of the pedestrian experience and potential for pavement widening is currently under way.

5.4.10 Funding

5.4.10.1 Funds to carry out identified works will be drawn from the following sources:

- Section 106 funds from development sites in and around Greenwich Town Centre
- other funding opportunities.

Map 2



5.5 Learning Programme

5.5.1 Road to a Learning Strategy

5.5.1.1 The Maritime Greenwich World Heritage Site Learning Group (MGWHS LG) has worked together since 2004. The first strategy, while of high quality, was predicated upon the need for dedicated staff to deliver the vision.

5.5.1.2 In 2008 the existing Learning Strategy was revised, focusing more on defining and strengthening the partnership. It was decided to crystallise the Learning Group around a joint project, using the collaboration to help build understanding and enthusiasm about the potential of the World Heritage Site to impact on people's lives.

5.5.1.3 Working together on the Young Cultural Ambassadors Scheme and the UNESCO Youth Summit 2012 brought the Learning Group closer, established much common ground and goodwill between members and enthused them about the potential of the World Heritage Site to act as a catalyst for exciting and innovative work.

5.5.1.4 The World Heritage Site Learning Group is a partnership of learning providers based within the Maritime Greenwich World Heritage Site or working with people living or studying within it. The partnership works as a supportive network, ensuring that the assets of the World Heritage Site are used to their full potential by as wide a range of people as possible. The Learning Group is the main vehicle for engaging people with the heritage of the World Heritage Site as a whole.

5.5.1.5 Member organisations may engage people with the World Heritage Site heritage assets as part of their core operation or may not. Some may focus on heritage learning; others may have a wider learning remit. Some may represent key audiences. There is in common a shared passion for learning and the impact it can have on people's lives, which we bring to the work of the Group.

5.5.2 The Vision

5.5.2.1 The vision for the Learning Group is:

Working together to increase awareness, understanding and a sense of ownership of Maritime Greenwich as a unique resource for inspiring learning.

5.5.3 Strategy for Learning

5.5.3.1 The strategy seeks to build towards the vision above, providing strategic direction for the Group. It encapsulates a set of learning and inclusion principles that are informed by UNESCO's World Heritage educational values, which shape the character of the Group and form the backbone of our membership protocol.

Aims

5.5.3.2 Key aims are:

- Engage local people by ensuring they have access with the World Heritage Site landscape, buildings, discoveries and stories as learners, stakeholders, contributors and experts.
- Encourage people who do not currently access cultural and heritage experiences to take part and take ownership.
- Build a high profile for the Group, so that we maximise partnership potential and attract investment.
- Strengthen the Group: building a sustainable network of committed organisations able to collaborate and make the most of new opportunities.
- Develop strategies for evaluating outcomes, including the production of an Annual Summary of Learning Group activity each April.

Core Principles

5.5.3.3 UNESCO's mission to identify, protect and conserve outstanding natural and cultural heritage for everyone in the world, forever, rests on the ability of World Heritage Site across the

globe to engage people with the message and ensure they understand the value and relevance of heritage assets to their own lives.

5.5.3.4 Under the wider UNESCO banner of promoting peace and security through education, science and culture, UNESCO's educational institutes and centres promote a model of learning that is: lifelong; socially empowering; as much about developing skills as increasing knowledge; centres on international dialogue and strives for 'inclusive education' as a means of achieving social justice through education for all.

5.5.3.5 World Heritage education for schools is described in the *Teachers' Resource Kit: World Heritage in Young Hands* as based on students:

- discussing
- researching
- actively learning
- as visual learners
- learning outside the classroom.

5.5.3.6 In line with this approach, both formal and informal World Heritage Site learning should be accessible, inclusive, enjoyable and lifelong, and has the potential to be life-changing.

5.5.3.7 The World Heritage Site learning experiences we develop together will be targeted at a broad range of local communities to encourage them to feel a sense of belonging, connection or ownership towards the World Heritage Site. These experiences will be based on:

- innovative approaches
- dialogue and two-way relationships
- learner motivation, including accreditation or leisure-time enjoyment where appropriate
- a range of learning styles and preferences
- active participation
- collective, as well as individual, meaning making
- respect for all learners and the contribution they can bring.

Audiences

5.5.3.8 We seek to welcome all audiences to the World Heritage Site and to make it as relevant as possible to the widest range of people. UNESCO advocates inclusive education and we recognise that to be inclusive we need to actively seek to remove barriers to participation for some audiences. With limited resources available, we have decided to prioritise certain audiences for our work, in order to be as inclusive as possible.

5.5.3.9 Our key audiences are therefore local people, particularly those who do not currently engage with culture and heritage. We define local as those who live, work or study in Greenwich or the surrounding areas in which Group members have a base or existing strong relationships.

5.5.3.10 We believe that by succeeding locally we will also succeed nationally and globally. If local people take part and take ownership of Maritime Greenwich they are not only more likely to support its preservation but they can add to its contemporary significance and help bring it to life for visitors from further afield.

Outcomes

5.5.3.11 Outcomes anticipated are:

- All formal learning providers for children under 19 in Greenwich are aware of the learning resources within the Maritime Greenwich World Heritage Site, and its heritage value.

- A broad range of local communities feel a sense of belonging, connection or ownership towards the World Heritage Site.
- People over 19 studying locally are aware of the uniqueness of the World Heritage Site and, where appropriate, use it for their study.
- Local young people champion the value of the World Heritage Site and want to continue their involvement.
- Learning Group members are enthusiastic advocates for the World Heritage Site and the impact engaging with it can have on people's lives.

5.6 Transport Principles

5.6.1 Traffic is recognised as the single greatest problem affecting Greenwich Town Centre and as result The Royal Borough has secured a heavy-goods vehicle ban to limit the number of lorry journeys through Maritime Greenwich. The importance of focusing on improvements to the public realm and pedestrian experience in Greenwich Town Centre in particular is fully recognised. To this end, further work is currently under way to improve the pedestrian experience and enhance traffic flow in Greenwich Town Centre. A number of options are being considered centred on pavement widening with the aim of maximising space without compromising pedestrian safety; moving towards shared space; avoiding compromising the London Marathon; and being deliverable in a short time. Decisions on emerging proposals are expected to be made in 2015.

5.6.2 **Vehicular traffic** The existing ban on heavy lorries using Greenwich Town Centre as a through route will continue to be supported. Environmental improvements, including the creation of new spaces for the pedestrian that also include a reduction in traffic nuisance, will be encouraged. New car parking for visitors will not be encouraged.

5.6.3 **Pedestrian movement** The establishment of routes dedicated to pedestrians and designed appropriately will be supported. These will link the assets and attractions of the World Heritage Site and assist its interpretation: a clear pedestrian signage strategy would enhance this.

5.6.4 **River services** The established services provided by Thames Clippers, City Cruises and other concerns will be encouraged.

5.6.5 **Bus transport** Improved bus and coach services will be supported. The infrastructure, including bus stop areas, will be improved, with particular encouragement for relocating the bus stand from King William Walk.

5.6.6 **Cycles** Cycling to and through the World Heritage Site will be encouraged by the provision of cycle stands at main arrival points. Cycle routes through the Site will be established where possible. Consultation has been carried out on cycle paths across Cutty Sark gardens and additional cycle stands have been erected (see para. 4.4.10.10).

5.7 Townscape Analysis and Design Framework

5.7.1 Existing and Previous Guidance

Greenwich Town Centre Colour Guidance Note 2012

Shop Fronts in Greenwich Town Centre 2003

Shop Signs, Adverts and Illumination in Greenwich Town Centre 2003

Greenwich Town Centre Streetscape Manual 1999

Conservation Area Appraisals and Management Strategies (CAMS) 2013

5.7.2 Major Townscape Changes

5.7.2.1 A number of new developments within the World Heritage Site have been undertaken in recent years or are near completion. These will have a significant effect on the way the Town Centre works and its perception in townscape terms.

- Greenwich Pier development
- Discover Greenwich
- National Maritime Museum Sammy Ofer Wing
- Cutty Sark development
- Cutty Sark Gardens redesign
- Stockwell Street development

5.7.3 Townscape Analysis

5.7.3.1 This will be undertaken on the following basis:

- built-form analysis
- analysis by senses: sights, sounds, colours
- identification of special places
- use of materials
- pedestrian user patterns
- views assessment
- lines of building form
- roofscape/silhouette survey
- paving survey
- lighting analysis
- signage analysis

(see also sections on attributes of the Site and Visitor Management Programme)

5.7.4 Design Framework

Visitor Movement patterns

5.7.4.1 As part of the Visitor Management Programme the following have been established:

- visitor movement patterns
- signage strategy

Townscape design briefs

5.7.4.2 The following areas have been identified as not contributing sufficiently positively to the World Heritage Site and as where environmental improvements are proposed:

- Blackheath Gate (World Heritage Site southern approach)
- Stockwell Street/Greenwich High Street junction
- St Alfege Churchyard
- Bardsley Lane site

Street furniture design

5.7.4.3 A review of the Streetscape Manual will be carried out to include the following design guidance on:

- lampposts
- litter bins
- bollards
- guardrails
- cycle stands
- seating
- telephone boxes

Use of materials

5.7.4.4 The following will be examined for further design guidance:

- paving (in association with increases in pavement widths)
- shop front design (updating Streetscape Manual)
- painting advice (see also shop fronts [article 4])

Street lighting strategy

5.7.4.5 Elements to inform the strategy are:

- illumination colour
- shop front lighting

Floodlighting strategy

5.7.4.6 The strategy takes account of:

- heritage assets
- important views
- illumination colour
- Exterior painting strategy

5.7.4.7 The strategy considers:

- institution 'house' colours
- railings
- street furniture

5.8 Important Views and Tall Buildings

5.8.1 Background

5.8.1.1 Since 1997 there has been great progress in conserving and developing the World Heritage Site and its facilities, which has also contributed to the wider regeneration of south and east London. Lying at the apex of the Thames Gateway, the context and setting of the World Heritage Site has changed and is still changing radically with substantial residential and commercial development of the former wharves and industrial sites along the south and north banks of the Thames.

5.8.1.2 Many modern cities are faced with the challenge of reconciling the pressure for new development, on which their vitality and socio-economic growth depends, with its impact on historic environment. Tall buildings are often a feature of such development pressures and have the potential to have considerable impact on their surroundings particularly in the case of World Heritage Sites where views and setting are an especially sensitive issue. The OUV of Maritime Greenwich relates not only to its built form and designed landscapes but also to the long views that its topography provides it making it vulnerable to the visual impact of tall buildings.

5.8.2 Location, Historic Context and Historic Views

5.8.2.1 The landscape of Maritime Greenwich was significant long before the present buildings and designed landscape and long before any recorded history. Prehistoric remains in Greenwich Park illustrate the attraction of the area to early settlers and there can be little doubt that the ridge overlooking the 'ox-bow' of the River Thames formed a special place to stand and survey the landscape, as it still does today. The panorama from the Greenwich scarp is one of the finest views in London.

5.8.2.2 There is evidence of Roman and Saxon settlement in the area but it was with the establishment of the Tudor Palace and the enclosure of Greenwich Park that Greenwich became significant in a London, and for a time European, context, as the centre of King Henry VIII's court. The view of the City from Greenwich became a popular subject for painters, with the work by Turner being perhaps the best known. At the time of the late 18th century the area between Greenwich and the City was still agricultural.

5.8.2.3 The evolution of the formal architectural set-piece of the Queen's House and Greenwich Hospital (later to become the Royal Naval College) around the Grand Axis to the Wolfe statue and beyond took several hundred years. At its fullest extent the Grand Axis which forms the centre of the great composition extended north to St Anne's Church at Lime house and south to All Saint's church on Blackheath. The view of the former was lost with the commercial development of Docklands in the late 20th century which obscured the view. However, The Grand Axis still however forms the key part of the composition, the view from the Wolfe statue and also from Island Gardens.

5.8.2.4 The 17th and 18th centuries saw the growth of a residential quarter in west Greenwich in the streets around St Alfege Church. The re-organisation of the Town Centre by Joseph Kay in the 1830s established its present day character. The development of East Greenwich followed mainly during the 19th century with two- and three-storey terraced housing and wharves along the river as well as industrial and commercial sites.

