

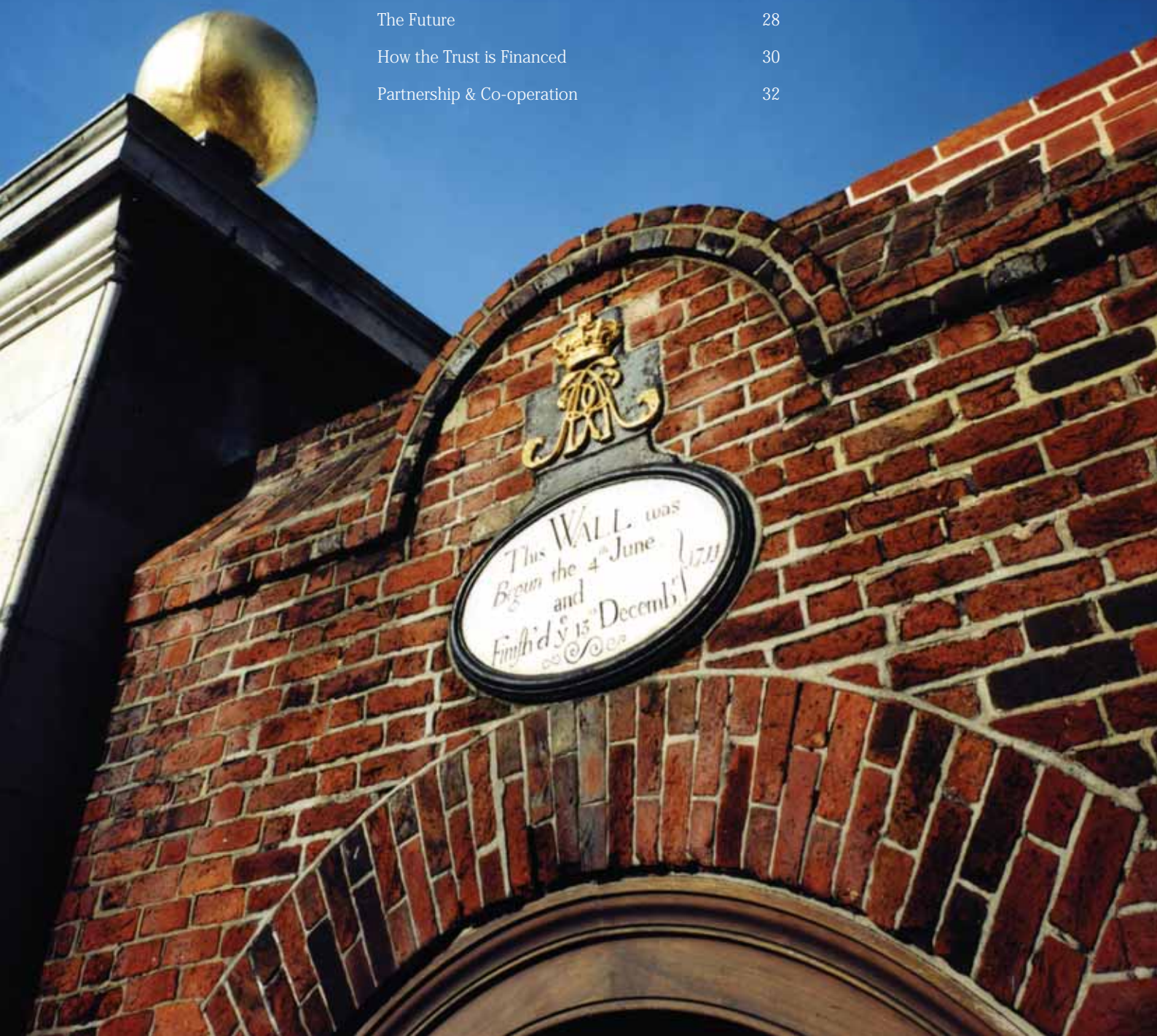


20 YEAR REVIEW

*1986-2006*

A review of the Trust's achievements  
from 1986 to 2006 including  
financial highlights and future  
development plans

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## Foreword



*T*he Historic Dockyard at Portsmouth expresses as no other a long and continuing chapter in the country's history: the exercise of sea power in defence of the realm and support of the national interest. In this respect it is an extraordinarily important place. And its location, adjacent to the operational naval base, provides, uniquely, an invaluable insight into the role of today's Navy in the context of its distinguished past.

Since Portsmouth Naval Base Property Trust was established in 1986 to act as landlord and guardian of the historic estate the Dockyard has become one of the leading tourist destinations in Britain. At the outset English Heritage was keen to ensure that the Trust's Board comprised experts in the preservation and re-use of historic buildings and all its appointments over the years have been made with this in mind.



Sir Neil Cossons - Chairman of English Heritage

The Trust's record of achievement set out in this Review is not only a result of the professional and effective approach taken by members of the Board, both past and present, in discharging their responsibilities, but also of the £50 million investment the Trust has made over the last twenty years.

There are many opportunities still to be seized in the years to come, not least the potential release of further parts of the estate as the Ministry of Defence continues to rationalize its operations. This could result in more land and buildings of outstanding historic and architectural value requiring new, appropriate, and sustainable uses.

The Trust has already demonstrated its ability to find innovative solutions for some of the nation's most precious industrial structures and to do so with sensitivity and flair.

I wish the Trust every success in the years to come.

**Sir Neil Cossons**  
Chairman of English Heritage



## The Trust's Aims

The following is a list of the Trust's aims in relation to Portsmouth Historic Dockyard, although its remit also extends to sites elsewhere.

- To restore and find appropriate uses for buildings and structures of outstanding architectural and historic interest related to HM Naval Base in the Portsmouth and south-east Hampshire area
- To extend the estate as surplus Ministry of Defence land and buildings become available
- To create an enduring maritime heritage centre of the highest class in the Historic Dockyard at Portsmouth, so that it may be enjoyed by the public for generations to come
- To protect the ethos of the Historic Dockyard and of any other related historic estate so that new development, or further commercial activity, is sensitive to its unique atmosphere
- To set and maintain the highest standards in education, interpretation and collections
- To enhance public awareness of the role of the civilian workforce in supporting the Royal Navy by promoting the establishment of a Museum of the Dockyard
- To ensure that visitors have a comprehensive and enjoyable experience of the Historic Dockyard

## Trust Membership

**T**he Trust's Board of Directors comprises nine Trustees who provide specialist knowledge and experience of architecture, chartered surveying, attractions management, commercial property development and finance.

### Robin Bishop

Robin has been a Trustee since the formation of the Trust in 1985 and served as its inaugural Chairman from then until 1992. During the first two of these years he successfully negotiated the Trust's head lease with the Secretary of State for Defence. A former senior partner at Drivers Jonas Chartered Surveyors, he advises the Trust on all aspects of property management, development and commercial letting. He is a member of the Royal Institution of Chartered Surveyors, the Royal Town Planning Institute, the Worshipful Company of Chartered Surveyors and the Worshipful Company of Carpenters.

### Roger Ching

As one of Portsmouth City Council's two nominated representatives on the Trust's board, Roger provides a valuable link with the local authority which is one of the Trust's biggest supporters, both financially and in terms of planning advice and expertise. He joined the Trust in September 2004. His current position at PCC is Strategic Director for Corporate Resources and Services with responsibility for finance, ICT, human resources, property services and revenues and benefits. He is also the client for the Portsmouth Spinnaker Tower project and the Chairman of the Portsmouth Harbour Renaissance Board.

### Terry Hall

Terry's career history covers eight years with the Inland Revenue and a further 15 as tax manager for a firm of chartered accountants. She currently serves as a Portsmouth City Councillor and as Executive Member for Culture and Leisure. Her particular interest in the arts led to trusteeships of both the Kings Theatre and the New Theatre Royal. Terry has also been a member of the Portsmouth Society and the Friends of Portsmouth Museums and Records Service for many years. She joined the Trust in 2006 as one of Portsmouth City Council's two nominated representatives.

### Edward Jones

As one of English Heritage's two nominated Trustees, Edward has provided architectural advice and expertise to the board since he joined the Trust in 2004. He is a partner at Dixon Jones, the London-based practice responsible for many prestigious city-centre projects such as the redevelopment of the Royal Opera House at Covent Garden and the extension to the National Portrait Gallery. He also designed a new science building for the University of Portsmouth in 1992-1996.

### Philip Marriott

A graduate of Harvard Business School and a Chartered Engineer, Philip's background is in the oil industry where he spent 34 years as an international executive for Exxon Mobil. Assignments included heading up the UK's biggest petrol retailing business, Esso, and managing Fawley Refinery. Following his appointment to the position of Managing Director of Portsmouth Historic Dockyard Ltd from 2004 to 2005, Philip joined the Trust in 2005 and is now also Acting Chairman of PHDL. He previously served as a Governor of Totton 6th Form College.

### Rear Admiral Neil Rankin CB CBE

Neil became a Trustee in 1997 following a 33-year Royal Naval career during which he was the first Fleet Air Arm pilot to fly the Harrier aircraft. He commanded several warships including the aircraft carrier HMS Ark Royal, and retired as the last Flag Officer Portsmouth (1993-1996), having also held tri-service command in the Falkland Islands as a Rear Admiral. He now chairs the Royal Yacht Britannia Trust, and the Scottish Seabird Centre, and is also a Councillor for East Lothian representing North Berwick (West). Neil is chairman of the Trust's Audit Committee and also serves on the Action Stations Management Board.

### Tim Robertson

Tim joined the Trust in 1993 and became Chairman in 1997, serving for 10 years until December 2006. He was a partner and later a consultant to Richard Ellis Chartered Surveyors in London, where he specialised in offering professional advice to a number of major City clients. He is past Master of the Worshipful Company of Chartered Surveyors, past member of Council of the Royal Institution of Chartered Surveyors, past member of the Trustee Board of the Women's Royal Voluntary Service, past Chairman of the Bigwood Education Trust and current member of the court of the Worshipful Company of Clothworkers. Tim chairs the Trust's Action Stations Management Board.

