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Hampshire Industrial Archaeology Society

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(2022)



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Front cover picture:

The Fareham tunnels viewed from the Funtley Road bridge on 18th March 2014, clearly showing the gap between the tunnels in this very foreshortened view. The sign shows a speed limit of 25 mph (40 kph). (Howard Sprenger)
[see page 9]

Back cover pictures:

Top: An unofficial mug issued to mark the destruction of Thomas Burberry's flagship shop in Winchester Street, Basingstoke, in April 1905, and its reconstruction and opening in August 1906. The claim 'Founded in 1800' is false: in fact, the business dates from 1856. (Bob Applin)
[see page 24]

Bottom: Royal Clarence Yard, the Bakery (left) and the Slaughter House (far right) after restoration. (Wikimedia commons (Philippa Dickinson, 2011))
[see page 37]

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Hampshire Industrial Archaeology Society

(formerly Southampton University Industrial Archaeology Group)

Journal No. 30, 2022

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Editorial

Welcome to issue **30** of our *Journal* which contains three articles.

In our first article, Howard Sprenger writes about the railway from Eastleigh to Fareham. The last section, entering Fareham, tunnels through some very unstable ground and has been a continuing source of problems for the local permanent way engineers, with regular collapses and landslips. The last major closure for several months was in 2014. Once again, in 2022, there is to be an extended closure.
Next, Barry Shurlock recounts the story of Tom Burberry who developed the material 'gabardine', a fabric for making rainwear and other waterproof articles of clothing. Starting as a draper in Basingstoke, he grew his business to include workshops making clothes, specialising in waterproof gear for the 'Hunting, Shooting and Fishing set'. By the time of his death in 1926, the Burberry brand was an international high-end clothing manufacturer which it continues to be, to this day.
Celia Clark finishes our issue with a further example from her book, *Barracks, Forts and Ramparts,* with Martin Marks, on the re-purposing of unwanted defence establishments in Portsmouth harbour. This tells the story of the Royal Clarence Victualling Yard in Gosport, which provisioned the navy before it went to sea. Started in the eighteenth century, it was renamed the "Royal Clarence Victualling Yard" in 1831, and became a pioneer in the production and preservation of food on a large scale. It finally closed in 1994 and the site has been repurposed as housing and leisure around a marina.

Martin Gregory
May 2022

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Barry Shurlock spent most of his working life as a medical journalist. He has had a long interest in local history, is a founder of the Worthys Local History Group and contributes regularly to the Hampshire Chronicle. His published works include *The Speaker's Chaplain & The Master's Daughter: A Georgian Family & Friends,* Winchester, 2014.

Howard Sprenger
After training as a teacher at St. Luke's College, Exeter, Howard spent ten years teaching in Staffordshire and Hampshire before joining IBM as a technical author. He retired twenty-six years later as a software development manager, and has now retired from teaching Mathematics to adult students in Portsmouth. With his wife, he runs Kestrel Railway Books, and is the author of four railway books. He is a member of several industrial and railway societies and is the present Chairman of HIAS.

Acknowledgements

My thanks are due to all who have contributed to this edition of the *HIAS Journal*. Acknowledgements and thanks for the provision of illustrations are made as follows:

Bob Applin, (Back cover [top]); Simon Arnold Collection, (Figures 5, 8, 13, 15); Francis Baldwin, (Figures 6, 9-10, 12, 14); Celia Clark and Martin Marks, (Figures 32, 34-5, 38 40-2); Crown Copyright, (Figures 33, 39); Funtley Village Society, (Figure 7); Hampshire Cultural Trust, (Figure 36); Hampshire Record Office [HRO], (Figures 21-2); Tony Hines, (Figures 19, 30); Ian Nolan, (Figure 4); Adolphe Rapp, (Figure 24); Debbie Reavell, (Figure 29); Barry Shurlock, (Figures 18, 27); Howard Sprenger, (Figures 3, 11, 16-7, Front cover); Tadley & District History Society, (Figures 25-6, 28, 31); J Taylor, (Figure 20); Wikimedia commons (Philippa Dickinson), (Back cover [bottom]).