5.8.2.5 The decline of the traditional waterfront economy in the second half of the 20th century has opened up a new chapter in the story of development with large areas stretching from Creekside in the west to Greenwich Peninsula in the east, and across the river on the Isle of Dogs, becoming available for redevelopment. It is these sites, where continuing development includes increasing numbers of proposals for tall buildings for residential use, that pose the most significant challenges.

5.8.3 The Current Situation in the World Heritage Site and its setting

5.8.3.1 The composition of the Old Royal Naval College relates to the local geography as well as to the geometry of its plan, a symmetrical setting of four 'Royal Courts'. These are each the equivalent of five/six domestic storeys high rising to the two domes by Wren which frame the Queen's House and form the visual climax of the composition, at just under 50 metres each in height. The Greenwich Park scarp with the Wolfe statue and the Royal Observatory (their ground level also just under 50 metres [i.e. 150 feet] above mean sea-level) are an important part of the composition. The splendid view of the complex from across the river was immortalised by Canaletto in about 1752.

5.8.3.2 The surrounding townscape has evolved as a mixture of traditional building forms of three or four storeys. Waterfront buildings in load-bearing brick are often up to six stories high, although the Greenwich Power Station built on the river, directly on the Greenwich Meridian, in the early 20th century is considerably higher and has four (now reduced) brick chimneys.

5.8.3.3 Across the river and highly visible from the high ground of the Park, the complex of tall mostly commercial buildings at Canary Wharf in the London Borough of Tower Hamlets, has been growing since the 1980s, with substantial growth in recent years. The recent additions have clustered to provide a dense background scene to the view from the Wolfe statue with the cluster now beginning to spread along the middle-distance horizon.

5.8.3.4 To the east of the World Heritage Site, planning permission was granted in 2004 for the redevelopment of Greenwich Peninsula which included over 10,000 new residential units in a scheme rising to 20 storeys. More recently revised proposals have been submitted for some of the individual plots, including Peninsula Quays (1,600 homes in towers up to 33 storeys, now under construction) and Peninsula Central East (1,000 homes in towers up to 31 storeys, still under consideration) However, these developments will not impinge significantly on the views out from the World Heritage Site due to a combination of distance and being at the extreme end of the field of view from Greenwich Park.

5.8.3.5 As well as these two areas of intense development in the immediate setting, many of the former wharf sites along the river are or have recently been the subject of planning applications. In most cases the schemes are of a considerably greater scale and massing than the industrial sites which they would replace. Schemes include Alcatel Lucent works (272 homes up to 18 storeys), Lovells and Granite wharves (revised scheme with 439 homes up to 10 storeys) and Enderby Wharf (cruise liner terminal and 770 homes up to 14 storeys) to the east of the World Heritage Site and Convoys Wharf (up to 3,500 homes and up to 50 storeys) to the west.

5.8.3.6 In the wider setting of the World Heritage Site, prior to its inscription in 1997 tall buildings had begun to emerge. Residential towers were built nearby in Lewisham and in Tower Hamlets during the 1960s. These could be considered to intrude on the previously clear views of the surrounding skyline but are not considered to have a strong adverse impact on the OUV of the World Heritage Site. In the 1980s the creation of Canary Wharf on the Isle of Dogs saw the erection of the first commercial tower, No. 1 Canada Square, which became a dominant feature in the middle-distance panorama north from Greenwich Park. After discussion by an advisory group, this tower was deliberately located to the east of Wren's Grand Axis which defines the symmetry of the landscape, so as not to dominate the view from the Wolfe statue in Greenwich Park.

5.8.3.7 Over the ensuing years, the commercial success of Canary Wharf has resulted in the development of a number of towers around the original tower. Whilst these are visible in a wide range of views across London, and in particular from Greenwich Park, they form part of a coherent tall building cluster and as such are not considered to pose a significant threat to the Outstanding Universal Value of the World Heritage Site. However, there are concerns that, unchecked and not sensibly managed, the continuing expansion of this tall building cluster westwards on the Isle of Dogs, and in particular in the South Quay development area, could result in a 'table top' effect due to the blocking impact of height, mass and density, destroying an important part of London's

skyscape and undermining the significance of the Wren's Grand Axis itself and the setting of the World Heritage Site.

5.8.3.8 The South Quay masterplan area lies within the London Borough of Tower Hamlets (LBTH) extending east to west along the length of South Dock sandwiched between the large floor plate office of buildings of the Canary Wharf cluster and lower scale residential buildings of the Isle of Dogs. The borough is faced with the challenge of meeting the highest housing provision targets in London. Much of this housing could be delivered in South Quay masterplan area. The emerging character of the area could be influenced by a number of proposed high rise developments: City Pride, South Quay Plaza, Quay House, Wood Wharf and Millharbour Village. Whilst it could be said that London's skyline is a glorious testament to a city at the heart of the commercial and creative world, it is important that the evolving tall building clusters do not have a harmful or negative impact on views from the World Heritage Site and thus on its OUV. To this end the London Borough of Tower Hamlets are developing a masterplan intended to coordinate and manage delivery of the development sites, guide the form and scale of development, and shape the overall development of housing, infrastructure, schools and public space. Consideration of the potential impact on the World Heritage Site and its setting is a key element of the policy for the masterplan.



View of Canary Wharf from the Wolfe Statue

5.8.3.9 In considering how tall building clusters evolve, the LBTH should take account of specific views from the World Heritage Site and examine ways in which the significance of the Grand Axis is recognised, appreciated and potentially enhanced. Development on or near the Grand Axis should define the Grand Axis and step down in height and scale towards the World Heritage Site. Development should also provide visual layering and demonstrate how it fits within the Canary Wharf cluster, stepping down from it and delivering variations in the skyline so that its visual integrity can still be appreciated.

5.8.3.10 Although the Grand axis has lost the visual relationship between St Anne's Church, Limehouse, in the North and Greenwich in the South, even in the 1980s the vision was to

acknowledge that relationship by shifting the location of 1, Canada Square away from the axis. Today, despite the emerging cluster of buildings of various scales in the Canary Wharf area, the practice has been to maintain the logic of keeping tall landmark structures away from the Grand Axis and the Management Plan seeks to maintain this position to encourage the emergence of a gap along the Grand Axis over time.

5.8.3.11 In relation to the view from the General Wolfe statue, the LVMF acknowledges the need to manage emerging schemes for tall buildings that could potentially impact on it. As such specific viewpoints should be identified to facilitate the development management process. For example, development proposals should provide daytime and night time/evening views of the development from the General Wolfe statue and the Grand Square of the Old Royal Naval College. The London Borough of Tower Hamlets is developing policies to address these issues as part of their emerging South Quay Masterplan which is due to go out to public consultation towards the end of 2014.

5.8.3.12 Guidance and policies are in place to assist developers in taking account of the impact of new development on heritage assets. In 2005 an international conference produced the Vienna Memorandum on 'World Heritage and Contemporary Architecture-Managing the Historic Urban Landscape' which was subsequently adopted by the UNESCO World Heritage Committee²¹. The memorandum gives guidelines including for urban development as follows:

Ethical standards and a demand for high-quality design and execution, sensitive to the cultural-historic context, are prerequisites for the planning process. Architecture of quality in historic areas should give proper consideration to the given scales, particularly with reference to building volumes and heights. It is important for new development to minimise direct impacts on important historic elements, such as significant structures or archaeological deposits.

5.8.3.13 In 2006, The Greenwich Foundation produced a paper entitled the Maritime Greenwich Important Views and Tall Buildings (revised 2008). Its purpose was to examine the particular characteristics of Maritime Greenwich and develop a framework which would assist the assessment of proposals that affect the setting of the Site. It was meant to be used as a basis for comments on planning applications for which the World Heritage Site Executive is a Consultee. The framework, in itself, carries no statutory weight although there is support from the Local Authority Core Strategy and the Mayor's World Heritage Site Settings SPG 2012, in that it helps define characteristics of importance of the World Heritage Site. However some of its content went much further than that, as it tried to set policy for neighbouring boroughs without their collaboration or agreement. This approach was not supported by the Mayor.

5.8.3.14 Some of the details of the paper are set out in Appendix E to provide context and provide a starting point for discussions for the next review of the Management Plan where a similar document or study may be appropriate, with the support of neighbouring authorities, to help deal with setting issues, particularly that of tall buildings.

5.8.3.15 English Heritage and Design Council are to update their joint good practice advice on Tall Buildings and have launched a six week consultation. Existing guidance dates from 2007, since when there has been huge upswing in the number of tall building proposals, particularly in London, as well as the arrival of the National Planning Policy Framework. The main principles will be retained: that well-designed tall buildings in the right place make positive contributions to city life, but by their size and visibility have the potential to harm the qualities that people value. 'One of the principal failings of certain tall buildings is the lack of appreciation or understanding of the immediate and wider context both visually and in terms of impact on heritage,' say the agencies.

5.8.3.16 Both English Heritage and the Design Council advocate early discussions with them as part of the application process. English heritage is a statutory consultee, while Design Council maintains that every tall building should be the subject of an independent design review.

²¹ World Heritage Committee Decision WHC-05/29.COM5 (Durban 2005)

5.8.4 Definition of a Tall Building

5.8.4.1. The 2011 London Plan defines tall buildings as those that are substantially taller than their surroundings, cause a significant change to the skyline or are larger than the threshold sizes set for the referral of planning applications to the Mayor.

5.8.4.2 London Plan Policy 7.7 states:

Strategic

- A *Tall and large buildings should be part of a plan-led approach to changing or developing an area by the identification of appropriate, sensitive and inappropriate locations. Tall and large buildings should not have an unacceptably harmful impact on their surroundings.*

Planning decisions

- B *Applications for tall or large buildings should include an urban design analysis that demonstrates the proposal is part of a strategy that will meet the criteria below. This is particularly important if the site is not identified as a location for tall or large buildings in the borough's LDF.*
- C *Tall and large buildings should:*
- a. *generally be limited to sites in the Central Activity Zone, opportunity areas, areas of intensification or town centres that have good access to public transport*
 - b. *only be considered in areas whose character would not be affected adversely by the scale, mass or bulk of a tall or large building*
 - c. *relate well to the form, proportion, composition, scale and character of surrounding buildings, urban grain and public realm (including landscape features), particularly at street level;*
 - d. *individually or as a group, improve the legibility of an area, by emphasising a point of civic or visual significance where appropriate, and enhance the skyline and image of London*
 - e. *incorporate the highest standards of architecture and materials, including sustainable design and construction practices*
 - f. *have ground floor activities that provide a positive relationship to the surrounding streets*
 - g. *contribute to improving the permeability of the site and wider area, where possible*
 - h. *incorporate publicly accessible areas on the upper floors, where appropriate*
 - i. *make a significant contribution to local regeneration.*
- D *Tall buildings:*
- a. *should not affect their surroundings adversely in terms of microclimate, wind turbulence, overshadowing, noise, reflected glare, aviation, navigation and telecommunication interference*
 - b. *should not impact on local or strategic views adversely*
 - c. *The impact of tall buildings proposed in sensitive locations should be given particular consideration. Such areas might include conservation areas, listed buildings and their settings, registered historic parks and gardens, scheduled monuments, battlefields, the edge of the Green Belt or Metropolitan Open Land, World Heritage Sites or other areas designated by boroughs as being sensitive or inappropriate for tall buildings.*

LDF preparation

- E Boroughs should work with the Mayor to consider which areas are appropriate, sensitive or inappropriate for tall and large buildings and identify them in their Local Development Frameworks. These areas should be consistent with the criteria above and the place shaping and heritage policies of this Plan.*

5.8.5 World Heritage Site Key Views

5.8.5.1 The qualities of the World Heritage Site and its splendid setting that contribute to OUV can be appreciated from a variety of levels and distances. These range from distant views to panoramas and local vistas.

5.8.5.2 The Mayor of London's London View Management Framework SPG 2012 identifies the view from Wolfe statue as a 'London Panorama' within which the view of St Paul's is designated a 'protected vista'. The view from Island Gardens is a 'Townscape View'.

5.8.5.3 The following is a summary of these and other important views from outside and inside the World Heritage Site. See Plan 1 (Appendix E): Important local strategic views to and from the Maritime Greenwich World Heritage Site. Broad prospects are:

From Wolfe statue

5.8.5.4 The elevated viewing platform provided by the natural scarp in Greenwich Park located on the ox-bow bend of the River Thames has been a place for people to gather since the earliest times. While once the landscape of the Thames and its flood plain formed the dominant subject of the view, the establishment and subsequent development of the City of London has created an ever changing prospect. The positioning of the statue of General Wolfe in 1930 further emphasised the importance of the place. The panorama from Wolfe Statue in Greenwich Park extends in an arc of almost 90 degrees.