### Hugh Siegle

Hugh was appointed to the Trust in 2002 and succeeded Tim Robertson as Chairman in January 2007. Former Managing Director of Whitbread Property, Hugh provides estates management and leisure industry expertise to the Trust. He is a director of Business in Sport & Leisure, where he is Chairman of their Property & Planning Working Group, and a non-executive director of Portsmouth Harbour Renaissance Company. Hugh's past roles include non-executive Chairman of DTZ Leisure, one of the UK's leading property consultancies, Chairman of the British Beer and Pub Association Property Committee, member of the Specialist Valuation Committee of the Royal Institution of Chartered Surveyors, committee member of the Leisure Property Forum, and member of the Regeneration sub-committee of the British Council of Offices.

### Sir Colin Stansfield Smith CBE

Winner of the Royal Institute of British Architects' Royal Gold Medal in 1991 for his contribution to architecture, Sir Colin has brought a wealth of expertise to the Trust since 1993, when he was appointed as one of English Heritage's nominated trustees. As County Architect of Hampshire County Council (1973-1992) he produced buildings of exceptional quality, many of them schools, and many of which won national awards. Colin was appointed Professor of Architectural Design at the University of Portsmouth in 1990.

Left to right: Neil Rankin, Robin Bishop, Hugh Siegle, Terry Hall, Tim Robertson, Philip Marriott, Roger Ching, Edward Jones, Colin Stansfield Smith



## Introduction

**P**ortsmouth Naval Base Property Trust is a charitable property company specialising in the conservation and re-use of historic buildings associated with the Naval Base. It was set up in 1986 by the Ministry of Defence and Portsmouth City Council, its initial purpose being to take responsibility for the long-term preservation of the historic south-west corner of Portsmouth Naval Base which had been released under the 1982 Defence Review. This area is now known as Portsmouth Historic Dockyard.



HRH The Duke of York with Peter Goodship at the opening of Action Stations in 2001

The Trust received a government endowment of £6m in 1986, although it was widely acknowledged at the time that this was £6.5m short of the sum required to put the buildings into a reasonable state of repair, and that the Trust would also have to find funds to convert the buildings for public use.

During its first 10 years the Trust was encouraged by MOD to consider taking responsibility for a variety of other buildings including the Haslar Gunboat Sheds and Priddy's Hard on the Gosport side of Portsmouth Harbour, the Vulcan Building at Gunwharf, two of the Palmerston forts, and the Block Mills in the Naval Base. While it remains interested in all propositions where it believes it can fulfill a useful regenerative role, capital constraints mean that its principal focus has been to refurbish as much of its existing historic estate as possible before taking on new ventures.

At an early stage it invested part of its endowment in the nearby 4-acre site of a former brewery which it demolished to provide car parking for the Historic Dockyard. This also benefited the local community of Portsea whose streets had been seriously congested by visitors seeking parking spaces. The investment provided the Trust with a reasonable return at a level comparable with other equity and gilt investments, as well as capital growth.

The Trust also invested heavily in creating the infrastructure to support development of the site as a tourist destination, for example, construction of a visitor reception centre and the procurement of a restaurant, lavatories and a landing jetty to provide access to the Historic Dockyard from the harbour.

The result has been a transformation of the Historic Dockyard into one of the UK's leading tourist destinations attracting approximately three-quarters of a million paying and non-paying visitors annually. This could not have been achieved without the full support of all the ship and museum trusts operating in the Dockyard, the Royal Navy, English Heritage and Portsmouth City Council.

Over the years the Trust has become the owner of three visitor attractions, although this has come about through the process of building refurbishment and infrastructure improvements rather than any desire of the Trust to diversify in this way.

The Dockyard Apprentice Exhibition was introduced in 1994 as part of the refurbishment of Boathouse 7 and interprets the original use of the Historic Dockyard buildings, as well as displaying artefacts belonging to Portsmouth Royal Dockyard Historical Trust, whose members maintain the exhibition.

Harbour Tours are provided by Wightline Cruises under contract to the Trust and run from the Trust's landing jetty, which is also used to disembark tourists who are staying on the Isle of Wight and to berth some of the Trust's own boats.

Action Stations was developed in response to public demand for an attraction about the modern Royal Navy and it formed the main element of the redevelopment of Boathouse 6, which in turn was part of the Renaissance of Portsmouth Harbour Millennium scheme.

This innovative visitor experience to some extent broke the mould of existing Dockyard attractions. It is fully interactive, includes a 25-minute large format film about the modern Navy and is somewhere for younger visitors to let off steam, climb on things, run around and generally take on all sorts of exciting challenges. It has also benefited schools and colleges by opening up the Historic Dockyard educational provision for Key Stage 3 Science and Technology, Citizenship, and NVQ Leisure and Tourism. In 2005 further grant from the Millennium Commission's Rediscover Fund allowed the Trust to create InterAction, a new science and technology gallery in Action Stations which has broadened its appeal to both families and school groups.

The refurbishment and re-use of Boathouse No 6 and the design and installation of the attraction itself were generously part-funded by the Millennium Commission, with the Trust supplying matched funding to meet the capital cost of over £16m. Part of this was secured through a bank loan which meant that the Trust had to cut expenditure severely over the next few years. It remains indebted to Portsmouth City Council for so generously guaranteeing its loans and enabling it to survive financially through a difficult period.

However, in October 2005 the Trust sold the Historic Dockyard car park site to Crest Nicholson for residential development and construction of a new visitors' car park. The capital receipt from the sale enabled the Trust to reduce its debts and to increase expenditure on its rolling planned maintenance programme.

Over the past 20 years the Trust has been turning its initial vision into reality. Many fine Georgian dockyard buildings which it inherited in poor condition have now been repaired, with total expenditure running at nearly £50m. As well as featuring as part of the tourist attraction, many of these buildings now pay their way as restaurants, shops, offices, lecture rooms and a cinema.

Our next and largest ever building project will be the conversion and re-use of Boathouse No 4, which occupies a prime waterfront location at the entrance to the Historic Dockyard. It is recognised that tourism alone is unlikely to sustain the site in the long term and this building has the potential to generate an all-important diversification of economy and to unlock evening opening of the Dockyard.

At the same time discussions are underway on rehousing the Mary Rose Museum in a brand new building at No 3 Dock and the possibility of an increase in the Royal Naval Museum presence in Storehouse 10.

Exciting times lie ahead, not without difficulties to be sure, but the Trust has always thrived on a heady mixture of challenge, speculation and sheer hard entrepreneurial work and we are confident we have the experience, not to mention the battle scars, to ensure future success.

All the Trust's members are professional working Trustees mainly drawn from the property industry and skilled in architectural design, development and care of historic buildings. The Trust owes a considerable debt of gratitude to those who, as previous Chairmen, have been responsible for its achievements: Robin Bishop (1985-1992), David Thomson (1992-1998) and Tim Robertson (1998-2006). Robin and Tim continue to serve as Trustees and the Trust still benefits from their combined extensive property experience. Particular thanks are due to Robin for his invaluable advice on leasehold matters and to Tim for successfully steering the Trust through a financially difficult period.

We hope you enjoy reading this Review.



**Hugh Siegle**  
Chairman



**Peter Goodship**  
Chief Executive

Left to right: Peter Goodship and Hugh Siegle



## 20 Major Building Projects Over 20 Years

**T**he Trust has always sought to achieve the highest possible standards in its building projects, whether new-build, repair and restoration, conversion or reconstruction, and this pursuit of excellence has been recognised through several prestigious awards.

Our close relationship with English Heritage has been crucial in meeting these standards and we are indebted to them for their help and encouragement over the years.

The total cost of the 20 projects listed here exceeds £90m, of which the Trust has directly funded £30m.



### Old Pay Office refurbishment (1986)

Capital Cost: **£50,000**  
Architect: **Robert J Potter & Partners**  
Surveyor: **Watts & Partners**  
Contractor: **PMC Ltd**

In consultation with English Heritage, a lean-to added to the Old Pay Office in the early 20th century was removed to reveal the architectural quality of the original building constructed circa 1795.

As well as extensive repairs to the roof and external brickwork, internal partitions were removed to reveal the brick vaulted compartments supported by unusual Egyptian-style cast iron columns, believed to be the first example of such construction in the south of England.

Repairs were also carried out to the strong room where Charles Dickens's father, John, worked as a pay clerk during the early 19th century.



### Security Fence and Police Posts – new build (1987)

Capital Cost: **£500,000**  
Architect: **Portsmouth City Council Department of Architecture & Civic Design**  
Contractor: **PMC Ltd**

In consultation with the Ministry of Defence, the Trust achieved security for the operational Naval Base through erection of a sympathetically designed steel fence and gates surrounding the Historic Dockyard.

The Trust also designed and constructed small buildings to accommodate the MOD police, now superseded by the MOD Guard Service, who patrol the fence at strategic locations.

It is unfortunate, that for security reasons another fence has been erected within the last few years by the MOD in front of the Grade 1 Listed Storehouses, which spoils the open view along Main Road to HMS Victory. It is hoped that a better solution can soon be found which will lead to its removal.



### Victory Gallery reroofing (1988)

Capital Cost: **£40,000**  
Surveyor: **Watts & Partners**  
Contractor: **PMC Ltd**

Following damage inflicted by the October 1987 hurricane, when the entire roof of the Victory Gallery was destroyed, this building was completely reroofed in copper.

## 20 Major Building Projects Over 20 Years

### Acquisition of site for Historic Dockyard Car Park (1990/91)

Capital Cost: **£2.6m**  
 Surveyor: **Watts & Partners (works); Weatherall Green & Smith (acquisition)**  
 Contractors: **Demolition UK Ltd**  
**T Coleborn & Son**

Adequate car parking had always been recognised as essential to any development of the Historic Dockyard and the Trust had previously leased space from the MOD at HMS Vernon on a temporary basis to fulfil this need. However, in spring 1990 it managed to secure the 4.5-acre site of the former Whitbread brewery. The value of the salvage material more than met the cost of demolishing the brewery. The new car and coach park, along with lavatories and a baby-care room, opened to coincide with the start of the 1991 visitor season. Over the next few years the Trust added a gift shop, a rest-room for coach drivers, a visitors' snack bar and interpretation panels.