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The Fareham Deviation Line of the LSWR

by Howard Sprenger

Historical Background

The London & Southampton Railway (L&SR) opened throughout on 11th May 1840, the last sections to be completed being Basingstoke to Winchester and Northam to Southampton. The section through Eastleigh (known then as Bishopstoke, but changed to Bishopstoke Junction from 1852) had opened on 10th June 1839, and an Act passed on the 4th of that month granted powers to build a line from Bishopstoke to Gosport; it also authorised a change of name to the London & South Western Railway (LSWR). The Gosport branch opened on 29th November 1841, and was followed by a branch to Salisbury, which opened to goods services on 27th January 1847 and passengers on 1st March. All trains between London and Salisbury ran via Bishopstoke until the opening of the line between Basingstoke and Salisbury on 1st May 1857, and all traffic between London and Portsmouth (initially via ferry from Gosport) ran this way until the Portsmouth Direct line was opened throughout on 24th January 1859, meaning that, for a few years at least, Bishopstoke was of major strategic importance to both the Admiralty and the Army.

A Railway to Portsmouth

The idea of a line to Portsmouth was not new. As long ago as 1803, William Jessop had been employed to survey a line (most likely a horse-operated tramroad) between London and Portsmouth, but the arrival of the railway at Bishopstoke created a new opportunity, and the Portsmouth Junction Railway was surveyed in 1836 to run through Botley and Fareham to Portsmouth with the potential for a branch to Gosport. However, this did not find favour with the citizens of Portsmouth, who saw a branch from the L&SR to be a very poor substitute for a direct line to London. This was to be more than twenty years in the future, but their opposition was enough for the scheme to be dropped.



Figure 1. The 1895 Ordnance Survey 1-inch map shows the situation before the deviation line was built. Fareham station is at the bottom with the line to Netley and St Denys branching off to the west. Fareham Tunnel is still shown as being continuous despite having been split into two portions in 1841. Notice the old spelling, "Fontley".

After the demise of the Portsmouth Junction Railway, the LSWR pressed on and promoted a line to Gosport that would connect to Portsmouth by ferry and save the £120,000 cost of the additional three miles of railway around the harbour. Engineered by Joseph Locke and built by the contractor, Thomas Brassey, the double-track line crossed three viaducts (over the Itchen near Eastleigh, over the Hamble at Botley and over the Meon at Knowle) and ran through two tunnels (Tapnage Tunnel near Wickham, 122 yards long, and Fareham Tunnel, originally 638 yards long).

Construction took two years, and the opening was advertised for 26th July 1841. However, considerable trouble was encountered when excavating Fareham Tunnel due to clay that was so hard when dry that it could only be removed by explosives yet was reduced to a slurry after rain. In a report to the Institute of Permanent Way Inspectors in 1906, E. Treacher mentions, "a layer of strong blue clay underlying a bed of sand 12 feet thick" with water trapped between the two. Various means were tried to carry off this water, some of which was piped to Fareham station where it supplied the locomotives for fifty years. The approach cuttings repeatedly slipped and on the morning of 15th July, disaster struck when around 40 yards of the tunnel collapsed. As remedial work was taking place, the collapse grew larger, so it was decided to put a cutting of about 30 yards between the two

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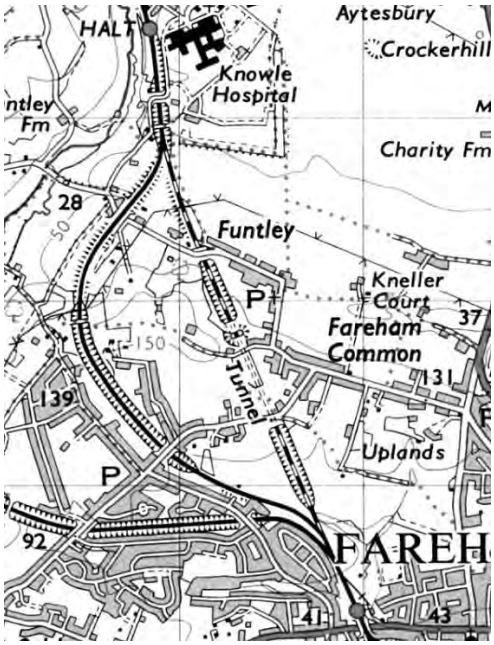