Island Gardens (the 'Canaletto' view)

5.8.5.5 The splendid composition of the Old Royal Naval College, the Queen's House and the Royal Observatory forms a centrepiece at the southernmost extremity of the extensive ox-bow formed by the River Thames, which surrounds the Isle of Dogs. This is seen to advantage from the north bank of the Thames in a panorama of some 180 degrees. This means that all waterfront developments from Deptford Creek to Lovell's and Granite Wharves affect the panorama. Greenwich Hospital purchased the land opposite the Royal Naval Hospital in the 19th century in order to protect this view. This land has since become the public park known as Island Gardens.

Long vistas to landmarks (prominent buildings or structures)

5.8.5.6 The panorama from Wolfe statue contains a number of views to individual landmarks. These landmarks are:

- St Paul's Cathedral
- Millennium Dome (O2)
- Meridian line (zero degrees longitude extending from the Royal Observatory) (*this is not strictly a landmark but a design parameter*)
- Vanbrugh Castle on Maze Hill to the east (at present this view is free from modern development)
- All Saint's Church on Blackheath along Blackheath Avenue to the south (part of the Grand Axis)

River approaches

5.8.5.7 Approximately a quarter of all visitors to the World Heritage Site come by river from the Tower of London. The view of the Old Royal Naval College and *Cutty Sark* as the visitor approaches from the west is spectacular.

5.8.5.8 The approach to the World Heritage Site from the west by pedestrians and cyclists is also important. The riverside path emerges on to Cutty Sark Gardens passing the new development at Wood Wharf. Development beyond the Old Royal Naval College to the north east including that at Lovell's and Granite Wharves, Alcatel works, Enderby Wharf and Greenwich Peninsula may affect the views from this side.

5.8.5.9 The approach to the World Heritage Site from the east will grow in importance with the development of the Greenwich Peninsula and the riverside. At present the riverside walk includes a good panorama of the Site particularly seen from the stretch around Enderby Wharf. Here there is a fine view of the depth of the World Heritage Site stretching from the high ground of Greenwich Park and the Royal Observatory to the Old Royal Naval College on the river edge.

5.8.5.10 It is likely that more use should be made of the river for public transport as development progresses. It is expected that a tourist business relationship will grow between the new commercial and residential uses at the Peninsula and the historic area of Maritime Greenwich.

Local (or short) vistas

5.8.5.11 Good local views exist all around the World Heritage Site, in addition to the formal long views associated with the Grand Axis and the baroque set-piece composition. Set out below is a description of some of the important local views identified by the World Heritage Site Steering Group. Further work on how they should be managed is likely to be done as part of the next Management Plan. The view west along Romney Road to St Alfege Church and tower is pleasant, despite the traffic.

5.8.5.12 Standing in Grand Square at the centre of the Old Royal Naval College offers one of the finest views of the Site, up and down the Grand Axis. To the north the Canary Wharf complex is distant enough not to be imposing when seen from ground level. It is also (at present) mainly off-axis and this helps to make it less dominant in visual terms.

5.8.5.13 Significant views within Greenwich Park include from Crooms Hill west to central London and from One-Tree Hill east to the Greenwich Peninsula.

5.8.5.14 Views east and west along College Way from within the Old Royal Naval College are important and need to be recognised. The view to the east stops beyond the east gates on the concrete coal bunker of the Greenwich Power Station. The now-disused bunker itself is an eyesore and its demolition would significantly improve the ability of visitors to appreciate and understand the historic environment and the view.

5.8.5.15 The view from College Way to the west and the Town Centre is enticing and one of the key views outwards from the Old Royal Naval College.

5.8.5.16 As well as views from the landscape around the World Heritage Site there are also significant views out (or prospects) from the buildings themselves. Of particular note are prospects from the Old Royal Naval College. The Nelson Room, off the Painted Hall, has been renovated by the Greenwich Foundation to give excellent prospects, east over the King William courtyard, and west towards the Town Centre.

5.8.5.17 The Old Royal Naval College is one of the finest groups of baroque buildings in the country and Inscription as a World Heritage Site is in part a recognition of this unique ensemble. The buildings appear now much as they did on their completion in the 18th century and provide an

important historical and cultural resource freely open to all. The Old Royal Naval College and its grounds are used for a variety of functions including conferences and film/TV work.

5.5.8.18 Developments proposals, including tall buildings, should be assessed for their impact as per the Mayor's World Heritage Site Settings SPG 2012.

Aspects of individual buildings

5.8.5.19 Maritime Greenwich contains a great many individual buildings, and groups of buildings, of great architectural and historic interest that are attributes of OUV. Their individual settings are of great importance. As well as the Royal Courts of the Old Royal Naval College and the National Maritime Museum complex including Queen's House there are many other significant buildings. St Alfege Church is Grade 1 Listed. In addition there are many other historic buildings, located mainly in the Town Centre, which command an appropriate setting. Such settings require conservation and enhancement. The effects of all new buildings in the area on key buildings, as well as on the overall World Heritage Site, should be evaluated. In particular, tall buildings can affect settings from a distance where they appear behind their silhouettes.

The changing riverside

5.8.5.20 The changing role of the riverside and its hinterland over the last 20 years has produced a very different riverside scene. During the era of waterfront commerce the riverside was screened from the surrounding areas by wharves and industry, which were served from the river. Views of the river were limited to breaks in the frontage where river access was possible. This tended to make the limited views available very special. Walking along the riverside path was a rich experience, nodal viewing points being interspersed with riverside activities. In some cases the footpath ran through such operations as barge repairers, defined by two simple white lines amongst the craft being repaired. Since the decline of the Thames as the main transport thoroughfare, the waterfront has progressively been given over to residential use and there are now opportunities to create longer stretches of riverside walkway to reveal new vistas of the World Heritage Site.

PART 6: REVIEW OF ACHIEVEMENTS – PROGRAMME 2005-2010

6.1 Management of the World Heritage Site: Programme for Action

Project	Funding	Agencies	WHS Action	Achieved
Implementing the WHP management plan	Steering Group Members	WHS Steering Group members	Primary & Lobbying	On-going quarterly meetings
WHS Co-ordinator post	Executive Group Members	WHS Executive Group and other agencies	Primary Role	Ongoing Executive 6 weekly meetings
Pursuing a communications strategy	Executive Group Members	WHS Executive Group	Primary Role	On-going through website
Establishing an annual marketing plan	Executive Group, DLR, private sector	WHS Marketing Group and others	Primary Role	Annual plan
Establishing a learning programme	Executive Group	WHS Learning Group	Primary Role	Annual plan
Establishing a visitor management programme	Executive Group, others	WHS Visitor Management Group	Primary Role	Annual plan
Examining alternative management structures	Executive Group	Executive Group	Primary Role	Draft Terms of Reference prepared 2010

6.2 Transport and Environment Programme

Project	Funding	Agencies	WHS Action	Achieved
Traffic/Highways				
1. Environmental/street-scape/road safety/cycle/pedestrian/bus measures - all main approaches to Town Centre starting with Creek Road.	TfL - through BSP/RSP; s106.	LBG	lobbying consultee on proposals.	Programme started 2004
2. Environmental/traffic calming measures - residential 'cells'.	TfL - through BSP; s106.	LBG	Lobbying consultee on proposals.	Ongoing.
3. Implement cycle routes in accordance with agreed strategic and local networks.	TfL - through BSP; Sustrans; s106.	LBG; Sustrans.	Lobbying consultee on proposals.	Ongoing.
4. Cycle parking at key locations.	TfL - through BSP; Sustrans; s106.	LBG; Sustrans.	Consultee on proposals with direct action within the Site.	Ongoing
5. Improved pedestrian facilities/routes/signage; including provision for people with a disability.	TfL - through BSP; s106.	LBG	Consultee on proposals with direct action in the Site.	Ongoing
6. Agree/implement road traffic reduction strategy with (part) pedestrianisation of Greenwich Town Centre.	TfL	LBG; LB Lewisham; sub-regional transport partnership (Seltrans).	Lobbying	Part-pedestrianisation scheme prepared 2009
Public Transport				
7. New bus routes; bus priority measures; improved bus stops; improved information.	TfL	TfL; LBG; Seltrans.	Lobbying	Ongoing
8. Metro service and improved stations on North Kent Line.	SRA; South- East Trains.	TfL; SRA; South-East Trains; LBG; Seltrans.	Lobbying	Ongoing
9. Improve Greenwich station forecourt.	TfL; SRA; South-East Trains; DLR; Seltrans.	TfL; SRA; South-East Trains; DLR; Seltrans.	Lobbying	Complete 2006
10. Use of safeguarded Haddo Estate site as bus/rail interchange/relocate standing buses from Town Centre.	TfL; SRA; South-East Trains; DLR.	TfL; SRA; South-East Trains; DLR.	Lobbying	Building works complete
11. Build/introduce Greenwich Waterfront Transit - North Greenwich Station to Greenwich.	TfL	TfL; LBG	Lobbying particularly on route and detailing.	No progress
12. DLR capacity upgrade/three car operation.	TfL; DLR	TfL; DLR; LBG; LB Lewisham.	Lobbying	Complete 2010
13. Improve Greenwich Pier passenger facilities.	TfL; boat operators; private developer.	TfL; LBG, <i>PLA, Greenwich Hospital</i>	Lobbying	Pier development on site 2011
14. Determine/ implement coach routing; stopping; lay-over strategy.	TfL - through BSP; LBG; possible charge to coach operators; private developer of any facilities.	TfL; LBG	Lobbying	No progress
15. Determine marketing/branding strategy for transport services/publish/disseminate materials.	TfL; all transport operators; LBG; advertising/sponsors hip.	TfL; LBG; transport operators.	Lobbying	No progress

6.3 Conservation of Building Fabric: Programme for Action

Project	Funding	Agencies	WHS Action	Date
Review conservation management plan for ORNC and completion of backlog of repairs	GFORNC, with continued support from government/ HLF	GFORNC with UOG, TCM	Primary Function	Completed 2004 with annual maintenance programme
Prepare conservation management plan for National Maritime Museum	NMM	NMM	Primary Function	Completed 2006
Prepare conservation management plans for: Park barrow group, Conduit House, St Mary's Lodge, Wolfe Statue, Bandstand	RP	RP	Primary Function	No progress
Prepare condition statements for: Vanbrugh Castle, 47-49 Maze Hill, Park Vista Houses, Crooms Hill houses, 15, 17, 19, 21 Greenwich Church Street, St Alfege Passage	Private	Private	Liaise with owners	No progress
Trafalgar quarters	Greenwich Hospital	Greenwich Hospital	Primary Role	Renovated 2005
St Alfege Church	Church of England and others	Church of England	Support scheme	Tower renovated 2010
Our Lady Star of the Sea	RC Diocese of Southwark and others	RC Diocese of Southwark	Support scheme	Renovation works completed 2004
Ranger's House	English Heritage	English Heritage	Support scheme	No progress
Foot Tunnel entrance	LBG	LBG	Support scheme	Completed 2012
Prepare conservation and interpretation proposals and establish management plan for <i>Cutty Sark</i>	CST	CST	Primary Role	Completed 2012
Develop 'Time and Space' at ROG including works to Flamsteed House and South Building, new planetarium and new visitor facilities.	NMM, HLF	NMM	Primary Function	Scheme completed 2007
Prepare inventory of all buildings of architectural, townscape or historic interest.	Executive Group members	LBG	Primary Function with LBG, EH	No progress

