MISSION OF THE
SS GREAT BRITAIN TRUST

“The ss Great Britain Trust seeks to preserve the ship, ss Great Britain, and her building dock for all time for the public benefit of all, and to place the same upon public display as a museum for the enhancement of the public understanding and appreciation of her social, commercial, scientific, and technological context and significance.”

This Annual Review covers the work of the ss Great Britain Trust (Charity Number 262158) during the period 1st February 2009 until 31st January 2010. It provides an overview of the key events and achievements in the delivery of the Trust’s charitable goals, along with a summary of financial performance.

The Trust’s key focus has been the development of the new Brunel Institute, which, along with a new Visitor Centre, will be based in the newly constructed building on the port side of the ship.

At the beginning of 2009 the imperative was to mitigate the effects of the economic downturn and ensure that the high standards achieved in the previous year were maintained and built upon. Thanks to the support and dedication of our staff and volunteers this proved to be successful and the Trust finished the year in a strong position with the number of visitors to the ship finishing above the expected forecast and once again winning a pleasing number of public recognitions and awards.

The ss Great Britain Trust is an independent museum and a charitable company that receives no monetary subsidy from local or national government. ss Great Britain Trading Ltd is a wholly-owned subsidiary of the ss Great Britain Trust that gifts its profits to the charity. The Trust is the sole corporate Trustee of the ss Great Britain Endowment Trust, which has as its purpose identical charitable goals and was established in 2008 to hold and manage the permanent endowment on behalf of the ss Great Britain Trust.
FOREWORD

My predecessor, Roger Smedley MBE, certainly has a sense of timing!

I took over as Chairman in January 2009 to find that the developer had halted work on the Brunel Institute and we were gripped by the worst recession since the 1930s. However, the strength and dedication of the team soon meant we successfully negotiated a way forward with the developers. At the time of writing, the building programme is back on track and we expect to open the new Visitor Centre for the Spring bank holiday and the library, archive, conservation suite and education facilities in September 2010.

We were not immune from the effects of the economic climate, with corporate events bookings suffering the biggest downturn. However, this provided the stimulus for a streamlining of the staff organisation and some judicious administrative cost-cutting, which meant that we ended the year with a healthy operating surplus and enhanced customer service, as evidenced by another crop of prestigious external awards. These awards also help to keep the ss Great Britain in the public eye.

In fact our visitor numbers held up remarkably well. Over 165,000 people visited the ship and came to events in 2009 – testament again to the skill, dedication and enthusiasm of our staff and volunteers. I would like to thank our volunteers in particular, who give freely of their time and expertise and who really make the difference to the visitor experience.

One might expect that fundraising this year would have been extremely difficult. I am not saying it was easy, but there is no doubt that the concept of the Brunel Institute and the unique educational approach we are developing seems to capture the imagination of would-be donors. We are in fact three-quarters of the way towards raising the £6 million needed to build and fit-out the Brunel Institute and to cover the first five years’ running costs. The Trust is immensely grateful for the support it has received from a wide variety of institutions and companies, as well as the donations, large and small, from individual supporters. The last 25% will no doubt be the most difficult to raise but I have every confidence that we will get there.

Work on the ship never stops, as well as enhancing the ship through improvements to the flying bridge (Captain’s Stage), the team have been hard at work behind the scenes keeping all the systems well maintained and the ship and exhibits properly conserved. In preparation for the move to the new building, we have been carefully cataloguing the collection – much of it not yet ready for public access and display – and moving it into appropriate storage. This has enabled us to lease the Maritime Heritage Centre to the University of West of England for the Bloodhound SSC project so providing a first-class facility for the build of the 1,000 mph car and useful incremental income to the Trust.

Sadly, this year we lost two long-standing friends of the ship with the death in June of former Trustee John Pool MBE and in October, Vice President Sir Robert Wall OBE. Both men contributed so much and in so many different ways during their long association with the Trust that it would be iniquitous to single any one thing out. We mourn their passing but give thanks for what they helped us to achieve.

Colin H. Green CBE
Chairman
Awards & Highlights

6
The ‘Gert Lush Crew’, a promotional ‘street team’, accompanied by ‘Mr Brunel’, led a new marketing campaign to distribute visitor leaflets to thousands of people at 29 summer events in Bristol.