Figure 2. The 1961 1-inch map shows the full extent of the deviation. The open gap between tunnels No. 1 and No. 2 can be seen and Knowle Halt is shown at the top of the map to the north of the Mayles Lane bridge. Also shown is the footbridge crossing the deviation just north of "139".

remaining portions of the tunnel, the northern part becoming Fareham No. 1 (56 yards) and the southern part, Fareham No. 2 (552 yards).

The line duly opened on 29th November with a 20 mph restriction through the tunnels, but just four days later, further slips took place and passenger services were suspended until 7th February 1842 while repairs were made, although freight trains continued to use the line. The problems with the tunnel almost ruined Brassey financially, and after initially acquiring just an easement for the tunnel, the LSWR secured outright ownership of the land above and around it in 1842 to enable any additional necessary work to be carried out more easily – clearly, they foresaw problems continuing long into the future.

In 1848, the line between Fareham and Cosham was opened, by which trains from Eastleigh were finally able to reach Portsmouth, resulting in a loss of traffic on the line to Gosport. Next came the opening of a direct line between Southampton and Fareham via St Denys, Netley (to serve the Royal Victoria Hospital, opened in 1856) and Swanwick. This opened in two stages, St Denys to Netley on 5th March 1866 and Netley to Fareham on 2nd September 1889.

The Deviation

The network of railways between Southampton and Portsmouth was now largely complete, but the tunnels at Fareham continued to be a source of problems. Soon after the reopening, they were reinforced with an extra lining of bricks, which restricted clearances so that guards of goods trains were instructed to remove any lamps attached to side of their trains for fear that they would be knocked off. It was clear that a longer-term solution was needed, particularly as the narrow tunnels would become increasingly difficult for more modern, wider, rolling stock. An opportunity came with the building of the Meon Valley line between Alton and Fareham. The Act for this line was passed on 3rd June 1897 giving the LSWR powers to build two railways. Railway No. 2 was the Meon Valley line itself, which made a connection with the Eastleigh-Fareham line at Knowle Junction, and Railway No. 1 was a 2 mile 7 chain deviation line to be built between Knowle Junction and Fareham to avoid the tunnels. The contract was awarded to R. T. Relf of Plymouth in November 1898 and the Meon Valley line duly opened on 1st June 1903, while work on the deviation progressed slowly due to continuing problems with the unstable ground.



Figure 3. Work on the tunnel not long after the opening of the deviation line in September 1906. The single line for Meon Valley trains has been laid and just visible is the extra course of brick lining that was added to strengthen the tunnel. The brick retaining walls holding back the sides of the unstable cutting look quite new and the gap between the tunnels can clearly be seen.

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Enough land was bought for the deviation to be double track, but when work commenced in 1901, only a single track was initially built. (Treacher says work started on the deviation in 1898, but this seems unlikely if Relf was only awarded the contract in November of that year. Perhaps some initial work did take place by the end of the year, but it is more likely that this was on the main Meon Valley line.) There were recurring earth slips that held up work, particularly during the winter of 1903-4, to the extent that Relf was obliged to withdraw from his contract, and it was left to the LSWR to complete the work itself, which it did in time for up trains to Eastleigh and Alton to start using the new line on 2nd October 1904. Work on the second track commenced, but again, the unstable ground caused problems and down trains were not able to use the deviation until September 1906.