### The Great Storehouses

When the Trust inherited these Grade 1 Listed buildings in the mid-1980s they were in a very poor state of repair. Plastic sheets had been laid on the attic floors in a vain attempt to protect the lower floors from water leaking through the roofs, and the hurricanes of 1987 and 1989 had worsened the situation by ripping the lead away from the roofs of Nos 10 and 11. No 10 had also suffered World War 2 bomb damage which had destroyed the roof to the northern wing as well as the clock tower. In its place was a rather crude corrugated iron temporary repair. The priority for the Trust was to secure the external fabric of all three Storehouses as quickly as possible.

### No 11 Storehouse refurbishment and conversion (1988-1992)

Capital Cost: **£320,000 (refurbishment)**  
**£111,000 (conversion)**  
 Architect: **Portsmouth City Council Department of Architecture & Civic Design (conversion)**  
 Surveyor: **Watts & Partners (refurbishment)**  
 Contractors: **Waltham Contracts Ltd (refurbishment)**  
**T Coleborn & Son (conversion)**

Complete external refurbishment, including a new lead and slate roof and dormer windows, was carried out with the help of a grant from English Heritage.

A year later in 1992 the first floor was converted to house the Royal Naval Museum's library, retaining an understanding of the original purpose of the building whilst creating a modern functional use for it.



## 20 Major Building Projects Over 20 Years



### No 10 Storehouse restoration and reconstruction of the Clock Tower (1991/1992)

Capital Cost: **£750,000**  
Architect: **Portsmouth City Council Department of Architecture & Civic Design**  
Surveyor: **Watts & Partners**  
Contractor: **John Lay & Co (Portsmouth) Ltd**

This was one of the Trust's most ambitious restoration projects and involved considerable research into the precise design of the clock tower which was destroyed during the World War 2 blitz on Portsmouth in 1941. There was initial excitement when the project architect discovered in the Public Records Office drawings of the construction of the original tower, which he used in the new design. However, photographs taken of the tower in the 1930s subsequently came to light, clearly showing that the original design was never built. Back at his drawing board, the project architect produced a new design based on the photographic evidence which achieved a faithful replica of the original.

The next challenge was to find a clock mechanism of a similar type to the original and the Trust was fortunate in acquiring one from Bristol Grammar School, which was lovingly restored by its original manufacturers, Gillett & Johnson of Croydon.

The original lead roof was stripped off, melted down, recast and replaced, but in narrower bay widths which improved the structural stability and life of the new roof.

Finally, the weathervane from the top of the clock tower was kindly returned by Flag Officer Portsmouth from his Dockyard residence, Spithead House (now renamed Mountbatten House), where it had been used as a garden ornament since its recovery from the rubble on that fateful night in 1941.

The project was formally inaugurated by HRH The Prince of Wales in August 1992 and later received two awards: Europa Nostra for Restoration 1993 and the Portsmouth Society's Best Restoration of the Year 1993.



### Porters Lodge refurbishment (1993/94)

Capital Cost: **£200,000**  
Architect: **John Winter & Associates**  
Surveyor: **Watts & Partners**  
Contractor: **T Coleborn & Son**

The original graceful façade of the oldest surviving building in the Dockyard (1708) was restored by the removal of an unsightly single story ground floor extension as part of a complete internal and external refurbishment. The works included reroofing and replacement of the chimney stacks.

Originally the residence of the Dockyard Porter, the building is now occupied by Adams Poole Architects and the Naval Christian Fellowship.

The Porters Lodge received a commendation in the Portsmouth Society's Best Restoration Awards 1994.





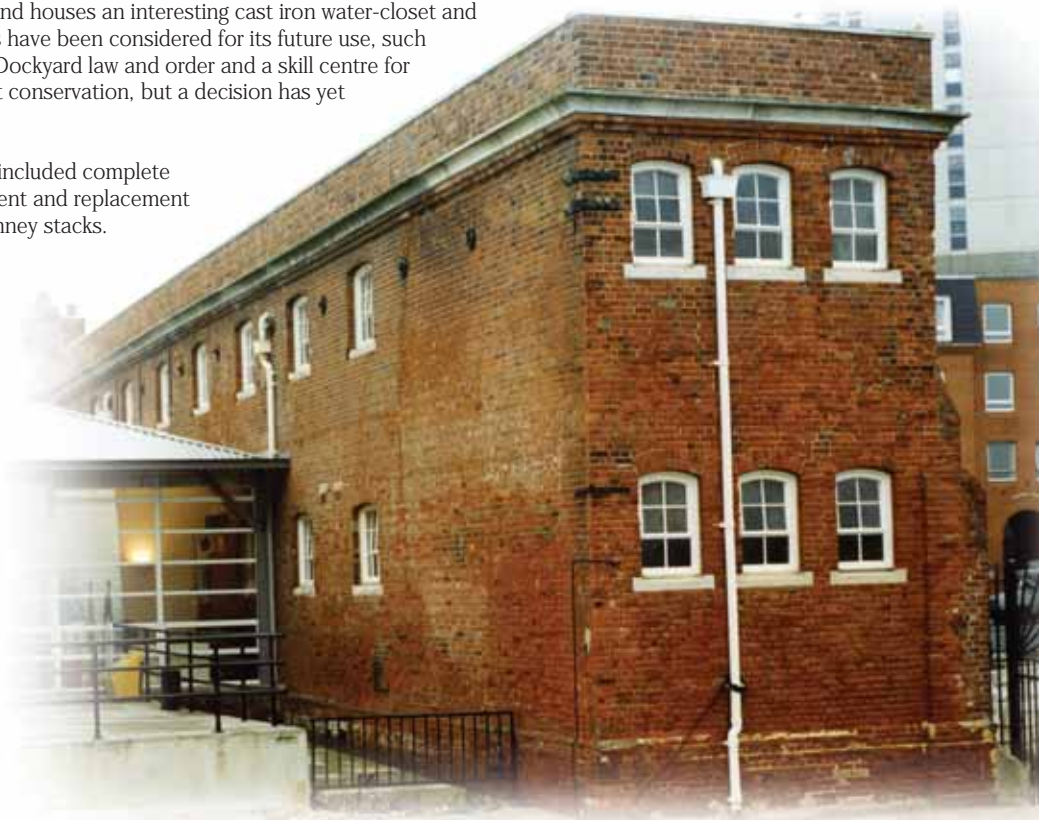
## Building Projects Over 20 Years

### Cell Block refurbishment (1993/1994)

Capital Cost: **£100,000**  
Surveyor: **Watts & Partners**  
Contractor: **T Coleborn & Son**

The Cell Block (1882) occupies a prominent position at the entrance to the Historic Dockyard and houses an interesting cast iron water-closet and urinal. Several ideas have been considered for its future use, such as an exhibition of Dockyard law and order and a skill centre for building and fine art conservation, but a decision has yet to be made.

The 1993/94 works included complete external refurbishment and replacement of parapet and chimney stacks.



### No 7 Boathouse restoration & conversion (1993/1994)

Capital Cost: **£2.6m**  
Architect: **Portsmouth City Council Design Services**  
Project Management: **Symonds**  
Contractor: **Heaton Waring Ltd**



This project brought together five separate design teams to achieve a conversion of the building to multi-use including a 400-seat restaurant, children's adventure play facilities, an education area, the Dockyard Apprentice exhibition, and a gift shop.

All partitions were restricted in height to preserve the sense of openness and to give visitors a better understanding of the building's original purpose. This was further enhanced by the paint stains on the wooden floor which were left as testimony to many years of boat repair work. The Trust replaced the corrugated iron roof with grey slate, similar to its original roof material.

No 7 Boathouse received two awards: the Portsmouth Society's Best Restoration of the Year 1995, and Portsmouth City Council Planning Committee's Good Planning and Conservation Award 1995.



## 20 Major Building Projects Over 20 Years

### Visitor Reception Centre – new build (1993/1994)



Capital Cost: **£640,000**  
Architect: **John Winter & Associates**  
Contractor: **Heaton Waring Ltd**

This contemporary building was thoughtfully designed to echo some of the more striking features of the industrial buildings in the Dockyard.

It provides a comfortable space for visitors to discover what is on offer, gather information and purchase tickets. The rear section now houses a Costa Coffee shop where visitors can relax and enjoy attractive views of HMS Warrior and the harbour.

The building received a commendation under the Portsmouth Society's Best New Building Awards 1995.

### Landing Stage – new build (1994)

Capital Cost: **£350,000**  
Marine Engineer: **Portsmouth City Council Engineering Services**  
Contractor: **Dean & Dyball (dredging) and Vosper Thornycroft (brow)**

Completed in less than four months, this project provided a landing stage for harbour boat tours and enabled visitors to be disembarked in the Historic Dockyard direct from the Isle of Wight.

The landing stage is also used regularly for VIP trips around the Harbour and occasionally for burials at sea.



### No 11 Storehouse refurbishment & conversion (1997-1998)

Capital Cost: **£4.9m**  
Architect: **Hedley Greentree Partnership**  
Project Management: **Boxall Sayer**  
Contractor: **Kier**



In partnership with the Royal Naval Museum, the Trust undertook further refurbishment and conversion works to No 11 Storehouse to provide additional gallery space on the ground floor which enabled the Victory Gallery to concentrate on telling the story of the Nelsonian Navy. The upper floors were converted to provide new offices for museum staff.

The Trust contributed financially towards the structural repairs and worked with the Museum and its project architects and surveyors to ensure a sympathetic approach to the conversion. The result is a fine example of how modern office needs can be tastefully accommodated in an historic building.

## 20 Major Building Projects Over 20 Years

### Boathouse 6 – repair, refurbishment & re-use (1998-2001)

Capital Cost: **£16.4m**  
Architect: **MacCormac Jamieson Prichard**  
Contractor: **HBG Special Projects Ltd**

This is the Trust's largest project to date and the one which has had the greatest effect on its organisational structure and activities.

At a total cost of £16.4m, the project was one element in the Renaissance of Portsmouth Harbour Millennium Scheme which was 50% funded by grant from the Millennium Commission. The Trust secured the remaining finance from matched funding, sponsorship and bank loan.

The brief was to repair and refurbish a Victorian former Naval boathouse, constructed in 1845 and now a Grade 2\* Listed Building (formerly Scheduled Monument), to house on its ground and first floors Action Stations, a new visitor attraction about the modern Royal Navy, and on its second floor the University of Portsmouth's Institute of Maritime Heritage Studies.