7
The Brunel Institute Founder’s Campaign received a number of large donations enabling it to secure £4.5 million towards the £6 million target.

9
Brunel’s ss Great Britain attracted 165,185 ship and event visitors in 2009, slightly up on 2008, but pleasingly above expectations given the economic climate.

8
On the Weather Deck a new Captain’s Stage, built by Technical Services, was opened in March 2009 by ‘Mr. Brunel’ and two and half year old competition winner Joe O’Keefe.

1
Silver in the Best UK Theme Park/Attraction category at the British Travel Awards 2009. The Trust was the only museum represented, coming second to Alton Towers and ahead of the London Eye and Legoland.

2
Green Tourism Business Silver Award: a particularly significant award, as it is not one usually associated with a heritage organisation.

3
National EnjoyEngland Excellence Awards 2009: Gold was awarded to Events Steward Bob Evans for Outstanding Customer Service.

4
Gold for Business Tourism (venue hire) and Silver for Access for All at the South West Tourism Excellence Awards 2009. Winning gold at a regional level means that Brunel’s ss Great Britain is automatically put forward as a finalist in the EnjoyEngland Excellence Awards in April 2010.

5
A Learning Outside the Classroom quality badge was awarded to Brunel’s ss Great Britain, the first museum in the South West to receive it.

10
Outstanding was the result of the VAQAS (Visitor Attraction Quality Assessment Scheme) report in recognition of the high standards of visitor service achieved by staff and volunteers.
During 2009 the curatorial team prepared for the move to the new Brunel Institute. The arrival of a new assistant curator helped greatly with the work involved.

The objects from the collection, not currently on display, were moved to temporary storage in archive containers in the summer. These continue to be catalogued using the highest standards as exemplified in ‘Benchmarks in Collections Care’ (the Museums and Galleries Commission document which sets out standards for all types of collections). Books donated as part of the collections of David MacGregor and Sir Robert Wall will form the basis of the collection in the new library and are being catalogued using the Library of Congress cataloguing system.

A major survey of the ship plans collection was carried out and has significantly increased the Trust’s knowledge of that part of the collection.

A grant from the Leathersellers’ Company made possible the conservation of many volumes of Lloyd’s Register in the collection. This work will stabilise the more vulnerable volumes, ensuring that they can be used safely by visitors in the new David MacGregor Library. Lloyd’s Register is a vital reference work that lists ships and their ownership details for each year since the mid 18th Century.

Work also took place to enhance the Weather Deck experience. The area around the windlass was loaded with anchor chains and brought alive by a soundscape of crew working in the area. The original Trotman anchor was moved from the dockside into the Dry Dock as the low relative humidity will be beneficial in conserving it for the future. Much of this work was made possible by the income provided by the Trust’s endowment fund.

The start of the oral history project was an exciting development this year, in preparation for the 40th anniversary of the ship’s salvage in 2010. The project was made possible by a grant from the Heritage Lottery Fund and money raised through an appeal to the Trust’s members.
This year the education team has gone from strength to strength and the Trust has been able to recruit a new Brunel Institute Education Officer, specialising in science and engineering. The excellence of the Trust’s formal education provision was recognised again when it became the first museum in the South West to be awarded the Learning Outside the Classroom Quality Badge. This is an initiative sponsored by the Department for Children, Schools and Families that aims to encourage schools to take advantage of the inspiration and excitement which non-school based learning can provide.

The workshop ‘Brunel Our Engineering Hero’ is now the most popular workshop in the team’s repertoire and has been further improved, following feedback from the Teacher Focus Group. The offer for schools has been increased this year with the introduction of Brunel Tours, where children help “Mr Brunel” (actor Martin Williamson) prepare his ship for her launch.

The team has continued to expand the range of informal education activities. A major success this year was a series of storytelling sessions, one based on the ship’s salvage from the Falkland Islands, and another called ‘Ratcatcher’s Hallowe’en’. Adults and children alike were enthralled by storyteller Sarah Mooney’s ability to bring the ship and her history alive.

In October, the Horrid Torrid Tales Trail was launched as part of the Heritage Lottery Fund’s fifteenth anniversary celebrations. The Trail, which was developed with the help of the Children’s Focus Group, used some of the more unsavoury incidents from the passenger diaries to enthruse children to explore the ship.