6.4 Management of Greenwich Town Centre: Programme for Action

Project	Funding	Agencies	WHS Action	Date
Greenwich Town Centre Strategy	LBG, WHS Steering Group, local businesses, GTCTA	LBG, GH, WHS Steering Group, GTCA, GTCTA, GSM	Implement strategy	On-going
Develop a single body responsible for the long term implementation of the strategy.	LBG, local businesses, GTCTA	To be established	Support new agency	No progress
Improve pedestrian movement, signage and streetscape. Establish visitor management strategy. Extend streetscape design guide to include building issues.	Seltrans, GTCTA	LBG, WHS Executive	Primary Role	Signage updated 2007 and new megaliths introduced 2009 Visitor Management Strategy prepared 2008
Enhance key gateways to the Town Centre (Greenwich Station, Cutty Sark Station, Maze Hill Station, Creek Road, Romney Road/Trafalgar Road Greenwich High Road, Greenwich South Street, Greenwich Pier and Blackheath Gateway)	LBG, Seltrans, DLR	LBG, Connex SE, DLR, Network Rail, PLA, RPA	Lobbying	Greenwich Pier scheme underway 2011 Scheme prepared for Blackheath Gate 2009
Improve the environment through effective traffic management. Traffic reduction in the Town Centre and Romney Road. Promotion of car-free days and eventual pedestrianisation.	Seltrans, LBG	LBG, TFL	Lobbying	Long term Part-pedestrianisation scheme prepared 2009
Provide support/advice and help for retailers to identify target markets and to increase business.	LBG, LDA, DTI, Business Link for London	LBG, LDA, DTI	Primary Role	On-going
Undertake a strategic review of Greenwich Market to promote its diversification	LBG, GSM, GTCTA	LBG, GSM, GTCTA	Support with other WHS marketing initiatives	Scheme for development of Greenwich Market discontinued 2012 - new scheme commenced 1 Oct 2014
Review the use and design of key public open spaces. Carry out conservation area appraisals.	LBG	LBG	Support	Refurbishment of Cutty Sark Gardens completed 2012 Conservation Area Appraisals and Management Strategies (CAMS) adopted Nov 2013
Promote the diversification and intensification of the Town Centre economy by influencing planning, transport and service providers.	LBG	LBG, GTCTA, LDA	Support through marketing group	On-going
Develop a co-ordinated marketing framework.	LBG, WHS Executive, LDA	LBG, WHS Executive, LDA	Support through marketing group	On-going through marketing group and MICE
Development of local marketing criteria including use of UNESCO logo.	Executive Group members	All agencies	Primary Role	On-going through marketing group

6.5 Conservation of Landscape Action Plan

Project	Funding	Agencies	WHS Action	Date
Prepare landscape restoration and management plan for ORNC/NMM	GFORNC, LBG,NMM	GFORNC, NMM, EH, LBG	Support co-ordination of plans	ORNC landscape plan implemented 2006 Devonport House landscape completed 2009
Review landscape restoration and management plan for Greenwich Park	RP	RP, EH	Support co-ordination with other plans	Management Plan prepared 2005
Improvements to Wolfe Statue area	RP, NMM	RP, EH, NMM	Support scheme	No progress
Prepare Blackheath strategy	LBG, LBL, TFL	EH, LBL, LBG, TFL	Support joint working group	Scheme prepared 2010
Cutty Sark Gardens phase 2 improvements	LBG, HLF, CST, NMM, PLA,DLR	LBG, GH, NMM, PLA, CST,DLR	Support, lobby for funding	Completed 2012
Prepare planning brief for St Alfege recreation ground Church/Bardsley Lane	HLF, LBG, Church of England	LBG, Church of England	Support agencies, lobby for funding	LB Greenwich brief prepared 2009
Carry out an audit of all major planting including assessment of actual and potential damage to buildings	GFRNC, LBG	GFRNC, NMM, RP, LBG	Support consultant study	Landscape scheme implemented 2005
Develop policies for tree planting and management associated with historical planting framework and existing site views	GFRNC, NMM, RP	GFRNC, NMM, RP, EH	Support consultant study	No progress
Develop a policy for archaeological excavation throughout the Site	EH, LBG	GFRNC, NMM, RP, EH, LBG	Support consultant study	All development subject to planning policies for archaeological excavation
Carry out an audit of wildlife and habitats in Site and Buffer Zone with a view to maintaining and developing a support system. Implement programmes of ecological enhancement in key open spaces	RP	RP, GLA, LBG, LBL	Support consultant study	No progress on specific audit but Green Flags Awards given to Blackheath and Greenwich Park 2010 Greenwich Park Green Heritage Award 2010
Establish firm management regimes for the whole Site and Buffer Zone including Blackheath	LBG LBL	LBG, LBL	Support joint working party	Joint Blackheath Working Party on-going
Develop policies for landscape furniture including railing design and colour	GFRNC, NMM	GFRNC, NMM, LBG	Support	Specification for railing painting agreed 2009
Develop a policy for architectural lighting of elements of the WHS	GFRNC ,LBG	GFRNC, LBG	Support agencies	No progress
Seek further environmental improvements to the Blackheath Gate area	LBG, RP	LBG, RP	Support agencies	Scheme prepared 2009
Review Buffer Zone on Blackheath	LBG LBL	LBG, LBL,EH,DCMS	Primary Role	Review completed 2004

6.6 Visitor Management and Interpretation Action Plan

Project	Funding	Agencies	WHS Action	Date
Preparation of visitor management plan	WHS Executive	WHS Visitor Management Group	Primary Role	Completed 2008
Improvements to visitor arrival points (Pier,rail, Coach & Bus arrivals)	To be agreed	LBG, DLR, PLA, Network Rail, SE Trains, Coach organizations	Lobby agencies	Greenwich Pier scheme completed 2012
Improvements to pedestrian signage	To be agreed	LBG, GFORNC, RP, NMM	Support agencies	Signage system upgraded 2008 New megaliths introduced 2009
Establishing design guidance for public realm	To be agreed	LBG (extension of Townscape Design Guide)	Support agencies	No progress
Establish a WHS website	Executive Group	WHS Website Group (see also marketing/learning)	Support group, monitor and review	Established 2004 and new website set up 2010
Establishing intra-WHS transport Road Train Tram	DLR, NMM, LBG	DLR, LBG, NMM	Support agencies	Road train installed 2005, withdrawn 2009 No progress with tram
Improvements to WHS Visitor Centre	To be agreed	GFORNC, LBG WHS Executive	Support agencies	'Discover Greenwich' including TIC completed 2010
Improvements to TIC services	LBG	LBG	Support	Services upgraded 2010
Preparation of interpretation material	WHS Executive	WHS Visitor Management Group	Support	'Discover Greenwich' provides material
Improved visitor guidance	WHS Executive	LBG visitor guides, NMM, GFORNC, RP	Support	WHS visitor guide updated 2010

6.7 Marketing Action Plan

Project	Funding	Agencies	WHS Action	Date
Preparation of marketing plan	WHS Executive	WHS Marketing Group	Primary Function	Annual
Research: develop economic modelling for forecasting, benchmarking and mapping	LBG, WHS Executive	WHS Marketing Group WHS Learning Group	Primary Function	Use of 'STEAM' since 2006
Market Segmentation: focus promotional activities on key target markets (consumers, domestic, overseas and London leisure, trade and MICE)	WHS Executive,	WHS Marketing Group WHS Learning Group	Primary Function	Annual
Create/grow new markets: extend the product to new audiences	WHS Executive, LDA	WHS Marketing Group WHS Learning Group	Primary Function	Annual
Provide good quality information: communicate best messages accurately around the product	WHS Executive, LBG, LDA	WHS Marketing Group WHS Learning Group	Support	Annual
Promote existing offer and new aspects of it, targeting resources effectively	WHS Executive	WHS Marketing Group WHS Learning Group	Support	Annual
Achieving investment in new products/services by disseminating accurate economic modelling information to investors	WHS Executive, LBG	WHS Marketing Group	Support	Annual
Develop range of accommodation:	LBG, site owners accommodation providers	WHS Marketing Group	Support	Annual
Quality accommodation initiatives: develop fitness for purpose practices or similar	LBG, LDA	WHS Marketing Group	Support	Annual
Trade associations: develop sector specific groups (e.g. coach operators)	GTCTA, LBG	WHS Executive Group	Support	Annual
Involving business support systems to offer support schemes and advice	LBG	WHS Executive Group	Support	Annual

6.8 Learning Action Programme

Project	Funding	Agencies	WHS Action	Date
To establish the education policies of the participating organizations to promote shared objectives		WHS Learning Group	Primary Function	Completed 2003
To carry out an audit of existing programmes which individual organizations are already undertaking in the WHS		WHS Learning Group	Primary Function	Completed 2003
To identify common educational themes and gaps where new WHS educational initiatives may be pursued		WHS Learning Group?	Primary Function	Completed 2004
To co-ordinate educational and interpretative provision in the WHS	WHS Executive	WHS Executive	Primary Function	On-going through learning group 2004
To produce a Learning strategy		WHS Learning Group	Primary Function	2004, reviewed 2009
To organize events and other partnership projects with existing and future partners	WHS Executive	WHS Learning Group	Primary Function	Annual
To establish WHS educational programmes	Existing programmes WHS Executive	WHS Learning Group	Primary Function	Annual 'Your Greenwich' programme 2009 with 'Young Cultural Ambassadors' UNESCO Youth Summit 2009

6.9 Major Developments

6.9.1 Significant Events

6.9.1.1. The following may be considered as a summary of significant events 2011–16:

- 2011 Opening of Sammy Ofer Wing, National Maritime Museum
- 2011 Start of University of Greenwich Stockwell Street development
- 2011 Start of remodelling of Admiral's House, King Charles Court
- 2011 (July) Olympics Test Event
- 2011 Remodelling of Lewin Gate (to Pier) at the Old Royal Naval College
- 2011 Remodelling of Blackheath Gate to Greenwich Park
- 2012 Completion of Greenwich Foot Tunnel renovation
- 2012 Completion of Greenwich Pier development
- 2012 Completion of *Cutty Sark* renovation scheme
- 2012. Royal Jubilee, with Royal Borough status granted
- 2012 Completion of Cutty Sark Gardens landscaping
- 2012 (April) 75th anniversary of opening of National Maritime Museum
- 2012 Olympic and Paralympic Games held in London
- 2012 Millennium of St Alfege's martyrdom
- 2012 Extension to the Ibis Hotel in Stockwell Street
- 2012 Construction of a Premier Inn on Greenwich High Road with 150 rooms and restaurant
- 2012 Construction of student accommodation in Greenwich High Rd
- 2012 Construction of a Travelodge in Greenwich High Road
- 2014 Opening of University of Greenwich's new School of Architecture building, Stockwell Street
- 2016 400th anniversary of start of work on Queen's House
- 2018 Cruise-liner terminal due to open at Enderby Wharf, East Greenwich



Olympic Equestrian Stadium from the Colonnades, National Maritime Museum



Olympic Equestrian Arena in Greenwich Park

6.9.2 Significant Individual Developments within the Site

The Sammy Ofer Wing of the National Maritime Museum

6.9.2.1 The new wing was opened in July 2011 and is now the main entrance to the Museum, with access from King William Walk. It provides 3345 square metres of new floor-space plus c. 3000 square metres of adaptive reuse within the South-West Wing (1876) and returns 580 square metres of outdoor space to public use. The relocated Caird Library and archive houses over two million books, manuscripts, charts and other items.

The external spaces provide a threshold between the formal 17th century layout of Greenwich Park and the new wing. A new east-west pedestrian route has been created through the Museum grounds. The new spaces create a new level of accessibility for visitors to the lower levels of the Museum via gentle ramps. The scheme has allowed the 1876 facade by Pasley to be restored and made more prominent, contrasting with the crisp modern detailing of the new wing. The roof of the new building forms a terrace which overlooks Greenwich Park. Landscaping has been carried out with tightly-clipped hornbeam hedges following the new building form, the ramps including a 160-metre-long stepped rill. Planting on the new terrace uses drought-tolerant maritime species.



Sammy Ofer Wing, National Maritime Museum

The Visitor Centre, Discover Greenwich

6.9.2.2 The facility is located within the Pepys Building in the grounds of the Old Royal Naval College and opened in March 2010. It is centred on a spectacular model of the Maritime Greenwich World Heritage Site. Objects allow visitors to find out more about the Site's architecture and its 500 years of history, from Henry VIII's Tudor palace, long demolished, to the University of Greenwich campus which occupies the later baroque complex today. Discover Greenwich also houses the Greenwich Tourist Information Centre which won Gold in 2013 as Visitor Information Provider of the Year in the VisitEngland Awards for Excellence.

The Old Brewery

6.9.2.3 The Old Brewery is situated beside Discover Greenwich, located in what remains of the former Royal Hospital brewhouse. It has been brought back into use after 140 years by the Greenwich-based Meantime Brewing Company.