Figure 4. A view from a train to Eastleigh moving onto the deviation line on 2nd April 1972. The south end of Fareham No. 2 tunnel is just visible in the distance. The name of the signalbox is odd as it was north-west of Fareham station, and similarly, Fareham West signalbox was at the other end. This is because the early LSWR lines largely ran west from Waterloo and boxes at the Waterloo end of stations were named "East". This became the convention for later lines, as here. (Ian Nolan)

In all, nearly a million cubic yards of material had to be moved to build the deviation. Treacher notes that nearly 80,000 cubic yards of spoil (10,000 cubic yards from just one landslip) was taken away to Bevois Park, St Denys, where it was used in the reclamation of the mudlands there. Conversely, nearly 40,000 cubic yards of chalk was brought in from Micheldever to stabilise the ground, together with 2,800 cubic yards of ballast from the company's quarry at Meldon.



Figure 5. Highlands Road where it crossed the deviation, probably taken in the early 1970s with the Hill Park Memorial Working Men's Club in the background. Notice the separate footbridge provided on the south side of the bridge and the signal post still standing but without its signal arm. (Simon Arnold Collection)

When the deviation line opened, the tunnel was closed for further remedial work before reopening on 2nd June 1907 as a single-line tunnel exclusively for the use of Meon Valley trains, which had their own, third, line running south from Knowle to Fareham station. This necessitated a widening of the line for the 1,100 yards between Knowle Junction and the divergence of the deviation line north of the tunnels. In 1915, further reinforcements were made to the longer Fareham No. 2 tunnel in the form of piling to the south of it, and on 24th June 1921, a new connection was brought into use at Knowle Junction to allow trains to and from Eastleigh to use the single line through the tunnel. This enabled heavy freight trains to avoid the gradients on the deviation (a short level section in the middle was reached by gradients of 1 in 100 from each end). The connection did not allow Meon Valley trains to use the deviation line.

These arrangements continued through the first half of the 20th century until the closure of the Meon Valley line, first to passengers on 5th February 1955, and then to goods (in stages) culminating in final closure in August 1968. Meanwhile, in 1962, a bad earth slip on the up deviation line led to up trains having to revert to using the tunnel. It made more sense for down line trains to divert through the tunnel, so the deviation was singled from 17th June of that year, and the up line was slewed onto the former down line so that up trains used the deviation and down trains used the tunnel.

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Figure 6. The rare sight of a train on the southern section of the deviation, taken from Highlands Road bridge. It shows a ballast train heading towards Fareham on 20th January 1973. (Francis Baldwin)

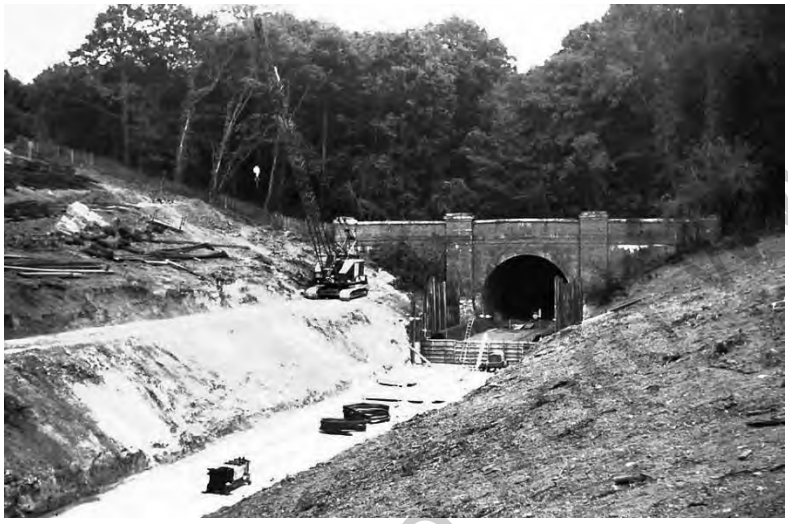


Figure 7. The northern end of Fareham Tunnel No. 1 in late 1972. The rails have been removed and the area is being prepared for an extension to be added that will carry the new motorway. (Funtley Village Society)