As well as offering informal workshops on site, the team experimented with taking activities to venues such as shopping centres. This proved highly successful as a way of reaching families who had not previously visited the site.

The Trust has benefited in its educational work from the support of The Lloyd’s Register Educational Trust, which delivers a worldwide programme of financial support for education, training and research in transportation, science, engineering and technology.
The Technical Services and Conservation team has had another busy year which began with the removal and replacement of the Captain’s Stage (Flying Bridge) above the Weather Deck. This allowed work on the Weather Deck to be undertaken and the funnel to be cleaned and painted.

Sustainability is a key aim of the Trust: new internal lobbies were built in the Dockyard Museum to reduce heat loss; a detailed feasibility study for a possible combined heat and power (CHP) plant was commissioned; energy efficient lighting, both LED and other, was installed in the museum, the shop and ticket office, and a mezzanine floor was added to the workshop using many recycled materials – doors and lighting from previous buildings and packing crates for doors and fencing.

Direct conservation work in tandem with Eura Conservation Ltd. included the re-painting of the hull and the re-location of the Trotman anchor. Other work undertaken on the ship this year included a new environmentally controlled display case for the Great Eastern funnel; clearing debris from the lower decks of the Fo’c’sle; providing safe access to the forward cargo hold tank top to enable maintenance of both the Crimean war horse and stable display and the air conditioning units; replacing the remaining temporary rigging with permanent standing rigging; re-painting all Weather Deck fittings and removing and replacing the forward connecting rod of the engine to enable new bearings to be installed.

The team fitted finger protectors to all door jambs in vulnerable areas of the Café Bar, Dry Dock, Dockyard Museum and Medlock Education Suite; re-instated the Haywood Saloon mural of passengers on board the ship at sea painted by Jerry and Anne Hicks; re-decorated all areas of the café and completed re-plastering and decorating the Drawing Office.
Despite a difficult economic climate, Commercial & Visitor Services have held their own this year. The season started slowly but visitor numbers picked up considerably in the summer and by the end of the financial year visitor and event numbers had reached 165,185, just up on last year. Corporate event bookings suffered because of the economic downturn, although wedding and reception bookings performed well.

The dip in corporate bookings was also offset by a good performance from the shop and Café Bar where sales were up on last year by 7% and 3% respectively. The introduction to the Café Bar of fresh home-made cakes ‘baked on board’ proved very popular with visitors. Overall the trading company gift-aided £119,846 to the Trust, a reduction on last year, but on budget for 2009.

The Commercial & Visitor Services Department was re-structured in September to create a new department called Operations and Finance.

Volunteers

This has been an exciting year for volunteering at the Trust. In addition to the core volunteer roles, which give great added value to the Trust’s work, the year saw the establishment of a group of volunteers dedicated to supporting the HLF funded oral history project, ‘The Incredible Journey’.

The group of 12 volunteers involved included existing Trust volunteers and new volunteers recruited specifically for it. This enabled the Trust to offer exciting opportunities for development for existing volunteers, whilst increasing its volunteer capacity, both numerically and in terms of skills and experience.

The c. 80 volunteers across the Trust continue to provide fantastic support to the teams within which they operate and bring great enthusiasm and a wide variety of experience. As well as enhancing the work of the Trust, volunteers strengthen its connections with the wider community.
Development

Marketing

Several successful marketing campaigns combined perhaps with a trend towards ‘staycations’ helped significantly to sustain good visitor numbers. Market research undertaken on site recorded that of the 258 visitors questioned, an exceptional 100% enjoyed their visit and 100% would recommend the ss Great Britain to family and friends.

Advertising expenditure was channelled into regional television, supported by traditional leaflet distribution. Free advertising at Bristol’s Temple Meads railway station was kindly provided by First Great Western.