The once very large Hospital brewery piped beer directly to the Pensioners' Dining Room in the Undercroft of the Queen Mary Building, as a 'restorative drink' (each man had a ration of three pints a day). There is now a restaurant, bar and café containing a micro-brewery which creates historic and modern beers.

Greenwich Pier Promenade

6.9.2.4 This scheme was completed in early 2012 to consist of two pavilions with a new ticket office and four restaurant outlets. The new development forms the boat arrival and departure point for visitors to the World Heritage Site. Some of the former iron railings which date from c. 1840 have been relocated for use within the Old Royal Naval College. The former pier gates form the new entrance to the Pepys Building (Discover Greenwich). The new pavilions are constructed of steel frames with their teardrop shapes clad in timber, bronze sheet and curtain wall.

The Cutty Sark

6.9.2.5 The ship has been located in Greenwich since 1954. A lack of support for the hull together with years of exposure to the weather led to serious deterioration demanding a comprehensive restoration programme. This was begun in 2006 but a fire in 2007 did considerable damage and caused delays to the programme. The scheme that has subsequently been pursued involved the construction of a steel frame that penetrates the hull to give support to the original structure in a way that replicates the support given once by the sea. The opportunity has been taken to raise the hull by three metres and cover the dock with a glazed canopy, thereby creating a new space underneath the ship. This allows the shape of the hull, one of the ship's most important elements, to be better appreciated. The ship was reopened by HM The Queen on 25 April 2012. During the day *Cutty Sark* is a focus for learning, as well as a family attraction. At night the ship takes on a different role as venue for community events and functions. The *Cutty Sark* was awarded Bronze in the Large Visitor Attraction of the Year category, VisitEngland Awards for Excellence 2013.

Cutty Sark Gardens

6.9.2.6 The Gardens underwent a complete refurbishment in 2012 which has enhanced the gateway between the Town Centre and the river and also offers a space for outdoor events. A new water feature ebbs and flows with the tide. Landscaped gardens, with improved seating and lighting, form part of the scheme.

Greenwich Foot Tunnel

6.9.2.7 The foot tunnel with its pavilions on the north and south sides of the river Thames was constructed in 1902 to provide access for dock workers going to the Isle of Dogs. A refurbishment of the tunnel and the pavilions has provided better lifts for pedestrians and cyclists. Lighting and CCTV systems have also been improved.

St. Alfege Church

6.9.2.8 This important building, designed by Nicholas Hawksmoor and John James, forms a key part of Greenwich Town Centre. Following the renovation of its west tower in 2010, the next project will be major refurbishment of its great Doric east front. The year 2012, as well as being Olympic Year, was also the millennium of the martyrdom of St Alfege.

Stockwell Street

6.9.2.9 Stockwell Street is the largest development site within Maritime Greenwich, having been devastated by Second World War bombs and inappropriate post-war building. After a number of private sector schemes failed, the site was acquired by the University of Greenwich which has

invested £76 million in a new building to house the campus library, lecture theatres, digital and TV studios and specialist facilities for the School of Architecture, Design & Construction. The relocated Stephen Lawrence Gallery, other exhibition space, a café and a shop will be open to the community, and a new public pathway will run along the side of the building, linking King William Walk with Stockwell Street. The regeneration of this formerly semi-derelict will be completed in 2014 and add to the role of Greenwich as a University town.

Crooms Hill

6.9.2.10 The upgrade of existing street lights along the length of Crooms Hill, using a more traditional style in keeping with the history and character of the area, was achieved in 2012 through the generous support of a local resident.

Developments close to the World Heritage Site

6.9.2.11 A number of schemes that have been implemented locally will affect how Maritime Greenwich operates, particularly in respect of visitor management. These are:

- 2012 Extension to the Ibis Hotel in Stockwell Street
- 2012 Construction of a Premier Inn on Greenwich High Road with 150 rooms and restaurant
- 2012 Construction of student accommodation in Greenwich High Rd
- 2012 Construction of a 104 bed hotel pre-let to Travelodge in Greenwich High Road

Forthcoming developments close to the World Heritage Site

6.9.2.12 Significant additions to the complement of residential and hotel accommodation, particularly to the east of the Site that will impact on visitor management and pedestrian flow:

- Greenwich Peninsula: First 229 of 10,010 homes approved under the master-plan completed in 2011. Construction of the next four plots totalling 704 homes to commence summer 2013, as is the O2 hotel and ballroom located to the west of the O2. It will provide 100 serviced apartments and a 452-bed hotel including a 3000sqm ballroom.
- The Movement, scheduled to open in 2014, is a mixed-use scheme located on the former Greenwich Industrial Estate adjacent to Greenwich DLR and mainline stations, a main point of entry for visitors to the World Heritage Site. It will provide 181 residential apartments, 358 student apartments, education/administrative space, a health and fitness club, a convenience food store, nursery and 7000 square feet of business-incubator or 'start-up' units, along with a wide range of public-realm improvements.
- Greenwich Industrial Estate, Greenwich High Road, SE10. Redevelopment of the site for a mixed use development comprising of 181 residential units, 358 student residential units, 1332sqm of education/office floor space (B1/D1), 1382sqm health club/leisure floor space (D2), 11 incubator/start-up business units totalling 635sqm, a 200sqm extension to the rear of the Greenwich West Community Centre (D1), a 360sqm nursery (DI), 480sqm of retail food store floor space (AI) and 37sqm cafe/bike shop (AI/A3). A 104-bed three-star hotel and a 30-room boutique hotel and associated restaurant (C1). Currently under construction.
- Greenwich Reach East (New Capital Quay) Creek Road, Greenwich, SE10: Planning permission was granted in 2008 for the redevelopment of the Greenwich Reach East site (also known as New Capital Quay) to provide a residential-led mixed-use development comprising 980 residential units, retail, food/drinks, class D1/D2 (non-residential institution/assembly/leisure), and B1 (business use) (ref: 05/13386/F).

- In 2009, consent was granted for alterations to Blocks F and G, including the insertion of a mezzanine floor (for non-retail use) within the food store unit in order to meet the operational requirements for Waitrose (ref:09/0447/F). Development due for completion by 2014.
- Heart of East Greenwich, Woolwich Road, SE10: 645 homes and the Greenwich Centre including a new leisure centre and library. Currently under construction. Greenwich Centre due to complete in 2014.
- Lovell's, Granite, Badcock's and Piper's Wharves, East Greenwich, SE10: 667 homes, a hotel, retail, restaurants, offices and a new boatyard at Bay Wharf. Phase 1 currently under construction and first homes occupied. Current planning application submitted in respect of phase two only, to increase the number of homes to 913 across the site.

Both previous and current and anticipated developments benefit from the appointment of award-winning architects, strengthening the area's reputation for high-quality architecture.

Developments in London impacting on Maritime Greenwich

6.9.2.13 The south-east London riverside and Thames Gateway is going through a period of great change with significant new developments taking place:

- London Bridge Station is currently undergoing a complete redevelopment as part of the Thameslink programme. The work will be completed by 2018 and result in an interchange which is fit for purpose for its current 50-million annual passengers. The £6bn project will see much-enhanced connectivity at the new hub: however, during the construction period, there will be disruption to some local services.
- Greenwich Peninsula Masterplan: 10,010 new homes, 3.5 million square feet of commercial floor space, new hotel (450 rooms); new Royal Borough offices within Mitre Passage; Ravensbourne College and student accommodation.
- Creekside and The Laban Centre on Creek Road both offer a new Cultural Quarter and enhancement of the gateway into Greenwich Town Centre from the west. The adjacent Greenwich Reach development is on site but the streetscape and signage from this location still needs much improvement.
- Cruise terminal at Enderby Wharf (half way between Greenwich Town Centre and the O2 arena). The development will eventually include:
 - Over 700 new homes
 - Thames Clipper river-bus stop
 - Hospitality skills academy and crèche
 - A new use for Enderby House (formerly that of eminent South Sea whaling family's on their main operational wharf)
 - Anticipated numbers of cruise ships for year one is 30, followed by 50 in year two and 100 per annum thereafter.

Enhanced accessibility

6.9.2.14 Transport for London's *River Action Plan* 2013 identifies four potential new piers in Greenwich located both east and west of the World Heritage Site, enhancing yet further access to the area and contributing to the Mayor's target of doubling passenger journeys on the river to 12 million per year by 2020. The further integration of river transport into London's transport system would support new riverside developments and enable greater numbers of visitors to approach the Site from the north.

6.9.2.15 Crossrail will become operational in borough in 2018 with stations at Woolwich and Abbey Wood: although not directly affecting the World Heritage Site the modal shift onto Crossrail services will see improved capacity on North Kent Line services.

6.9.2.16 Proposed new river crossings have been developed in the context of significant improvements that have been made in recent years (and are to follow in the case of Crossrail) to upgrade ways of crossing the River Thames in east and south-east London using public transport. It is recognised that these public transport improvements have not wholly addressed the problems arising from the limited capacity, operational arrangements and resilience provided, for vehicular traffic, by the existing crossings. Options under consultation would potentially reduce movements through the Site. An improvement in infrastructure could allow more effective use of coaches bringing visitors to the Site.

APPENDIX A: UK World Heritage Sites

World Heritage Site	Date of Inscription
Castles and Town Wall of King Edward in Gwynedd	1986
Durham Castle and Cathedral	1986
Giant's Causeway and Causeway Coast	1986
Ironbridge Gorge	1986
St Kilda	1986 (Extended 2004, 2005)
Stonehenge, Avebury and Associated Sites	1986
Studley Royal Park including the Ruins of Fountains Abbey	1986
Blenheim Palace	1987
City of Bath	1987
Frontiers of the Roman Empire: Hadrian's Wall; Frontiers of the Roman Empire: the Antonine Wall	1987 (Extended 2005; extended 2008)
Palace of Westminster, St Margaret's Church and Westminster Abbey	1987
Canterbury Cathedral, St Augustine's Abbey and St Martin's Church	1988
Henderson Island	1988
Tower of London	1988
Gough and Inaccessible Islands	1995 (Extended 2004)
Old and New Towns of Edinburgh	1995
Maritime Greenwich	1997
Heart of Neolithic Orkney	1999
Blaenavon Industrial Landscape	2000
The Historic Town of St George and Related Fortifications, Bermuda	2000
Derwent Valley Mills	2001
Dorset and East Devon Coast	2001
New Lanark	2001
Saltaire	2001
Royal Botanic Gardens, Kew	2003
Liverpool - Maritime Mercantile City	2004
Cornwall and West Devon Mining Landscape	2006
Pontcysyllte Aqueduct and Canal	2009

APPENDIX B: Royal Patronage

The principal monarchs associated with Greenwich are:

Plantagenets

Henry V, who created the manor, later granted to his half-brother Duke Humphrey of Gloucester. In about 1433 Humphrey enclosed what is now Greenwich Park, the oldest of all the Royal Parks, and also began what became the Palace of Placentia at Greenwich, fully developed under **Henry VI**.

Tudors

Henry VII, who replaced Placentia with the Tudor Palace of Greenwich, c. 1500–07.

Henry VIII, who was born at Placentia in 1491, and extended his father's new palace, which was his principal London seat from 1509 until Whitehall Palace was built in the 1530s. He married his first and fourth queens at Greenwich Palace (**Catherine of Aragon** and **Anne of Cleves**) and his son **Edward VI** also died at Greenwich.

Henry VIII's daughters, **Mary I** and **Elizabeth I**, were both also born at Greenwich Palace and used it extensively: Elizabeth's Council planned the Armada campaign there in 1588.

Stuarts

James I carried out the final remodelling, granting the manor to his wife **Queen Anne of Denmark**, who in 1616 commissioned the surviving Queen's House from Inigo Jones as the Palace's last addition.

Charles I, who kept important parts of his art collection at Greenwich, granted the manor to his wife **Queen Henrietta Maria**, for whom Jones completed the Queen's House in about 1638.

Charles II, who began a new palace in 1664 (designed by Denham and Webb, now incorporated as part of the Old Royal Naval College), redesigned and replanted the Park, and in 1675–76 founded and built the Royal Observatory (designed by Wren) – Britain's oldest purpose-built scientific structure, now part of the NMM.