Boathouse 6 is unique in having an internal cast iron framework which English Heritage wished to remain on display to the public. It had also sustained bomb-damage during World War 2 so that the rear part of the building was missing at first and second floor levels. The design approach was to insert the cinema into the bomb damage void as a free-standing structure supported from ground level by steel columns. The Institute of Maritime Heritage Studies was to be entirely self-contained with its own separate entrance via a new circular glass stair and lift tower on the side of the building, giving direct access from ground to second floor level.

Sustainability, energy efficiency and accessibility were important factors in the design brief, all of which were highlighted by the Civic Trust when it granted Boathouse 6 an Award in 2003. The project also won the Portsmouth Society Best Restoration award in 2002 and was commended by English Heritage as being one of the best examples of the sensitive handling of modern architectural interventions in historic buildings.

The Boathouse 6 project turned a run-down, derelict and decaying building into a beautiful example of Victorian industrial architecture. It improved the views of residents and office workers who occupy nearby buildings within the Naval Base and it has safeguarded the future of one of the earliest examples of a metal-framed brick structure. Facing the Historic Dockyard's main visitor route, with the Mast Pond in between and with the previously restored Georgian Boathouses 5 and 7 on either side, Boathouse 6 now presents a strong focal point and an inviting destination for visitors. Its north elevation also helps to generate a pleasing sense of enclosure to the Second Sea Lord's grass tennis courts.



## 20 Major Building Projects Over 20 Years

### Millennium Promenade (2000)

Capital Cost: **£2.2m**  
Landscape Architect: **Camlin Lonsdale Landscape Architects**  
Contractor: **Tilbury Douglas (now Interserve)**

The northern-most section of the Millennium Promenade on the eastern side of Portsmouth Harbour provided a new processional route from Victory Gate to HMS Victory. Extensive ground works in front of the Great Storehouses created a flat walkway and terraced seating to replace sloping tarmac surfaces which visitors had found difficult to navigate. Existing pavements were replaced with new York stone paving but care was also taken to incorporate original materials where possible so that visitors could gain some understanding of how surfaces had evolved over the centuries.

The original tracks designed for horse-drawn vehicles were revealed just inside Victory Gate and evidence of the later railway network was exposed alongside Storehouse 10.

New walkways were also built on each side of the Mast Pond to provide safe pedestrian access from Main Road to Boathouse 6.

The design clearly defined a series of legible public spaces including the square just inside Victory Gate, the area between Storehouse 9 and Boathouses 4 and 7, and the Victory starboard arena, to which an enhanced entrance was created by the provision of four large stone plinths.

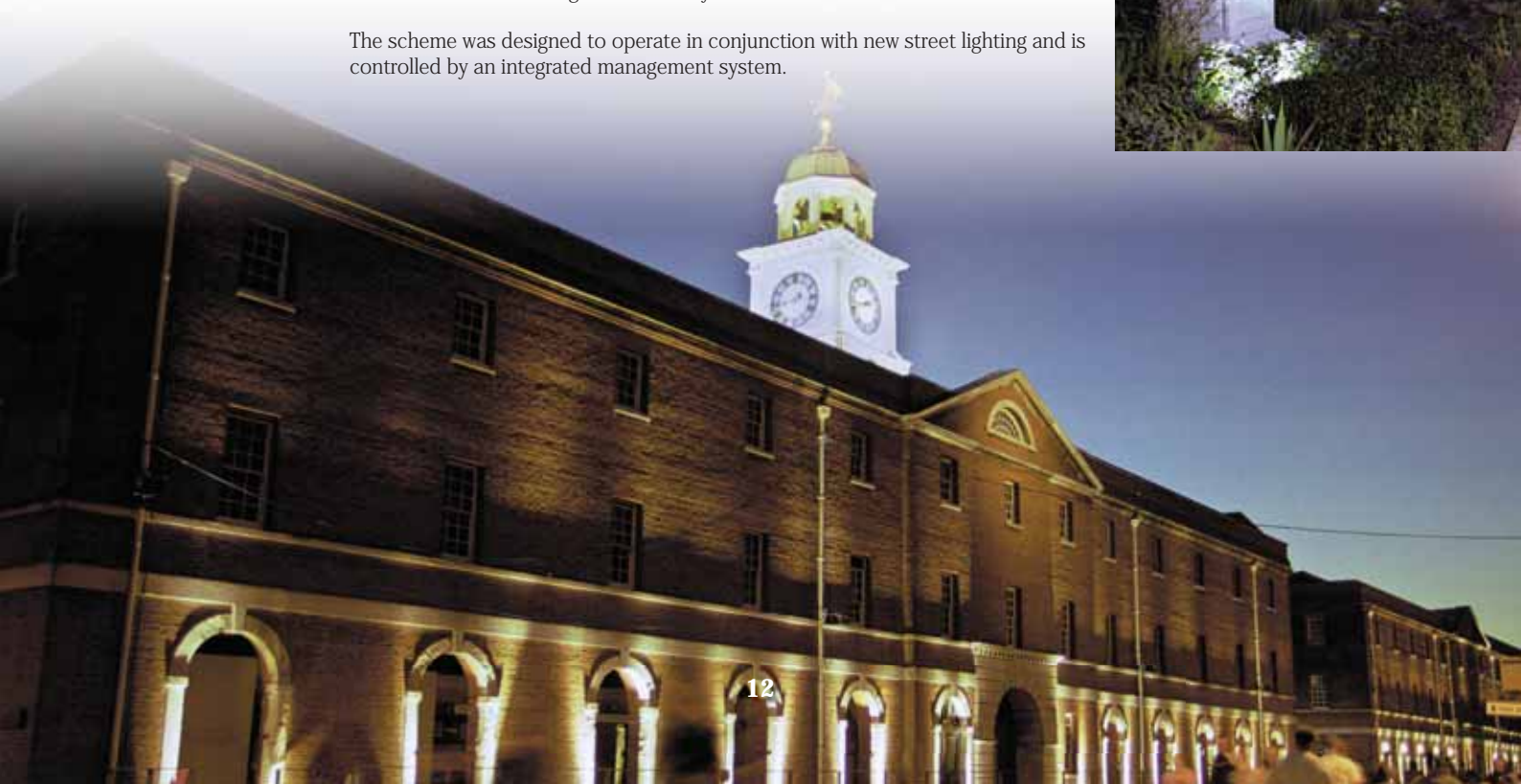


### Architectural Lighting (2000)

Capital Cost: **£500,000**  
Designer: **Sutton Vane Associates**  
Contractor: **Southern Electricity Board**

The sensitive and imaginative approach of this scheme has transformed the appearance of the Historic Dockyard at night. HMS Victory's original flood-lighting was replaced by feature lighting picking out her masts and rigging which now appear as a delicate cobweb against the night sky. The facades of the three Great Storehouses were lit to highlight the historic brickwork and feature lighting was also installed in the Mast Pond, on the front of Boathouse 6, and at ground level in the Porter's Garden alongside the Dockyard wall.

The scheme was designed to operate in conjunction with new street lighting and is controlled by an integrated management system.



## Major Building Projects Over 20 Years



### Lock Gates – new build (2000)

Capital Cost: **£350,000**  
Designer: **Posford Duvivier (now Royal Haskoning)**  
Contractor: **Tilbury Douglas (now Interserve)**

The original lock gates controlling the level of water in the Mast Pond had been removed in the early 20th century. Since then not only had the Mast Pond been tidal, but at spring tides the ground floor of Boathouse 6 had been prone to flooding.

In order to prevent this and to maintain a reasonably high level of water at all times new hydraulically controlled lock gates, manufactured in Holland, were installed at the seaward end of the Mast Pond tunnel which runs beneath Main Road and Boathouse 4 to the harbour.

### The Porter's Garden (2000)

Capital Cost: **£120,000**  
Landscape architect: **Camlin Lonsdale Landscape Architects**  
Contractor: **Tilbury Douglas (now Interserve)**

Under the Renaissance of Portsmouth Harbour Millennium scheme, the Trust was able to create this garden as part of the landscape design works for the Historic Dockyard. It occupies the site of the original garden belonging to the Porter's Lodge (1708) and extends to the other side of College Road alongside No 5 Boathouse.

The Trust is grateful to Hampshire Gardens Trust, which provided invaluable support during the planning stage and also helped establish the Friends of the Porter's Garden, the voluntary organisation whose members care for the garden and raise funds to support it.



## 20 Major Building Projects Over 20 Years



### Tourist Information Centre – refurbishment and extension (2002)

Capital Cost: **£269,000**  
Architect: **Richard Partington Architects**  
Contractor: **Eclipse Construction Ltd**

Works to the TIC, formerly the Naval recruiting office, were largely funded by Portsmouth City Council and included the removal of a mid-20th Century annexe and its replacement by a zinc-clad modern glazed extension. This provided a light and airy space for tourists seeking information and accommodation.



The building was also externally refurbished and further extended by enclosing a space between the original building and the Dockyard wall to the north.

The project received a Commendation in the Restoration category of the Portsmouth Society's Best Design Awards 2003.



### InterAction Science & Technology Gallery – new installation (2004-2006)

Capital Cost: **£1.2m**  
Designer: **Mike Cox Associates**  
Installation: **Aivaf (major exhibits);  
D J Willrich (A/V equipment)**



In September 2004 Action Stations was awarded £900,000 from the ReDiscover fund - a joint venture between the Millennium Commission, the Wellcome Trust and the Wolfson Foundation – for a new gallery based on the science and technology behind the modern Royal Navy.

The fund was set up to support institutions which promote public understanding of science and to help them refresh their exhibitions and keep abreast of advancing technology.

The InterAction science and technology gallery features physical and multi-media interactives, and models centred on the themes of Environment, People, Propulsion, Navigation, Sensors, Communications and Structures. A total of 35 exhibits help explain the science and technology behind naval and marine engineering industries.

Delivery of the gallery was achieved on time and within budget in early February 2006.