PR was as successful and as widespread as ever and included regular articles, features and interviews in local and regional press and radio and many of the national newspapers. Highlights included BBC’s ‘The Restaurant’ and ‘The One Show’, Channel 4’s ‘The Genius of Britain’, ‘Scrapheap Challenge’ and Living TV’s ‘Most Haunted’. PR support for the

Fundraising

The Brunel Institute Founders’ Campaign reported significant success during the year despite the continued difficult economic climate. Major grants and private donations from a range of donors have brought the total raised to £4.5 million. This leaves £1.5 million required to complete the fit-out and provide five years running costs for the Brunel Institute, due to open in September 2010.
The Brunel Institute project had a tumultuous start to the year with what proved to be a temporary halt in construction. A successful mediation process ensured that work started again in May 2009 with Linden Homes Western Ltd. catching up with their original programme of works.

All departments are fully involved in preparation work to ensure the opening of the new facilities will be successful, through the procurement of equipment, dockyard set dressing, the development of education programmes and the design and development of the new Visitor Centre. This will be the first point of contact for visitors, which will include a ticket desk, retail area and the reception for the Brunel Institute. Where possible, procurement is in line with the Trust’s Sustainability Policy using locally or UK sourced materials, low energy lighting and dock water-cooling.

In December 2009, Bray and Slaughter Ltd was appointed as the Trust’s main fit out contractor, starting work in the New Year. At the time of writing the new Visitor Centre is expected to open in May 2010, followed by the David MacGregor library, the lecture theatre complex and the new archive (built to British Standard 5454) in September 2010.
In 2009 the Board of Trustees’ focused on ensuring the Brunel Institute programme is brought in on time and to budget; enhancing the financial security of the Trust, and developing the work of the Trust in line with its charitable purposes.

The Board decided to lease the Maritime Heritage Centre to the University of West of England for Bloodhound SSC, a project to build a 1,000mph car, thereby ensuring a regular income from the building during a period of reduced corporate event bookings.

Quality standards in all areas of the organisation remain important and the Trust continually seeks to improve them. The work on the Trust’s collection this year has been particularly significant, following its removal from the Maritime Heritage Centre into temporary archive storage space. Work has begun on the cataloguing and conservation of the collection, in preparation for its installation in the new Brunel Institute Conservation and Learning Centre.

Cara MacMahon and Helen Doe were elected to the Board of Trustees at the AGM and it was agreed that Janet Brinnand be allowed to serve an additional three years.

John Pool MBE, a former Trustee and an invaluable campaigner on behalf of the Trust, died in June. His forthright advice and tireless efforts are sorely missed.

Sir Robert Wall OBE, a Vice President and longstanding supporter of the Trust sadly died in October. He gifted his substantial collection of maritime books, journals and other memorabilia to the Trust.

FUTURE CHALLENGES

The Trust has a busy year ahead. Celebrations for the 40th anniversary of the ship’s return to Bristol are a key part of the year’s activity. A major element of the 40th anniversary celebrations will be the launch of the Brunel Institute Complex with the Visitor Centre opening in May 2010, followed in September 2010 by the opening of the Brunel Institute itself. The Trust is enthusiastically preparing for these changes which will consolidate visitor services activity; broaden the audience of the Trust’s formal and informal education provision; care for the collections safely and develop research activity.

Work planned around the site includes fitting a new Dining Saloon carpet, Dry Dock works, the refurbishment of the Café Bar, the conservation of the Victorian pissoire and remedial works to the Scotch Derrick crane.

The Trust continues to work on sustainability and improving its environmental performance. A detailed feasibility study for the use of combined heat and power (CHP) on site is being undertaken.

The Trust will be hosting the United Kingdom Maritime Heritage Forum (UKMHF) in December 2010 and is looking forward to welcoming delegates from across the maritime heritage sector.
FIGURES & TREASURER’S REPORT

The Trust has had a successful year financially despite the ongoing difficult financial climate in which we are operating.

Unrestricted Funds, which are mainly income and expenditure from the operation of the ship as a visitor attraction, showed a surplus for the year of £280K compared to £47K last year. Increases in visitor numbers of 1.5% over the previous year offset the reduction in income caused by the reduction in corporate functions.

Income received as Restricted Funds from grants and fundraising amounted to £500K (last year £223K) mainly as a result of a successful increase in fundraising for the Brunel Institute.

The Endowment Fund provided a net income to the Trust of £105K (last year 126K). The capital value of the Fund increased by £563K which has virtually replaced all of the capital loss suffered by the Fund in the previous year.