James II, (as Duke of York and Lord Admiral to 1673) was often at Greenwich with his brother Charles and, according to Samuel Pepys, proposed of the idea of creating a Royal Naval Hospital, established at Greenwich by his daughter.

Mary II who in 1692–93 commissioned Wren to design the Royal Hospital for Seamen, now the Old Royal Naval College (begun 1696, under her widower husband William III, who supported it in her memory).

Queen Anne and **Prince George of Denmark** continued to patronise the project (of which George was Grand Committee chairman from the 1690s to his death in 1708).

Hanoverians

George I landed at Greenwich from Hanover on his accession in 1714.

George II in 1735 granted the Hospital the forfeited Jacobite Earl of Derwentwater's estates (c. 80,000 acres mainly in Northumberland) allowing completion of the Hospital by 1751.

George III in 1805–06 granted the Queen's House to the Royal Naval Asylum, an orphanage school under Royal patronage, which amalgamated in 1821–25 with the pre-existing Greenwich

Hospital School. Extended with the buildings which are now the NMM, it was renamed the Royal Hospital School by Queen Victoria in 1892.

George IV, whose donation in 1824–29 of nearly 40 paintings (including Turner's only Royal commission) at a stroke created the National Gallery of Naval Art, Greenwich Hospital in the Painted Hall, Britain's first public national historical art collection. These now form the Greenwich Hospital Collection in the NMM.

William IV, the 'Sailor King' made further donations to the Gallery, as did **Queen Adelaide** in his memory, and was a regular and popular visitor.

Saxe-Coburg Gotha/ Windsor (from 1917)

Queen Victoria only occasionally visited Greenwich, though in 1845, when it appeared on the market, **Prince Albert** bought Nelson's Trafalgar coat for the Naval Gallery, as the relevant national collection of the time; he personally paid £150 for it.

George V and **Queen Mary** both privately supported the creation of the National Maritime Museum at Greenwich (established by Act of 1934), and she presented many items to it, both from her own Nelson collection, and other royal items.

George VI, when Duke of York, laid the foundation stone of the new Royal Hospital School at Holbrook, Suffolk, and in 1937 his first major public act as King – three weeks before Coronation – was the opening of the NMM in its former Greenwich buildings, accompanied by Queen Elizabeth, Queen Mary and Princess Elizabeth.

As Princess, **HM The Queen**, and **HRH The Duke of Edinburgh** (created Baron Greenwich on marriage in 1947) made their first joint visit to Greenwich in 1948 – the year he became Trustee of NMM - for him to receive the Freedom of the Borough. Her Majesty and/or the Duke, have subsequently opened or visited practically all major new NMM projects, including major national anniversary events (e.g. Royal Observatory tercentenary, and the Museum's 75th anniversary). **HRH The Duke of Edinburgh** was an active Trustee of NMM for 52 years (1948 – 2000), and since then its first Patron. The Duke opened the Lewin Gates at the Old Royal Naval College in 2001. **HRH The Duke of York** was a Trustee of NMM 1995–2008 and first Patron of Greenwich Hospital since its tercentenary in 1994. **HRH The Duke of Edinburgh** has actively encouraged and supported the *Cutty Sark* ever since the ship arrived in Greenwich in 1954.

In 2012 **HM The Queen** bestowed Royal Borough status on Greenwich to mark her Diamond Jubilee, the first new royal borough for over a century.

These are the principal local consequences and other factors deriving from Greenwich's Royal associations.

Many associations are fairly obvious from the list above, such as **The Royal Observatory**, and **Queen's House** (as part of NMM), and **Royal Park**.

APPENDIX C:

Inventory of Buildings of Special Architectural or Historic Interest and Monuments Scheduled Under The Ancient Monuments and Archaeological Areas Act 1979

The Old Royal Naval College

The outstanding complex of baroque buildings in Britain, designed by Sir Christopher Wren, with works by Wren, John Webb, Nicholas Hawksmoor, Colen Campbell, Thomas Ripley and Sir James Thornhill. The Royal Naval College, the Queen's House and the Maritime Museum together symbolise over four centuries of Britain's maritime and scientific pre-eminence in Europe.

Use: Greenwich University, Trinity Laban Conservatoire

Owner: Greenwich Hospital, leased to Greenwich Foundation

Public access: To the grounds, Painted Hall and the Chapel

Listing: Grade I

The King Charles Building

1664–1814, John Webb, Christopher Wren, Nicholas Hawksmoor, James Stuart and John Yenn. Begun in 1664 by John Webb as the first range of a projected royal palace for King Charles II, it was left unfinished and boarded-up until the granting of the site for the creation of the Royal Naval Hospital in 1694. Webb's block is of two main storeys with three-storey end pavilions. The sculpture in the east and north pediments, for which Joshua Marshall submitted a bill in 1668, comprises respectively the royal Stuart arms supported by the reclining figures of Fortitude and Dominion of the Sea, and the arms supported by Mars and Fame. A narrower base block to the west was built by Christopher Wren, 1696–1700, the base-block pavilions being altered later to match Webb's originals in two campaigns; 1712–18 and 1769. The base block was rebuilt in its current form by John Yenn in 1811–14.

Listing: Grade I

The Queen Anne Building

1698–1742, Christopher Wren, Nicholas Hawksmoor and Thomas Ripley.

Begun in 1698 by Christopher Wren to mirror Webb's King Charles Building, it did not achieve its final form until Thomas Ripley completed the pavilions in 1742. Architecturally, the three-storey, three-bay arcaded centrepiece of the east front of the base block, designed by Nicholas Hawksmoor and built 1701–05 is the most striking feature. Internally, in the basement, the early Stuart undercroft of the former Palace of Greenwich survives.

Listing: Grade I

The King William Building

1698–1717, Christopher Wren and Nicholas Hawksmoor

Begun in 1698 to the design of Wren and completed under the direction of Hawksmoor in 1717, this building, in the Painted Hall, houses the finest piece of baroque decorative painting by an English artist. Sir James Thornhill's ceiling of 1708–12 depicts William and Mary attended by the Virtues, with Concord and Peace in attendance, and the cap of Liberty being handed to Europe above the crouching figure of Louis XIV. British naval glory is celebrated further in the pediment of the colonnade where Benjamin West's Coade stone sculpture of 1810–12 commemorates the apotheosis of Nelson. Architecturally, it is Hawksmoor's brilliantly idiosyncratic west dormitory range of 1701–08, with dramatically over-scale features, which fires the imagination.

Listing: Grade I

The Queen Mary Building

1735–50, Thomas Ripley

The last of the four Royal Naval Hospital buildings to be completed, following Christopher Wren's layout but designed and built by Thomas Ripley. The Chapel is the final neo-classical masterpiece designed by James Stuart but developed in detail by William Newton. Completed in 1789, it replaced Ripley's plainer Chapel interior which was destroyed by fire in 1779.

Listing: Grade I

Trafalgar Quarters

1813, John Yenn

This handsome brick building, colonnaded and arcaded to the ground floor was constructed in 1813 largely as offices for administering the out-pensions of the Royal Hospital. The pediment is raised over the central bays for a finely carved coat of arms. It is flanked by lodges of contemporary date, although the distinctive oriel window to the north lodge was added about 1900.

Use: Sheltered accommodation

Owners: Greenwich Hospital

Public access: By appointment only

Listing: Grade II

The Queen's House, National Maritime Museum and the Royal Observatory

The Queen's House

1616–35, Inigo Jones: east and west bridge additions, 1661–62: sash-window refenestration, 1708
Now the centrepiece of the National Maritime Museum, this Italianate 'house of delight' is one of the masterpieces of Inigo Jones. Designed in 1616 for Queen Anne of Denmark and structurally completed for Queen Henrietta Maria in 1635, it was acknowledged in its days as a 'curious device'. Built to span the Deptford to Woolwich road, it provided a bridge between the Tudor Palace of Greenwich and the enclosed Royal Park to the south. Although its extraordinarily rich collection of paintings does not survive in situ, the cubic, galleried hall, the dramatic tulip staircase, the mid 17th-century plasterwork of the Bridge rooms, and the loggia looking out onto the Park, give a flavour of palatial splendor within the form of a Palladian villa transplanted from the Veneto.

Use: Art Gallery

Owner: National Maritime Museum

Public access: as for the Museum

Listing: Grade I

National Maritime Museum

1807–16, Daniel Asher Alexander; extended 1862–76, various architects.

The Queen's House was adapted for use by what later became the Royal Hospital School from 1807 through the large but architecturally tactful addition of Tuscan colonnades leading to distant Palladian wings. Later westward extensions included the former 'Neptune's Hall' of 1873–74, originally a gymnasium, with a powerfully articulated Doric frontispiece to the south which is now all that remains of the Hall following 1990s remodelling. A highpoint of the 1934–37 conversion of the buildings to form the National Maritime Museum was the insertion into Alexander's west wing of a top-lit vestibule or rotunda designed by Sir Edwin Lutyens. The East Wing was only redeveloped and opened for public use in 1951 and (with the top floor of the L-shaped South and West ranges) best preserves the spacious internal structural volumes and divisions of the pre-1970s Museum.

Use: Maritime Museum

Owner: National Maritime Museum

Public access: Normal opening hours

Listing: Grade 1

Flamsteed House, Royal Observatory

1675–76, Sir Christopher Wren for the Royal Ordnance, with later additions Flamsteed House is the earliest standing building on the Observatory site. Wren said that its architectural features were 'a little for pompe'. A plaque beneath an east window commemorates the founding of the Observatory by Charles II in 1675. The world renowned time-ball located above the Octagon Room indicates Greenwich Mean Time daily to all within view by dropping at 1 p.m. precisely.

Use: Museum of the former working Observatory, Astronomy and Time

Owner: National Maritime Museum

Public access: Normal opening hours

Listing: Grade I

The Royal Park

Anglo-Saxon cemetery, Greenwich Park

The monument includes an Anglo-Saxon barrow cemetery of at least 31 barrows dating to the sixth to eighth centuries AD. Twelve of the barrows were levelled in 1844 during preparatory work for a new reservoir. The reservoir was subsequently built further to the south in its present position. A cluster of nineteen barrows remain some standing to two feet in height; in c. 1714 several were opened by the park keeper, and Douglas (1893) tells us that approximately fifty were opened in 1784. Associated finds include human hair, cloth, glass beads and flint.

Use: Parkland

Owner: The Crown (managed by the Secretary of State for Culture, Media and Sport)

Public access: During Park opening

Scheduled Ancient Monument

Conduit House, Greenwich Park

c. 1700, Office of Works

This small red-brick building on the Park's lower slopes near Crooms Hill has plaques on its south façade that read 'Greenwich Hospital' and 'Standard Reservoir'. Marking the end of a long water conduit it appears to have been erected around 1700 in connection with the building of Greenwich Hospital, probably under the direction of Nicholas Hawksmoor, as part of the modernisation of the water-supply system that had served the Tudor palace. It is distinguished by the fine brickwork in the broad apsidal niche that forms the central feature.

Use: None

Owner: The Crown (managed by the Secretary of State for Culture, Media and Sport)

Public access: Only visible externally, during Park opening

Listing: Not listed

St Mary's Lodge, Greenwich Park

c. 1823, architect unknown (but possibly office of John Nash)

The small stuccoed cottage stands in the north-west corner of the Park, near St Mary's gate. The lodge and the gate were erected with the former St Mary's Church, designed by George Basevi, which stood just to the north-east on the present site of the King William statue, placed there after the then-redundant Church was demolished in 1936. Restrainedly ornamental with a two-storey canted centrepiece and single-storey wings, all with deep eaves, the cottage is a typical but attractive example of an early nineteenth-century gate lodge.

Use: Park Café

Owner: The Crown (managed by the Secretary of State for Culture, Media and Sport)

Public access: During Park opening

Listing: Grade II

Statue of General Wolfe, to east of Royal Observatory

1930, Dr Robert Tait McKenzie

Bronze figure holding telescope on high stone plinth by a Canadian doctor/ sculptor. General James Wolfe (1727–59) was a resident of Greenwich and commanded the British forces at the capture of Quebec, where he – and his opponent, the Marquis de Montcalm – were both killed. The inscription reads ‘This monument, the gift of the Canadian people, was unveiled on the 5th June 1930 by Le Marquis de Montcalm.’ Macartney House (private) the former Wolfe family home, which abuts the west wall of the Park, has a commemorative ‘blue plaque’ to Wolfe on that side. He is buried in the family vault in St Alfege’s, Greenwich.