## 20 Major Building Projects Over 20 Years

### Redevelopment of Historic Dockyard Car Park – new build (2005 onwards)

Capital Cost: **£60m**  
Architect: **David Richmond & Partners**  
Developer: **Crest Nicholson**  
Landscape Architect: **Whitelaw Turkington**  
Contractor: **Ardmore**



The successful redevelopment of the Historic Dockyard Car Park in Queen Street represents a major milestone in the history of the Trust. Since acquisition of the site in 1991 income from car parking had provided a reasonable return on capital investment but the Trust had always intended to redevelop the site when market conditions were favourable.

In 2004 the Trust sponsored an architectural competition in partnership with the Royal Institute of British Architects which was won by David Richmond & Partners, who put forward a scheme for a large residential development. When the site was marketed the Trust received proposals from several residential developers and selected Crest Nicholson, which had already adopted David Richmond's scheme.

Close consultation with the local community achieved residents' support for the development and the result is a high quality scheme which will contribute significantly to the regeneration of Portsea, one of Portsmouth's most socially deprived areas.

Admiralty Quarter, the £60m development presently under construction, comprises a total of 566 apartments of which 131 will be in shared ownership. A new 293-space car park is being built at ground level for visitors to the Historic Dockyard and the Trust also retains ownership of several retail units to be constructed on Queen Street.

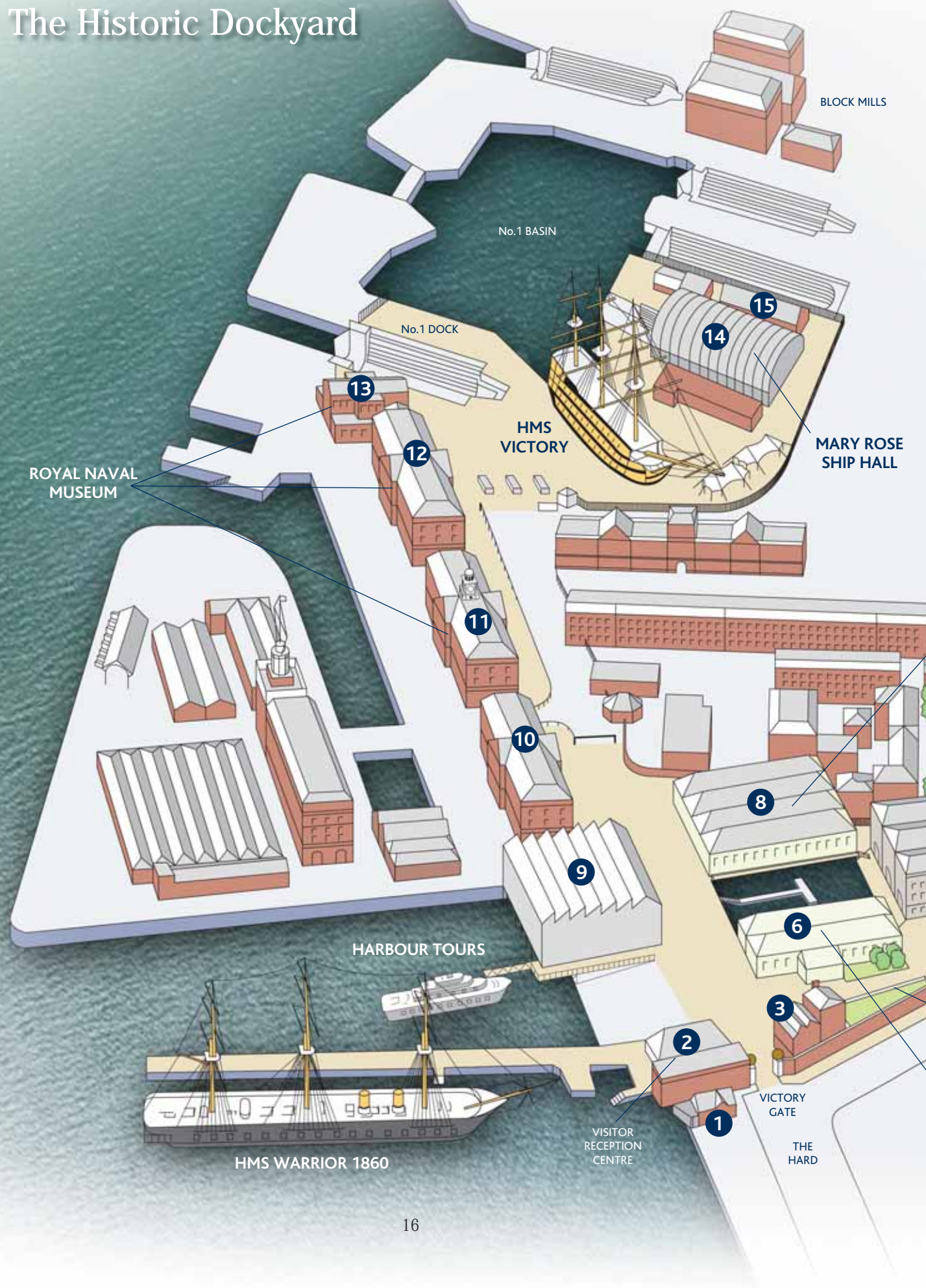
The capital receipts arising from the development will be reinvested in the preservation of the historic estate, as will income from the ground and retail unit rents.

Photograph by - cjbphotography.co.uk



## Current Tenancies

### The Historic Dockyard



MAP REF	BUILDING	TENANT	USE
1	Former RN Recruiting Office	Portsmouth City Council	Tourist Information Centre and associated offices
2	Visitor Reception Centre	Flagship Portsmouth Trust (Part) and Costa Coffee	Visitor ticketing, information and cafe
3	Porter's Lodge	Adam Poole Architects (1st & 2nd floor) Naval Christian Fellowship (part ground floor)	Offices Offices
4	Building 1/10	Mary Rose Trust	Offices
5	Building 1/11	Mary Rose Trust	Conservation Laboratory
6	Boathouse 5	Mary Rose Trust	Mary Rose Museum
7	Boathouse 6	Action Stations (ground & 1st floors) Minghella Events Ltd (part 1st floor) Steven Metcalf (part 1st floor)	Exhibition Café No6 Cinema
8	Boathouse 7	Red Eventful Cuisine Nauticalia Portsmouth Royal Dockyard Historical Trust	Restaurant Gift Shop Exhibition
9	Boathouse 4	Portsmouth Historic Dockyard Ltd (Part)	Offices
10	Storehouse 9	Artists' Harbour (part ground floor) Portsmouth Royal Dockyard Historical Trust (part 1st floor)	Art gallery and shop Storage
11	Storehouse 10	Royal Naval Museum (ground floor) Ministry of Defence/HMS Victory (part 2nd floor)	Museum galleries and gift shop Exhibition
12	Storehouse 11	Royal Naval Museum	Museum galleries and offices
13	Victory Gallery	Royal Naval Museum	Museum gallery
14	No 3 Dry Dock	Mary Rose Trust	Display of ship hull
15	Buildings 1/92, 1/93 & 1/94	Mary Rose Trust	Workshops
16	Admiralty Quarter retail units on Queen Street	Subway	Café



# Repair & Maintenance

## Planned Maintenance



*I*n addition to the major projects described in this report, the Trust has undertaken a continuous programme of planned maintenance. Much of this work has been executed by the Trust's own small maintenance team, the members of which have become increasingly skilled in the care of historic buildings. The Trust has also built good relationships with local contractors who have similarly increased their expertise in this area.

Following the appointment of a Building Surveyor in 2006, the Trust has reviewed its planned maintenance programme for the next 10 years. This will result in an increase in the pace of repairs and maintenance following a five-year period during which the Trust was only able to afford essential work as a result of its financial position following the major refurbishment of Boathouse 6 in 1999-2001.

The programme, approved by the Trust in spring 2007, forecasts expenditure of around £5m over the next 10 years. This will keep the buildings and other assets in good repair, ensuring lettable premises that satisfy tenant aspirations and preserve their current value.

In parallel, the Trust has reviewed its methods of procurement and has decided to strengthen its existing small workforce by the appointment of additional skilled craftsmen. It has also piloted some research projects in partnership with the University of Portsmouth, building on links already established with the School of Architecture.

The Trust is keen to develop further partnerships with those at the forefront of research and building restoration techniques so that it can promote the Historic Dockyard as a laboratory and centre of excellence for building conservation.



## Recycling

One of the oldest Dockyard traditions which the Trust seeks to perpetuate is the extensive recycling of redundant materials and many examples can be seen throughout the site. In the 18th century timber from broken up warships was used in building construction; in the 20th century redundant railway lines were ingeniously re-used to create safety fencing around dry docks, and redundant cannon are often seen as bollards marking the entrances to prestigious buildings and residences. We have been keen to keep up this fine tradition, particularly at a time when it is preferable to recycle and re-use what we have instead of creating more waste and using valuable resources in the manufacture of new products.

The Trust has used redundant granite curbstones from the old Dockyard roadways to form new paths, and large granite slabs removed as part of the refurbishment of Boathouse 6 have been turned into beautifully sculpted seats in the Porter's Garden. Salvaged timber from Boathouse 6 has been used in hardwood repairs to other buildings and to repair and restore the Trust's collection of small wooden boats. Where possible we have re-used salvaged material to interpret historical surfaces in the Dockyard as can be seen just inside Victory Gate and along the walkway beside the Great Storehouses.



## Attractions Management

### The Dockyard Apprentice Exhibition

*I*n 1994 the opportunity arose for the Trust to realize its aim of promoting public awareness of the role of the civilian Dockyard workforce in supporting the Royal Navy.

Mounted in partnership with the Portsmouth Royal Dockyard Historical Trust, the Dockyard Apprentice Exhibition in Boathouse 7 enabled visitors to clock in and learn the skills practised by generations of craftsmen.

Members of the Historical Trust's Support Group maintain the exhibition and over the years have added many examples of apprentices' test pieces made in the Dockyard.



### Harbour Tours

*T*he construction of a landing stage in the Historic Dockyard enabled the Trust to introduce boat tours of Portsmouth Harbour so that visitors could appreciate the full extent of the operational Naval Base, to see at close quarters the modern warships berthed alongside, and to understand how the harbour developed from Roman times to the present day.

The use of large, comfortable boats with full undercover facilities has made the harbour tour one of the most popular attractions in the Historic Dockyard.