The Trust achieved total net incoming resources of £715K for the year (last year £392K).

The Balance Sheet at 31st January 2010 shows the Trust is in a sound financial position. The Trust has no borrowings and has cash balances of £1.6 million which have been built up to finance the Brunel Institute which is being created in the current year. The total net assets of the Trust are now approximately £16 million.

John Hollingdale
Hon Treasurer
26th April 2010

MUSEUM & FUNCTION VISITORS

VISITOR & TRADING ACTIVITIES INCOME

CHARITABLE ACTIVITY EXPENDITURE 2009/10
(REstricted AND UNRESTRICTED)

£1,917,678

TOTAL INCOME ANALYSIS 2009/10

£3,473,048
Group Statement of Financial Activities
Year ended 31st January 2010

<table>
<thead>
<tr>
<th>Unrestricted Funds</th>
<th>Restricted Funds</th>
<th>Endowment Funds</th>
<th>Total 2009/10 £000</th>
<th>Total 2008/09 £000</th>
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</thead>
<tbody>
<tr>
<td>£000</td>
<td>£000</td>
<td>£000</td>
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</table>

### Incoming resources
- **Legacy and grant income**: 131 £000
- **Fundraising**: 21 £000
- **ss Great Britain Trading Limited**: 1,135 £000
- **Investment income – bank interest receivable**: 4 £000
- **Day membership (including Gift Aid)**: 1,374 £000
- **Members’ covenants and subscriptions**: 25 £000
- **Income from land transactions**: 100 £000

**Total incoming resources**: 2,846 £000

### Resources expended
- **ss Great Britain Trading Limited**: 1,135 £000
- **Fundraising and communications**: 132 £000
- **Investment management fees**: - £000
- **Conservation and maintenance**: 667 £000
- **Curatorial and education**: 207 £000
- **Phase 2 development expenditure**: - £000
- **Brunel Institute**: 168 £000
- **Day membership and advertising**: 230 £000
- **Governance costs**: 26 £000

**Total resources expended**: 2,565 £000

### Net incoming resources – net income for the year before transfers
- **Transfers between funds**: 105 (105) £000

**Net incoming resources before other gains and losses**: 281 £000

- **Losses on investment assets**: - £000

**Net incoming resources for the year**: 386 £000

**Total funds brought forward**: 2,438 £000

**Total funds carried forward**: 2,824 £000

### Group balance sheet as at 31st January 2010

#### Assets and liabilities

<table>
<thead>
<tr>
<th>Intangible fixed assets</th>
<th>-</th>
<th>1,290</th>
<th>-</th>
<th>1,290</th>
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<tbody>
<tr>
<td>Tangible fixed assets</td>
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<td>7,487</td>
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<td>9,556</td>
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<tr>
<td>Investments</td>
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<td>-</td>
<td>3,492</td>
<td>-</td>
<td>3,492</td>
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<td>Current assets</td>
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<td>779</td>
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<td>1,780</td>
<td>1,198</td>
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<tr>
<td>Current liabilities</td>
<td>(243)</td>
<td>-</td>
<td>(243)</td>
<td>-</td>
<td>(243)</td>
</tr>
<tr>
<td>Long term liability</td>
<td>(3)</td>
<td>-</td>
<td>(3)</td>
<td>-</td>
<td>(3)</td>
</tr>
<tr>
<td>Net assets</td>
<td>2,824</td>
<td>9,556</td>
<td>3,492</td>
<td>15,872</td>
<td>15,156</td>
</tr>
</tbody>
</table>

**Total funds**: 2,824 £000

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**Trustee’s statement**

This summary financial statement is only a summary of information derived from the Trust’s statutory financial statements and does not contain sufficient information for a full understanding of the financial affairs of the Trust. It has been prepared in accordance with applicable United Kingdom law. Our responsibility is to report to you our opinion on the consistency of the summary financial statement with the full annual financial statements, and its compliance with the relevant requirements of section 427 of the Companies Act 2006 and the regulations made thereunder.

We also read the other information contained in the Annual Review and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summary financial statement.

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. Our report on the Trust’s full annual financial statements describes the basis of our opinion on those financial statements.