Use: Monument

Owner: The Crown (managed by the Secretary of State for Culture, Media and Sport)

Public access: During Park opening

Listing: Grade II

Statue of William IV to north-east of St Mary’s Gate

1844, Samuel Nixon

Granite statue in the uniform of Lord High Admiral.. Known as the ‘Sailor King’ (1830–37) having had a regular career in the Royal Navy from the age of 13, his statue was appropriately relocated to Greenwich from King William Street, at the head of London Bridge, in 1936 owing to road improvements. Its previously hailed ‘quiet, public garden’ site, formerly that of St Mary’s Church and maintained by the Park (but owned since the 1930s by the Seamen’s Hospital Society) was taken into the NMM grounds as part of the Sammy Ofer Wing project.

Use: Monument

Owner: The Crown (managed by the Secretary of State for Culture, Media and Sport)

Public access: Visible from street: closer access during NMM site –opening hours

Listing: Grade II

Bandstand, Greenwich Park

c. 1880, the Coalbrookdale Company

Octagonal bandstand of cast-iron columns with decorative spandrels which support a low, conical copper roof. Cast-iron railings rest on a plinth of multi-coloured stock brick, partly rendered.

Use: Bandstand

Owner: The Crown (managed by the Secretary of State for Culture, Media and Sport)

Public access: During Park opening

Listing: Grade II

Churches

St Alfege Church, Greenwich Church Street

1712–18, Nicholas Hawksmoor

Built to replace the medieval parish church commemorating the martyred Archbishop Alfege of Canterbury, after its roof collapsed in 1710. Portland stone ashlar cruciform church with the medieval west tower recased and a steeple-top added by John James, 1730. Facades are articulated by massive Doric pilasters and high arched windows. Pedimented east end with urn finials at either side, has an arch breaking the tympanum. Interior was sensitively restored in 1953 by Professor Sir Albert Richardson after bomb damage during the Second World War.

Use: Church

Owner: Church of England

Public access: At all normal times

Listing: Grade I

Roman Catholic Church of our Lady Star of the Sea, Crooms Hill

1846–51 by William Wilkinson Wardell

In the style of c. 1300 with a fine east spire with a flanking polygonal turret. Nave, aisles and chancel with modern organ gallery to west end and baptistry with wrought-iron gates in north-west bay. Much internal enrichment and decoration including the chancel and chapel of St Joseph by A. W. Pugin; the Lady Chapel by E. W. Pugin. An important early work by its Catholic-convert architect, a friend of the former, before he pursued a distinguished career in Australia from 1858.

Use: Church

Owner: RC Diocese of Southwark

Public access: For services, and by appointment

Listing: Grade II

Notable Houses

Ranger's House, Chesterfield Walk

1700–20, for Captain, later Admiral, Francis Hosier

Seven bays, fronted in red bricks with a tripartite frontispiece, doorway with Ionic-column and Venetian window above; south wing gallery added in 1749–50 by Isaac Ware; similar north wing with bay after 1783. In 1815 the house became the 'grace-and-favour' residence of the Ranger of Greenwich Park. A London County Council plaque commemorates the residence of both the writer, Lord Chesterfield, and the soldier, Lord Wolseley. Hosier, who built it, was commemorated in the ballad 'Admiral Hosier's Ghost', after dying of fever on an ill-starred mission against the Spanish Main.

Use: Museum and gallery

Owner: English Heritage

Public access: Sun.-Wed.; guided tours, spring to autumn only (29 March – 2 October in 2013)

Listing: Grade I

Vanbrugh Castle, Maze Hill

1718, Sir John Vanbrugh

Sir John's own residence, built while he was Surveyor at the Royal Hospital and known as the Bastille, this is believed to be the first example of a private house consciously designed to emulate the style of the Middle Ages. The original phase has three storeys and basement with two battlemented angle towers and a central round tower projecting from the main west front. The garden has crenolated walls with turrets. The whole has been described as both 'a flight of fancy' and 'heroic'. It was converted to several dwellings around 1980 after long use as a private RAF-related school.

Use: Residential, multiple occupancy

Owner: Private

Public access: View from street only

Listing: Grade I

47 – 49 Maze Hill

18th century

Early 18th century pair of houses of three storeys and six bays in all, with the centre four projecting. High-pitched hipped tiled roofs with end chimneys. Brown brick with red-brick dressings, brick quoins and angle pilasters. Two entrances contained within a Doric porch. Interior has unusual plan with staircases between front and back rooms. Good panelled interior.

Use: Residential

Owner: Private

Public access: View from street only

Listing: Grade II*

Park Vista

The houses on Park Vista are largely on the north side of the street, overlooking the park. Perhaps the finest group is Hamilton House and Park Place (nos 15, 16, 17, and 18) which date from the late 18th century. Nos 1 - 12 also form a handsome terrace of the early nineteenth century.

Use: Residential

Owners: Private

Public access: View from street only

Listing: Grade II

Manor House, 13 Park Vista

18th century

Early to mid 18th century house of five bays and two storeys of soft red brick with brighter red-brick dressings, first-floor band, window jambs and gauged flat arches. Moulded and modillion eaves cornice. The hipped, tile roof is broken in the centre to hold a renewed weather-boarded gazebo with pyramidal tiled roof, overlooking the Park.

Use: Residential

Owners: Private.

Public access: View from street only

Listing: Grade II

St Alfege Vicarage, 33 Park Vista

18th-century

St Alfege Vicarage on the south side of Park Vista has a stuccoed rusticated elevation. Much of this building dates from c. 1800, but the street facade incorporates an architectural wreath from the Tudor Palace of Greenwich.

Use: Residential

Owners: C of E, Diocese of Southwark

Public access: View from street only

Listing: Grade II

Crooms Hill

Crooms Hills runs along the western boundary of Greenwich Park, from the urban terraces at the bottom of the hill, near the Town Centre, to the detached mansions at the top of the hill near Blackheath. It is described by Pevsner as 'the pride of domestic architecture in Greenwich'. The oldest buildings in the street appear to date from the early 17th century, although some may be more ancient behind the facades. Brick-gabled Heathgate House (no. 66), below the Catholic church (see above) dates to c. 1620. Nos. 6 – 12 form a terrace of 1721, listed grade II*.

The Fan Museum, 12 Crooms Hill

1721, (with nos 6, 8 and 10)

Use: Museum

Owners: Private charitable trust

Public access: 11 to 5 p.m., Wed. to Sat.: 2 to 5 p.m., Tues. and Sun.

Listing: Grade II*

The Grange, 52 Crooms Hill

Mid 17th and 18th- century.

Notable for the gazebo (1672, possibly designed by Robert Hooke) on the east wall of its garden, overlooking the Park.

Use: Residential

Owners: Private

Public access: View from street only
Listing: Grade II

Nelson Road

1829, Joseph Kay

A unified composition by Joseph Kay, Surveyor to Greenwich Hospital, who designed many buildings for it. This was the first street in Kay's improvement scheme. Its design compares favourably with contemporary schemes such as the West Strand Improvements in London. The street has two formal stuccoed terraces facing each other. In the middle of the north side is an arched gateway to Greenwich Market. The decoration is Ionic.

Use: Commercial and residential

Ownership: Greenwich Hospital

Public access: access to shops during opening hours, otherwise view from street only

Listing: Grade II

Trafalgar Tavern

1837, Joseph Kay

This riverside inn of 1837 was designed by Kay in an elegant Regency style. The stuccoed building has charming cast-iron balconies, canopied bow windows and a recessed loggia to its riverside elevation. From the early 20th century until the 1960s it was in use as flats until extensively remodelled internally in a late 18th-century style and reopened as a tavern in 1968.

Use: Public House

Owners: Greenwich Hospital

Public access: During opening hours

Listing: Grade II

The Cutty Sark, Cutty Sark Gardens

Tea-clipper built by Messrs Scott and Linton of Dumbarton, designed specifically for the China tea trade but launched in November 1869, the year in which the opening of the Suez Canal made the China trade uneconomical for sailing vessels. After 1877, she was transferred to the Australian wool run. She was the fastest ship of her time. In 1954, she was brought to her present berth in a special dry dock where she has now been twice restored and is maintained as a museum.

Use: Museum (under NMM operational management)

Owner: The Cutty Sark Trust

Public access: During opening hours

Listing: Grade I

Foot Tunnel entrance, Cutty Sark Gardens

1902, by the London County Council

Circular red-brick panelling with domed glass roof, double entrance with moulded architraves and plaque above. Plain tile interior and mahogany-panelled lift. Fully renovated in 2011–12.

Use: entrance to pedestrian tunnel

Owner: The Royal Borough of Greenwich

Public access: at all normal times

Listing: Grade II

St Alfege Passage

St Alfege (formerly Church) Passage holds a fine Georgian-style terrace, built 1844–51. The corner house on Church Street (in long use as a betting shop) is one of five easily identified on its west side as probably built in the 1690s and certainly by 1704. By 1800 this one was the 'Eight Bells' tavern. The red-tiled roof, with dentelled eaves on the Passage side, and red-brick flank wall are original but recent restoration kept the ill-matched 19th century stuccoed re-facing on Church

Street, which has a parapet termination above 'Victorian' sheet-glass sashes on the two upper floors and the pedestrian shop front (originally a front door and single ground-floor window).

Use: Residential terrace and betting shop with flats above

Owner: Privately owned

Public access: View from street only (shop interior modern)

Listing: Grade II

APPENDIX D: Legislation and Development Plans

Planning (Listed Buildings and Conservation Areas) Act 1990

Historic Buildings and Ancient Monuments Act 1953

Ancient Monuments and Archaeological Areas Act 1979 (as amended by the National Heritage Act 1983)

The London Borough of Greenwich Unitary Development Plan 2006

Royal Greenwich Local Plan: Core Strategy with Detailed Policies, July 2014

London Borough of Tower Hamlets Core Strategy (Development Plan) Document 2025, adopted in September 2010

London Borough of Tower Hamlets Managing Development Document (MDD), Development Plan Document, adopted in April 2013

London Borough of Lewisham Core Strategy, adopted in June 2011

London Borough of Lewisham Site Allocations Local Plan and saved policies in the Lewisham Unitary Development Plan (UDP) 2004

DCLG, DCMS, English Heritage The Protection and Management of World Heritage Sites in England 2009

The Greater London Authority London Plan 2011

GLA London View Management Framework, London Plan SPG 2012

GLA London's World Heritage Sites-Guidance on Settings, London Plan SPG 2012

ICOMOS Guidance on Heritage Impact Assessments 2011

APPENDIX E: Important Views and Tall Buildings (2008) Summary

Existing Guidance

The following summarises the approach taken in the 2008 tall buildings paper in respect of developments in and around Maritime Greenwich and was adopted by the Greenwich World Heritage Site Executive when providing comments to developers and the local planning authorities.

Local Authorities' local plans include policies on good design and there is no need to re-state such policies in detail here. Planning applicants are therefore advised to look at the relevant Boroughs' local plan, the London Plan the Mayor's SPGs on the London View Management Framework and World Heritage Site Settings SPG. However, it should be stressed that all new developments associated with the World Heritage Site should be of high quality and well-designed, respecting surroundings and character and be subject to Environmental and Heritage Impact Assessments.