## Action Stations

With the full support of the Royal Navy and generous financial help from the Millennium Commission, the Trust opened Action Stations in 2001 to bring visitors a taste of today's Royal Navy.

Based on a Type 23 frigate, Action Stations puts the visitor inside a modern warship – in the operations room, on the bridge, in the gun turret, in the cockpit of a naval helicopter and on the training ground of the Royal Marines.

A 25-minute James Bond-style film, *Command Approved* (PG) sets the scene and shows HMS Monarch, a fictional Type 23, in combat with gold bullion pirates in the south seas.

The film was produced in collaboration with BBC Resources and was shot on location on the island of Eleuthera in the Bahamas and at Pinewood Studios. It shows the capability and skills of the ship's crew in recovering hostages taken from a merchant vessel by a ruthless warlord (trained at Sandhurst of course!), and how the combination of the Monarch's arsenal of weapons, its helicopter, a squad of Royal Marines and a very determined Captain effect a daring eleventh-hour rescue.

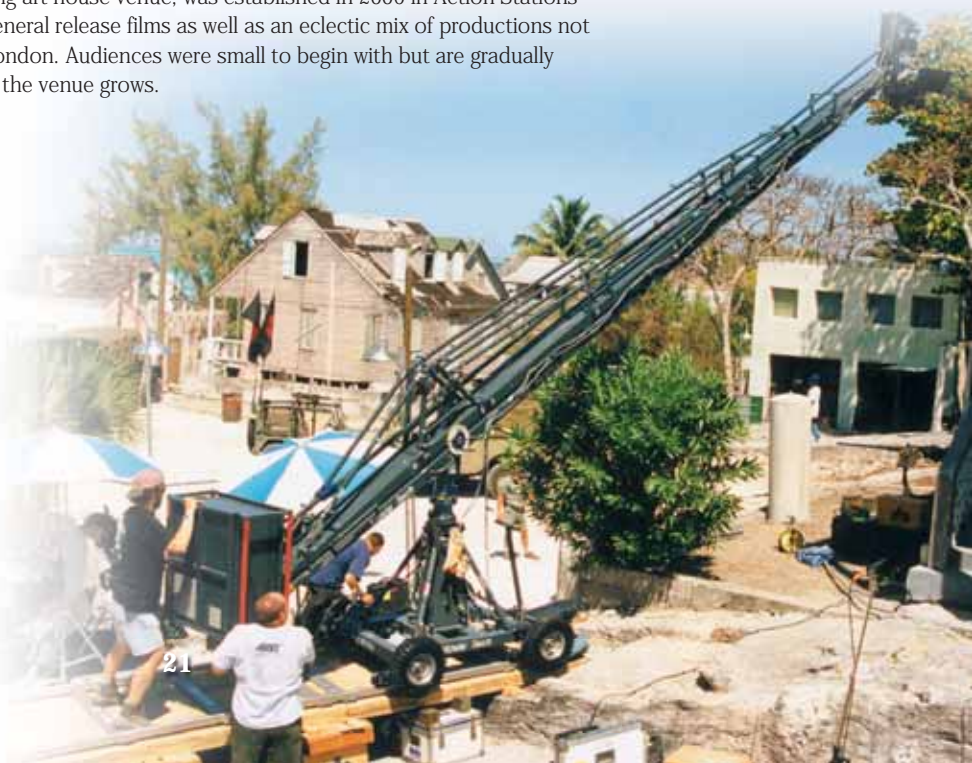


Having seen *Command Approved*, visitors then have the opportunity to practise the skills they have seen in the film on the interactive displays in the exhibition. For those not wishing to take the controls themselves a hydraulic simulator offers a ride in either the cockpit of a Sea Harrier, the pirates' helicopter or the Marines' Rigid Raider fast assault boat.

In 2005 the Trust added InterAction, which explains in a fun and hands-on way the science and technology pioneered by the defence industry, much of which has application to our everyday lives.

The 275-seat auditorium in which *Command Approved* is shown also houses audio-visual equipment and 35mm projection. This has enabled the auditorium to become established as a venue for a large range of corporate events from award ceremonies to trade launches.

The No6 Cinema, an evening art house venue, was established in 2006 in Action Stations and shows both popular general release films as well as an eclectic mix of productions not usually available outside London. Audiences were small to begin with but are gradually increasing as awareness of the venue grows.



## Interpretation & Education

The Property Trust has always acknowledged the vital importance of interpreting the Historic Dockyard as a whole and in particular the role of the civilian workforce in building, equipping and repairing the Royal Navy's ships over the centuries.

In 1990 the Trust published interpretation and collection policies which have led to a programme of exhibitions, publications and historically themed visitor trails.

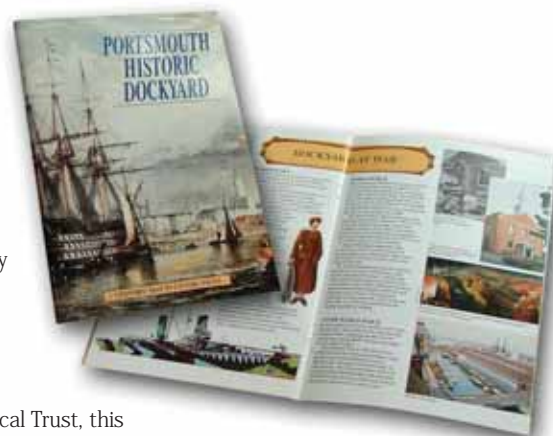
As part of the Renaissance of Portsmouth Harbour Millennium scheme, the old and battered site interpretation panels were removed in favour of a more uncluttered approach to interpretation using guidebooks, leaflets and guided tours.



### Portsmouth Historic Dockyard Guidebook (1992)

The Trust published the first Portsmouth Historic Dockyard guidebook in 1992 and it won a Commendation in the Interpret Britain Awards that year for its successful condensing of 500 years of Dockyard history into 32 pages.

Having sold over half a million copies in six languages and three reprints, it was replaced in 1997 by a generic guidebook published by Flagship Portsmouth Trust.



### Dockyard Apprentice Exhibition (1994)

Mounted in partnership with the Portsmouth Royal Dockyard Historical Trust, this exhibition in Boathouse 7 interprets the life of a civilian Dockyard worker at the beginning of the 20th century and the skills practised by generations of craftsmen.

### Educational Visits

With the introduction of Action Stations as a major new addition to its attractions in 2001, the Historic Dockyard was finally able to break into the Science, Technology and Citizenship areas of National Curriculum provision across Key Stages 2 and 3, where previously it had concentrated on History at Key Stage 2. In addition, Action Stations offered programmes for NVQ Leisure and Tourism and quickly attained a reputation for its unique team-building programmes.

The local community was consulted at all stages of the project and supported the provision of a Single Regeneration Budget grant. As a result Action Stations now regularly holds community days for local residents when they can visit free of charge, and free visits for schools in the Heart of Portsmouth, which is one of the city's designated areas of deprivation.

In 2004 Action Stations was awarded further funding of £900,000 under the Rediscover awards programme and was able to build InterAction, a major new interactive science and technology gallery which opened to the public in February 2006. As well as increasing school group visits, InterAction has increased the attraction's appeal to the family market.



## Dockyard Tours

Conducted walking tours of the Historic Dockyard and operational Naval Base have always been popular with visitors and have been offered regularly as part of the annual Heritage Open Days. The Trust collaborates with Portsmouth Royal Dockyard Historical Trust in interpreting the site in this way and the Trust's Historian and Boat Keeper, Brian Patterson, has provided training to staff of Portsmouth Historic Dockyard Ltd and the local Portsmouth Blue Badge guides for tours of the Dockyard and the Block Mills.

## Publications

Brian Patterson spent his entire working life in the Dockyard, except for his period of national service from 1958 to 1960. From his first job as Yard Boy at age 14 he rose to the position of Shipwright Liner prior to his retirement in 1993. He has served at the Property Trust for almost 14 years and will celebrate his 70th birthday in 2007.

As a founder member of the Portsmouth Royal Dockyard Historical Trust and currently its Honorary Curator, he has produced many entertaining and thought-provoking publications on Dockyard history published by the Historical Trust, including *A Dictionary of Dockyard Language* (1984), *Giv' er a Cheer Boys: The Great Docks of Portsmouth Dockyard 1830-1914* (first published in 1989 and now in its third reprint), *Brunel's Block Mills* (1989) and *Ships in and out of Portsmouth Dockyard* (1998). Additional titles published by Acme Printing appeared in 1988: *The Royal Dockyard at Portsmouth 1929*, and in 1998: *Dreadnoughts in Camera*.

In 2005 he completed *The Royal Navy at Portsmouth Since 1900*, published by Maritime Books, and in the same year produced jointly with Stephen Courtney of the Royal Naval Museum *Home of the Fleet*, a photographic history of Portsmouth Royal Dockyard, published by Sutton Publishing.

In this 20-Year Review of the Trust's work it is fitting that we pay tribute to all that Brian has achieved over many years, to his enormous contribution to the work of the Trust and to the outstanding way in which he has brought history to life for so many people, not only through his written work, but also through lectures, Dockyard tours, his work with the Trust's historic boat collection, and not least his endless supply of witty and amusing anecdotes about life 'up the Yard'.



Brian Patterson

## Volunteers



**T**he Trust owes an enormous debt of gratitude to all those who have given and continue to give their time freely in helping to achieve its ambitions. The value to the Trust of the professional time and skill of its volunteers cannot be overestimated.

The restoration and maintenance of the small boat collection has been achieved entirely by volunteers under the direction of Brian Patterson, the Trust's Historian and Boat Keeper. Of the 14 vessels, all of which have been donated, the pride of the collection is the barge of the former Commander-in-Chief, Naval Home Command, which is still used from time to time on ceremonial occasions by the Royal Navy. Affectionately known as the Green Parrot, the barge along with D49, a harbour defence launch, took a prominent part in the 2005 Review of the Fleet.

The spring of 2007 heralded the arrival of the Osborne, a 31ft steam launch built in 1891 for the Royal Yacht. Having previously been on display at Sandringham Royal Estate, Osborne was made available to the Trust on permanent loan by her owners, English Heritage. She is currently on temporary display in Boathouse 4 and will eventually become a permanent exhibit there when the building is refurbished.