**Independent auditor’s statement to the members of the ss Great Britain Trust**

We have examined the summary financial statement for the year ended 31st January 2010 which comprises the Group Statement of Financial Activities and Group Balance Sheet.

**Respective responsibilities of the Trustees and auditors**

The Trustees are responsible for preparing the summary financial statement in accordance with applicable United Kingdom law. Our responsibility is to report to you our opinion on the consistency of the summary financial statement with the full annual financial statements, and its compliance with the relevant requirements of section 427 of the Companies Act 2006 and the regulations made thereunder.

**Opinion**

In our opinion the summary financial statement is consistent with the full financial statements of ss Great Britain Trust for the year ended 31st January 2010 and complies with the applicable requirements of section 427 of the Companies Act 2006, and regulations made thereunder.

**Bishop Fleming**

Chartered Accountants and Statutory Auditors Bristol

26th April 2010

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**FIGURES**

<table>
<thead>
<tr>
<th>Year ended 31st January 2010</th>
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<tbody>
<tr>
<td><strong>Funds</strong></td>
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<tr>
<td>£000</td>
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<tr>
<td>Legacy and grant income</td>
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<td><strong>Total incoming resources</strong></td>
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<tr>
<td><strong>Resources expended</strong></td>
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<tr>
<td>Investment management fees</td>
</tr>
<tr>
<td>Conservation and maintenance</td>
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<tr>
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<tr>
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<td><strong>Total resources expended</strong></td>
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<td><strong>Losses on investment assets</strong></td>
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<tr>
<td><strong>Net incoming resources for the year</strong></td>
</tr>
<tr>
<td><strong>Total funds brought forward</strong></td>
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<tr>
<td><strong>Total funds carried forward</strong></td>
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THE ss GREAT BRITAIN TRUST

Patron
HRH The Duke of York KCVO ADC

Vice Presidents
Andrew Burn MC, Sir Richard Gaskell, Gerald Hicks MBE, Michael Hill, Sir Jack Hayward OBE, Alexander Mitchell, David Parkes, Alderman Brian Richards JP, Roger Smedley MBE, Lord Strathcona and Mount Royal, Sir Robert Wall OBE (died Oct 09) and Capt. Chris Young RN.

BOARD OF TRUSTEES

Chairman
Colin Green CBE

Vice Chairman
Martyn Heighton

Hon. Treasurer
John Hollingdale

Members
Janet Brinnand
Edward Cooke
Dr Tony Dickens (retired June 09)
Dr Helen Doe (elected June 09)
Dr Jo Gipps
Malcolm Lewis (elected June 09)
Cara MacMahon (elected June 09)
Dr Elizabeth Mackenzie
Dr Campbell McMurry OBE

The ss Great Britain Trust is grateful for all the support it receives from its members, from individuals, companies, trusts and foundations and grants through the Landfill Communities Fund. We would like to thank the following in particular for their generous donations and pledges of support during the year ending 31st January 2010:

ARUP
Mr John Baker
Biffaward
Dr James Briggs
Mr Colin Clarke (deceased)
Mr Ian Crowe
Mr Ray Daniels
Mr Jeremy Dunn
Esmée Fairbairn Foundation
Foyle Foundation
Mr William Gaskell (deceased)
J Paul Getty Jnr Charitable Trust
Hayes Parsons
Heritage Lottery Fund
Institute of Physics Publishing

Leathersellers’ Company Charitable Fund
Mr Percy Lee (deceased)
John Lewis Partnership plc
Lloyd’s Register Educational Trust
Mr W B Pooley
Mr Clive Richards OBE DL
Seabank Power
Sir James Miller Edinburgh Trust
Mr Louis Sherwood (deceased)
Mr David Sproxton
Mr & Mrs Suenson-Taylor
Mr David Summers
Sir James & Lady Tidmarsh
Viridor Credits Environmental Company
Mr William Wilberforce

The Trust would also like to acknowledge the invaluable financial support that it receives from its members, as well as from many other companies, charitable trusts and individuals.
The ss Great Britain Trust is a company limited by guarantee.
ss Great Britain Trust, Great Western Dockyard, Bristol BS1 6TY
T: 0117 926 0680 www.ssgreatbritain.org
Company no. 1000878. Museum Reg. no. RD 943. Reg charity no. 262158