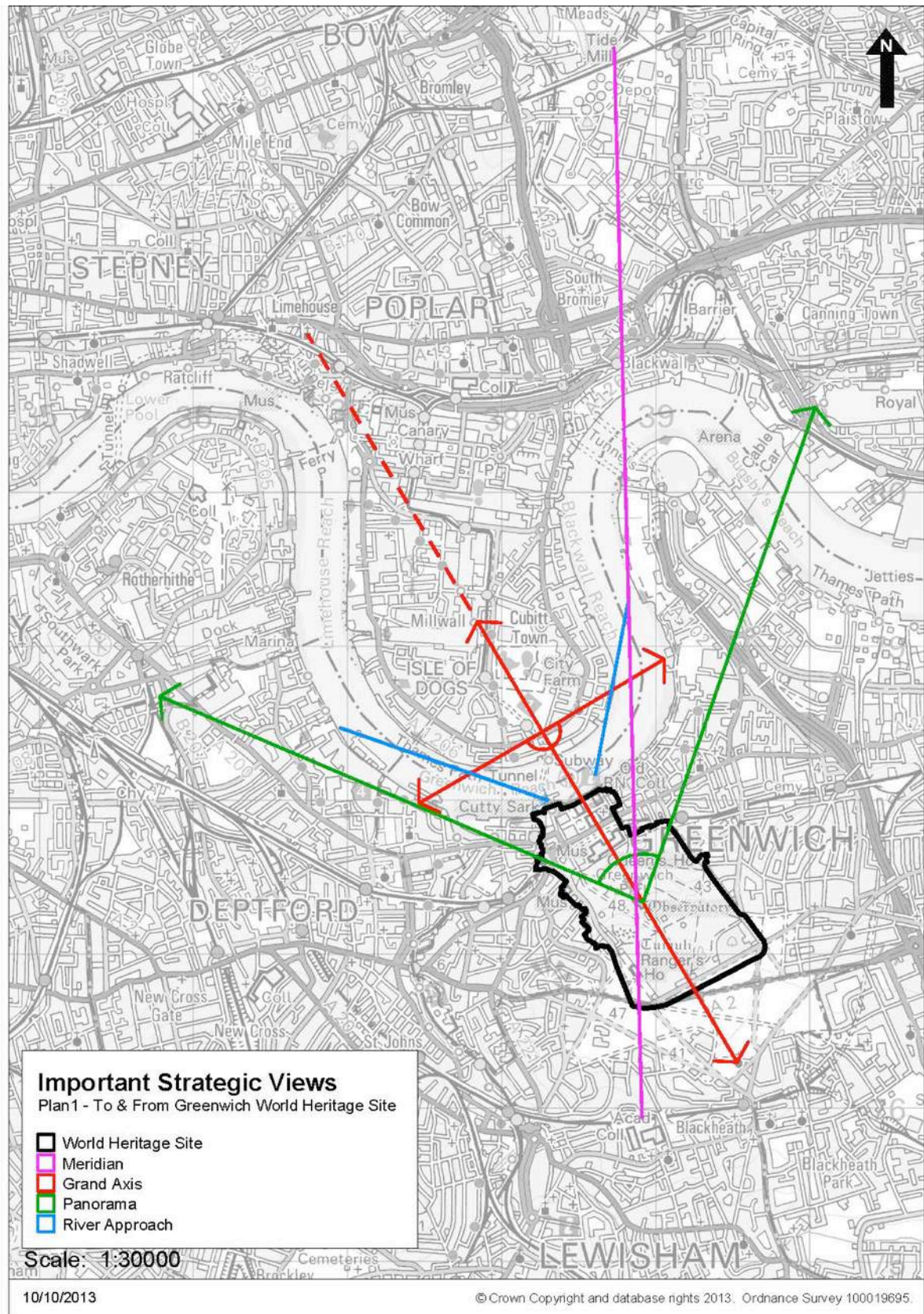
The Mayor's London View Management Framework sets out a detailed methodology for assessing strategic views. In Greenwich we have used the 'inverted-cone' principle to flag up proposals which may raise particular issues.

The inverted-cone principle

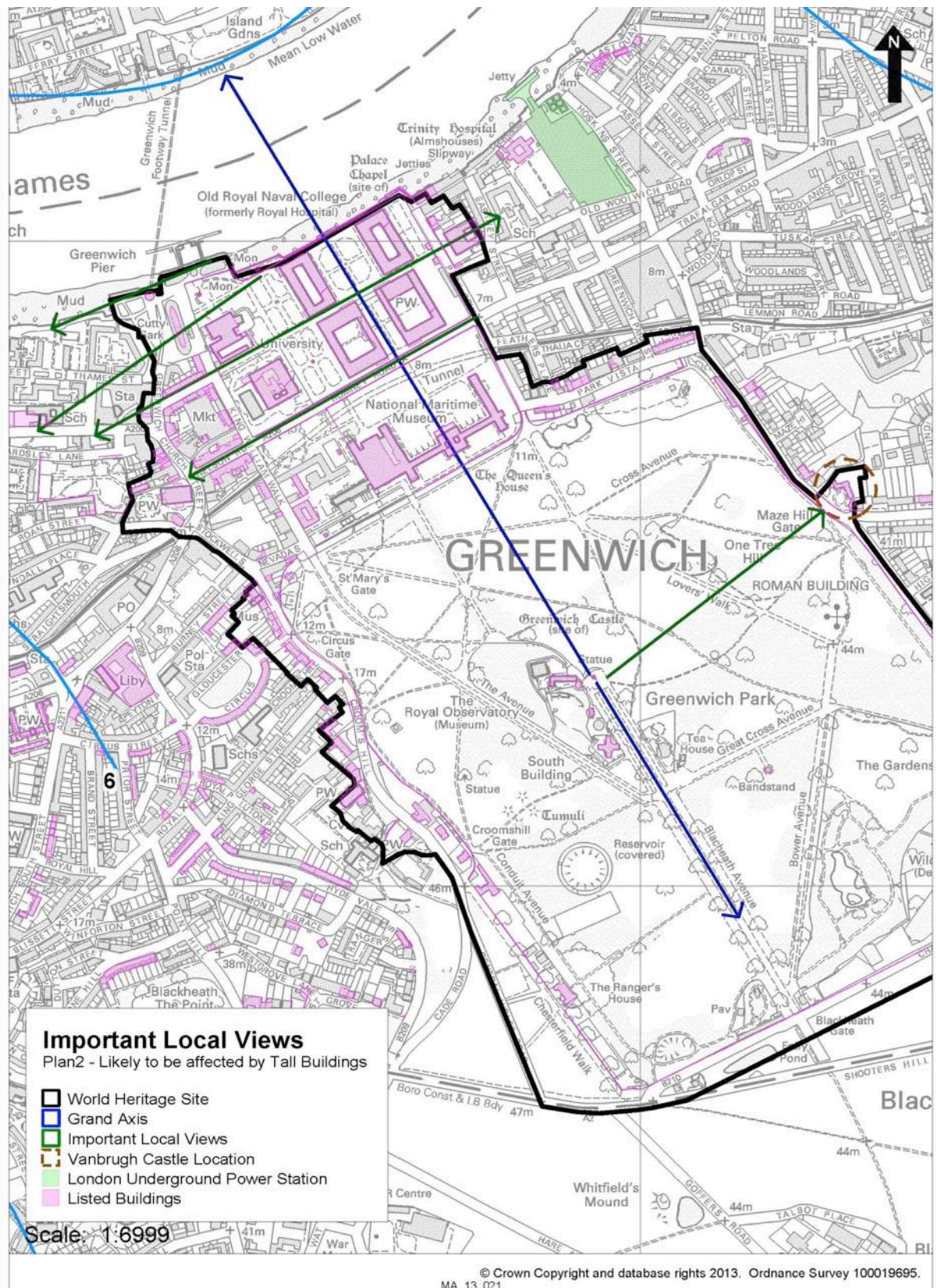
The principle of an inverted cone was developed as a helpful concept for triggering an assessment in general terms of building heights around the Site that would not significantly damage its setting. This concept applies the simple principle that impact decreases with distance.

The cone is centred in Grand Square on the Grand Axis and extends out in contours representing potential building heights. The proposed contours can be seen in Plan 3. It should be stressed that this concept offers general guidance in the respect of flagging up potential developments which may merit further consideration by the Greenwich World Heritage Site Executive Committee and is not intended to be a maximum height limitation as each case should be judged on its merits.

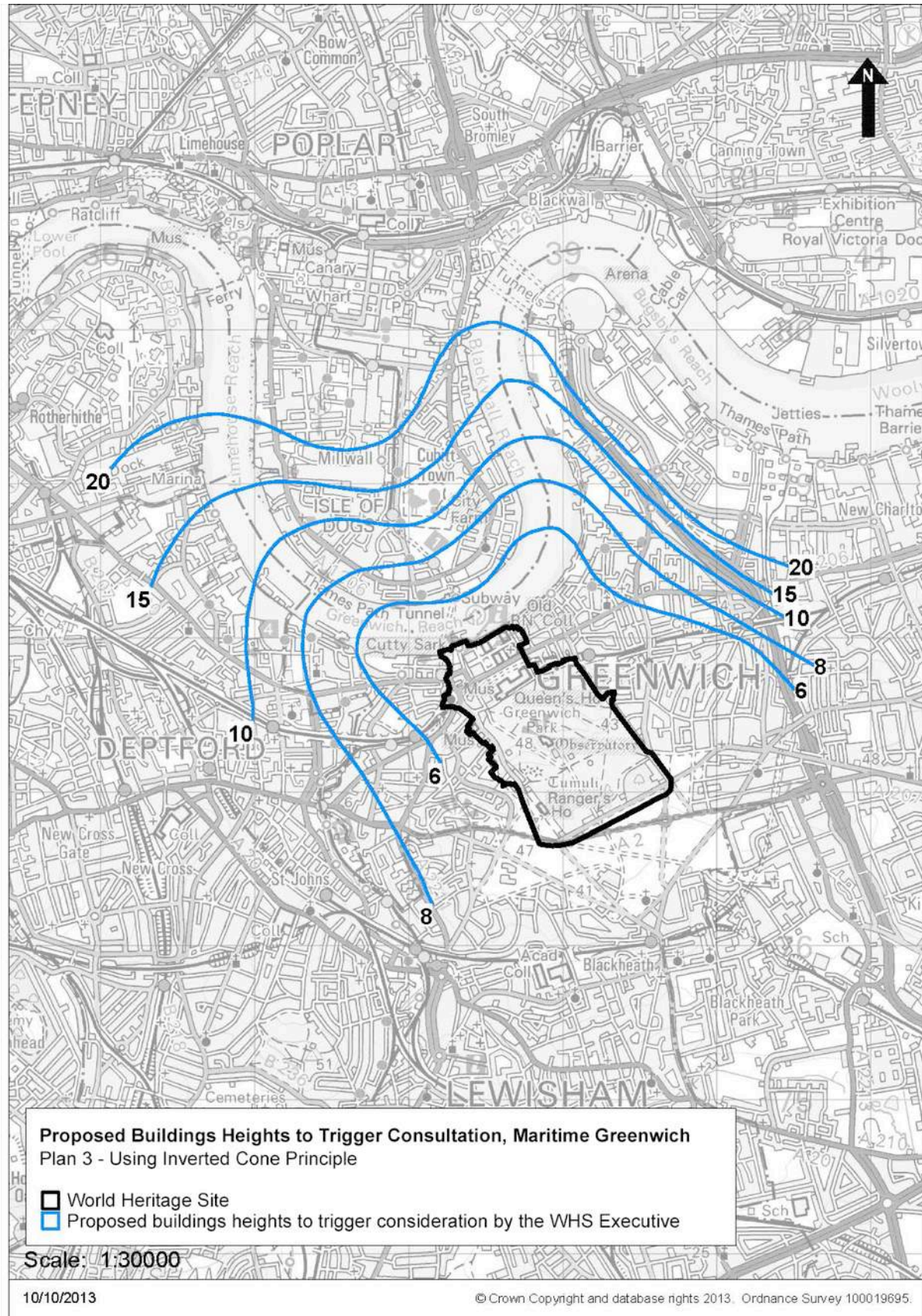
Plan 1



Plan 2



Plan 3



APPENDIX F:

Glossary of Abbreviations

CST	Cutty Sark Trust
DCLG	Department for Communities and Local Government
DCMS	Department for Culture Media and Sport
DLR	Docklands Light Railway
EH	English Heritage
GFORNC	Greenwich Foundation for the Old Royal Naval College
GH	Greenwich Hospital
GLA	Greater London Authority
GTCA	Greenwich Town Centre Agency
HLF	Heritage Lottery Fund
ICOMOS	International Council on Monuments and Sites
LBL	London Borough of Lewisham
LDA	London Development Agency
NMM	National Maritime Museum
ORNC	Old Royal Naval College
PLA	Port of London Authority
THE ROYAL BOROUGH	Royal Borough of Greenwich
RMG	Royal Museums Greenwich
ROG	Royal Observatory Greenwich
RP	The Royal Parks
SELTRANS	South East London Transport
SRA	Strategic Rail Authority
TCM	Trinity College of Music
TfL	Transport for London
UNESCO	United Nations Environmental Social and Cultural Organisation
UOG	University of Greenwich
WHS	World Heritage Site