Since the opening of the Dockyard Apprentice exhibition in Boathouse 7 in 1994 volunteers from the Portsmouth Royal Dockyard Historical Trust Support Group have maintained the exhibits and built new displays using material from their vast collection of Dockyard artefacts. Many of the members of the Support Group are former Dockyard workers and bring a wealth of experience, skills and memories to this task.

A further group of volunteers, the Friends of the Porter's Garden, was formed in 2001 with the help and guidance of Hampshire Gardens Trust which had been responsible for setting up similar groups throughout the county.

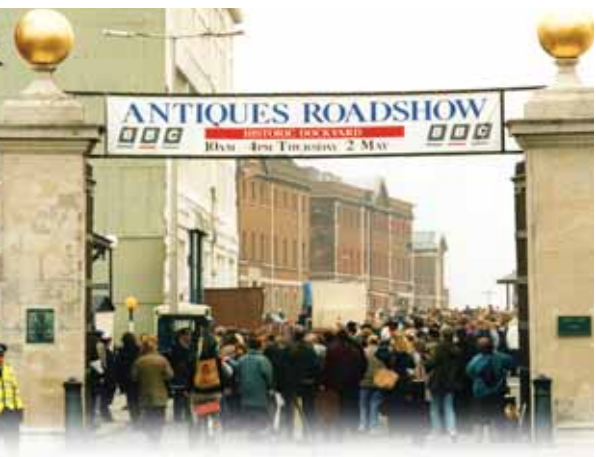
Working with landscape architect Camlin Lonsdale's basic layout, the Friends designed and implemented the garden's 18th century planting scheme, taking great pains to obtain only authentic species of the kinds that would have been used in the original Porter's Garden of 1708. They have also involved the local community and schools in development and in 2005 held a competition for local schoolchildren to design the knot garden which lies to the rear of Boathouse 5.

Wildlife was quickly attracted to the Porter's garden and in summer it is a haven for birds, bees and butterflies. Blackbirds have nested and successfully raised families in the spectacular cardoons (*Cardunculus Cynara*) for several years running, and 2006 saw the installation of a bird-bath to attract more feathered visitors. The garden also plays its part in sustainability by re-using rainwater collected in water butts, composting grass cuttings, and fertilising annually with horse-manure from local stables. It has become an oasis of calm within the hard industrial landscape and is much loved and used both by visitors and those who work in the Historic Dockyard and the operational Naval Base.

Awards made to the Porter's Garden include the Portsmouth & Southsea in Bloom Most Attractive Historic Garden 2002 and Best Historic Garden 2003. In 2005 it received a grant of £11,000 from the Onyx Environmental Trust for the provision of the granite seating. During 2007 the Friends hope to apply for a Heritage Lottery Fund grant to enable the garden to be expanded into the area around the Boathouse 6 stair tower.



## Events & Temporary Exhibitions



Portsmouth Historic Dockyard has developed a reputation for hosting major events and travelling exhibitions, some in partnership with others, such as the Royal Navy and Portsmouth City Council. They have spanned a wide range of interests and have attracted hundreds of thousands of people who might not ordinarily visit the Dockyard. Many have been of international significance; others have served to strengthen links between the Historic Dockyard and the local community.

In the sporting world we have hosted a rare UK leg of the Tour de France cycle race, the Prudential International Skiff Races, the 2006 Volvo Ocean Race and the Great South Run, which has become a regular annual event.

In partnership with the Royal Navy and its commercial sponsors we have hosted the International Festival of the Sea on three occasions, an event which has attracted

both exhibitors and visitors from all over the world. IFOS has become the foremost maritime event of its kind in the UK and over the four days of each festival it has been visited by more than 170,000 people.

The annual Festival of Christmas, based on the success of the European model, is now in its sixth year and firmly established in the local calendar of events on the first weekend in December. Attracting over 25,000 visitors from all over the south of England, the Victorian themed festival has gone from strength to strength and demonstrates the ability of the Historic Dockyard to appeal to a wide audience.



Temporary exhibitions have ranged from the popular, such as *The World of 007*, *Star Trek* and *BBC Futureworld*, to the more cerebral, such as the *Treasures of Tutankhamun*, *Titanic* and the *Anne Frank Story*. All these have attracted large numbers of visitors, a significant proportion of whom have then visited the permanent ship and museum attractions.

The Historic Dockyard has also hosted many TV and radio programmes, ranging from *Top of the Pops* to the *Antiques Roadshow* and *Any Questions*, and has been hired as a location for films and TV Dramas, such as *Oscar and Lucinda*, *Master and Commander* and the *Ruth Rendell Mysteries*.

The Trust was directly responsible for many of these exhibitions and events but has worked increasingly in partnership with the ship and museum attractions through Portsmouth Historic Dockyard Ltd, which is responsible for Historic Dockyard ticketing, marketing and visitor services.



## The Estate

When the Trust first took its lease of the Historic Dockyard land and buildings from the Ministry of Defence in 1986, it was placed under an obligation to charge market rents for tenancies of the historic buildings wherever possible, and to ensure that their future use was economically viable.

In some cases, such as Boathouse 7, it has been possible to secure tenants who pay a fair rent for their premises, such as commercial organisations, retailers and caterers.

However, the Trust remains conscious that much of its property is let to charitable tenants with their own particular obligations towards their ships and museums. In these cases we have operated a concessionary rent policy.

Since 1986 the Trust's estate has grown with the freehold acquisition of the former Whitbread Brewery site in Queen Street (4.5 acres) and the freehold purchase of Horse Sand Fort, one of the four Solent sea-forts known as Palmerson's Follies, built in the late 19th century.

The brewery site is now being developed as referred to elsewhere in this report and Horse Sand Fort was sold on the open market to a developer specialising in residential re-use of historic estate.

Completion of the Queen Street site will provide the Trust with a continuing stream of income from the new visitors' car park, ground rents of the residential units and market rents from four commercial units along Queen Street and all the resulting income will be reinvested in the historic estate.

As mentioned elsewhere, the Trust's mandate extends beyond the boundaries of the existing Historic Dockyard to include the preservation of any buildings, structures, vessels, docks and berths historically associated the HM Naval Base, Portsmouth. In this connection the Trust recently worked in partnership with MOD Defence Estates and other stakeholders on Project PRIME (Portsmouth Regeneration and Investment in the Maritime



Admiralty Quarter



Horse Sand Fort



The Block Mills and No 6 Dock



Photograph by - cjbphotography.co.uk

Estate), which would have released a substantial part of the remaining Georgian Dockyard for residential development, with the Trust acting as the intermediary landlord responsible for the ongoing repair and maintenance of the released estate. However, in 2006 the MOD withdrew from the project on security grounds.

Despite this the Trust hopes to lease areas adjacent to the Historic Dockyard when they become surplus to operational requirements. These might include Dry Docks 1, 4, 5 and 6, No 1 Basin and the Block Mills, as envisaged by the MOD in 1986. At the time of writing the MOD is reviewing the future of all three UK Naval bases and during the lifetime of the Trust's current lease it is likely that future reviews will result in opportunities for the preservation of additional historic estate.

The Trust remains keen to participate in the preservation and development of other sites of historic interest, irrespective of ownership, and is happy to work in partnership with other agencies to achieve this. However, it will not accept responsibilities without the means to meet its commitments.

During the last 20 years the Trust has developed considerable expertise in the preservation and re-use of redundant historic estate and its advice has been sought from those concerned with the preservation of similar sites elsewhere, notably Devonport Naval Base and King William Yard at Plymouth, Chatham Maritime and Historic Royal Palaces, as well as further afield in Karlskroner, Sweden; Den Helder, Holland; Turku, Finland; Rochefort, France; Rostock, Germany; the former Naval Dockyard in Bermuda, and the magnificent Venice Arsenal in Italy.

## The Future



Boathouse 4

Much has been achieved during the last two decades in developing the Historic Dockyard to world class standards. Having already doubled its original number of visitors it has become the largest tourist attraction on the south coast of England and one of the largest in the UK, with approximately 700,000 visitors per annum. This figure includes paying and non-paying visitors.

However, the full potential of the site has yet to be realised, both as a world centre of maritime heritage and as a centre of economic activity capable of sustaining itself and making a valuable contribution to the economy of the city of Portsmouth and the region.

In addition to tourism and museum use, and in order to generate sufficient income to sustain the site for all time, the Trust has long since

believed that it is vital to achieve a more balanced economy which will lead to sensitive and viable new uses of the vacant historic buildings, while allowing the museum and tourist use to expand and develop fully.

In 1995 the Trust published A Strategy for the Future Development of Portsmouth Historic Dockyard, with the support of all those involved in the future of the site and which formed the basis of a successful bid for funds from the Millennium Commission. It was further reviewed by all stakeholders in 2002 and again in 2005.

The proposals mark the beginning of another exciting 10 years of activity for all the Trusts operating in the Historic Dockyard. The major museum-related project is a plan to co-locate the Mary Rose artefacts, currently on display in the Mary Rose Museum in Boathouse 5, with the hull of the Mary Rose in a new building to be constructed over and around No 3 Dock adjacent to HMS Victory. This will allow the Mary Rose to be presented in a coherent way and possibly attract a new audience to the Dockyard.

The Trust continues to be actively involved in assisting the Mary Rose Trust to deliver this project, providing design advice and prospective matched funding for repair of the dock and the surface treatment of the area between the new building and HMS Victory.



## The Future

The major project for the Trust however is the refurbishment and conversion of Boathouse 4 which presents a unique opportunity to establish a new cultural focus for Portsmouth as a complement to the commercial success of Gunwharf Quays.

The building's waterside site presents an opportunity to reconnect the public territory of the Dockyard with the sea and provide a new landmark of substance and meaning. There are good precedents in other waterside developments that have acted as catalysts in urban regeneration. For example, the Opera House in Sydney, the Concert Hall in Lucerne and Harbour Docks in Hamburg. A successful invigoration of the Historic Dockyard could reinforce the Portsmouth waterfront as one of the most exciting destinations on the south coast.

The future reorganisation of activities within other dockyard buildings, including Boathouse 7 and Storehouse 9, is considered in relation to this and will need to complement the final mix of uses within the new waterside building at Boathouse 4.

The Trust and its architectural advisers have taken a decision to retain the basic structure of the building (steel frame, roof structure, concrete floor and substructure including the canal and dock), creating a large flexible ground floor atrium space and providing upper floor galleries wrapping around the central space, which will be used predominantly for bistro-style and formal dining.

The flexible ground floor space will be used to generate activity attracting local people and visitors alike, complementing in particular activities already provided within the Historic Dockyard and at Gunwharf Quays. The venue will enable the Historic Dockyard to host major travelling exhibitions, conferences and markets as well as offering the potential to provide a venue for musical and artistic performance.



Artist's impression of Boathouse 4 refurbishment



## How The Trust is Financed

*T*he Trust does not receive any revenue support from central or local government. It received an initial endowment in 1986 of £6m, which the Ministry of Defence acknowledged at the time was £6.5m short of the sum required to put the buildings into a reasonable state of repair. No additional allowance was provided to cover the Trust's running costs or to fund improvements to the buildings (lifts, fire escapes, heating, communications cabling, etc) so that they could be brought into public use.

During the Trust's first 10 years the greatest proportion of its income was generated by dividends and interest on its capital endowment and from capital grants towards specific projects. By the end of 1994 it had invested £8m in developing Portsmouth Historic Dockyard.

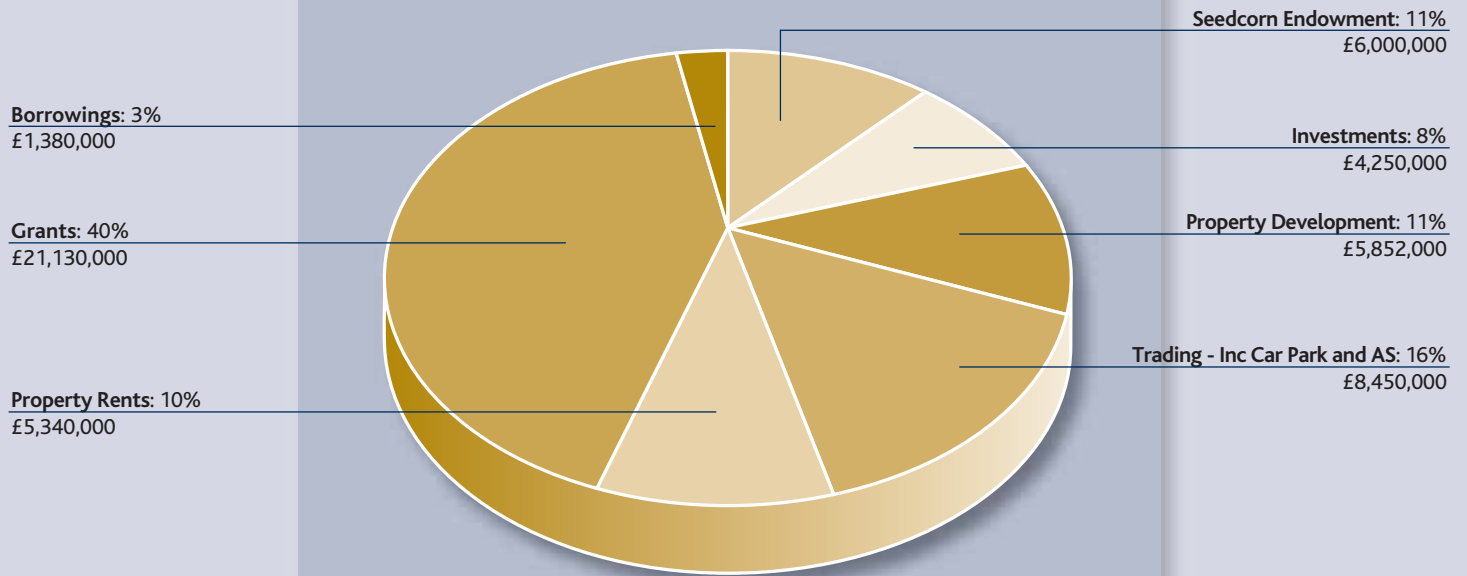
Since then the pattern of income has changed considerably with investment income being replaced by property rents and trading as more and more of the estate was refurbished, converted and brought into beneficial use. Similarly, service charges paid by tenants now contribute over half the cost of routine maintenance and repairs.

By the end of 2006 the Trust had invested nearly £50m, mostly from capital grant income, in developing and maintaining the estate.

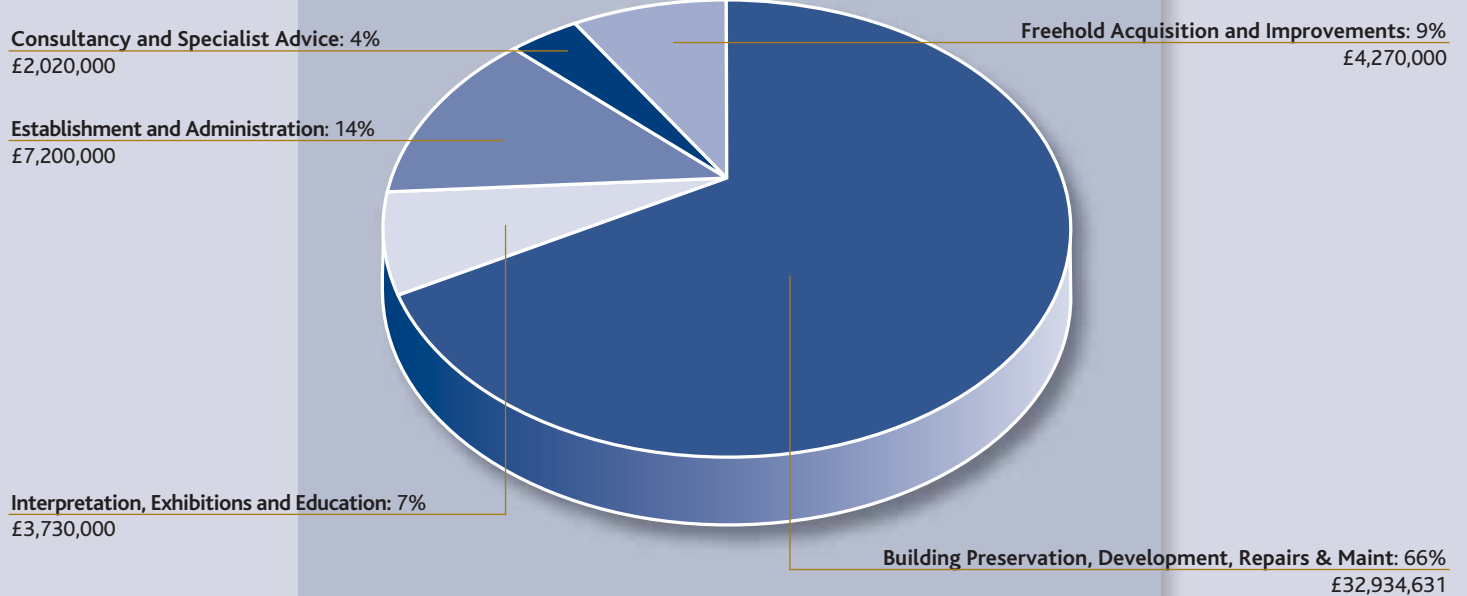
The financial information shown on page 31 covers the entire period from the establishment of the Trust in November 1985 to 31 March 2007.



## Income



## Expenditure



## Partnership & Co-Operation

The Trust enjoys the support and encouragement of many organisations with which it has worked during the last two decades and is also grateful to those who have sponsored our activities.

In particular, we are careful never to lose sight of our responsibility to the Ministry of Defence for the safekeeping of one of the most important collections of scheduled monuments in the world. Similarly we are conscious always of our obligations to the Royal Navy for the protection of naval security which has become increasingly important in the light of events in 2001. RN co-operation and support has been invaluable and its philosophical approach has often resulted in pleasing solutions to seemingly insurmountable problems.

The Trust's close relationship with English Heritage has enabled it to make the very best use of slender financial resources. In addition to grants in excess of £1m towards the cost of refurbishing historic buildings, the Trust has received wise counsel on repairs and restoration, particularly in relation to the refurbishment of Boathouse 6, and support for its plans for development, including the Queen Street site.

We have been fortunate in enjoying a similar close relationship with Portsmouth City Council which, like English Heritage, appoints some of our Trustees. The City Council's widespread support for the development of the Historic Dockyard has been demonstrated by financial contributions and financial guarantees for several major projects.

The Trust also formed a very effective and successful partnership with Portsmouth City Council and Gosport Borough Council through membership of the Portsmouth Harbour Renaissance Board to deliver the Renaissance of Portsmouth Harbour Millennium scheme, which resulted in £85m investment in the local area.

In 1993 Flagship Portsmouth Trust was formed to undertake visitor management and marketing for the Historic Dockyard. The Property Trust Chairman and Chief Executive serve as members of the boards of Flagship Portsmouth and its operating subsidiary, Portsmouth Historic Dockyard Limited, as do the Chairmen and Chief Executives of the other Historic Dockyard attractions.

Staff of all the trusts work closely together in presenting the Historic Dockyard and its various attractions as a single destination and this co-operation has led to the site becoming one of the leading maritime attractions in the UK.

The Trust continues to enjoy a close working relationship with the University of Portsmouth, whose academic and practical skills have led to the development of several joint initiatives.

The Trust also values its links with the local community at all levels. The Portsmouth Society has been a keen supporter of the Trust's work and has given several awards for building projects. The Trust has also built close links with the local neighbourhood of Portsea and the Chief Executive serves as a director of the Portsea Area Board and as a trustee of the newly-built John Pounds Community Centre.

The Trust owes much to the support and encouragement of the Millennium Commission, now the Big Lottery. The Commission not only contributed a total of £20m towards the cost of the various projects undertaken by the trust in the Renaissance of Portsmouth Harbour Millennium Scheme, but also responded sympathetically to the financial needs of the Trust and made a further significant financial investment to enhance Action Stations.





HRH The Prince of Wales with (left to right) David Thomson, Peter Goodship, Terry Wren (project architect) and Sir William Whitfield (Trustee 1985 to 2005) on the occasion of the inauguration of the new clock tower at Storehouse 10



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