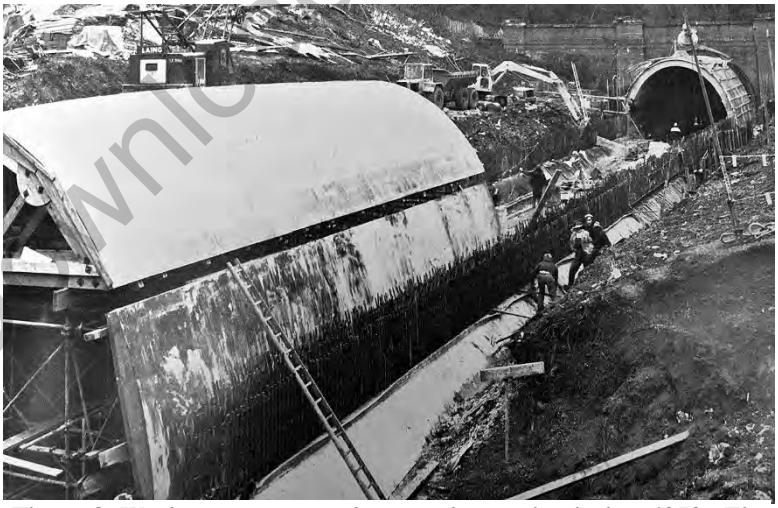


Figure 8. Work progresses on the tunnel extension in late 1972. The arch was cast in concrete over the "former" in the foreground, the first section having already been installed next to the tunnel. (Simon Arnold Collection)

The next changes were in connection with the construction of the M27, for which Fareham No. 1 tunnel had to be significantly extended northwards to make room for the new road above, becoming 160 yards long in the process. This required the temporary closure of the line through the tunnels at the end of 1972, and the single line over the deviation became bi-directional so that up and down traffic could use it. The tunnel work was complete by April 1973, and all train services between Eastleigh and Portsmouth were suspended between 16th April and 7th May to allow the line between Botley and Fareham to be singled and diverted through the tunnels. The last passenger train before the closure used the deviation on 15th April, and an engineering train on 27th April became the last train ever to run over the deviation. From that date, things reverted to the way they had been before the deviation was built, albeit with only a single line through the tunnel.

Construction of the M27 could now begin in earnest, and as well as crossing the working line over the new tunnel extension, the deviation line was crossed on an embankment with a pre-cast concrete subway being incorporated to allow the old line to be opened as a bridleway. At this point the line had been crossed by a 116 ft-long footbridge that carried a path that was a continuation of Red Barn Lane. The ironwork for this was recovered for scrap, but it is believed that the brick piers are still in place under the motorway embankment, having only been demolished where they protruded. This section of the motorway M27, between junction **8** (Windhover) and junction **12** (Port Solent), opened in March 1976.

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Walk the Line [3½ to 4½ miles (5.6 to 7.2 km), total ascent 200 ft (61 m)]

The route of the deviation line south of Highlands Road was sold off for housing, but the section to the north has been converted into a bridleway and nature trail. The rest of this article describes a circular walk that incorporates this trail. It starts from the free car park on the north side of Highlands Road where it crosses the old deviation line (postcode: PO15 6JD, grid reference 559072). The entrance to the car park is easily missed – if you are approaching from the A27 to the south, look out for Hill Park Memorial Working Men's Club on the left and a speed camera on the right – the entrance is immediately after them on the left. Beyond the approach road, there is a very narrow entrance to the car park to deter everything but cars – enter with care! The car park is on the track bed of the deviation line and, as you walk back towards the road, the infilled bridge carrying Highlands Road over the track is on the right. Our walk will take us in an anticlockwise loop so that we will return along the deviation line to our starting point at the car park.



Figure 9. A view of the junction between the tunnel line (left) and the deviation (right) on 13th January 1973. A class 204 train from Eastleigh is heading away towards Portsmouth on the old up line, now signalled for bi-directional running. The clean ballast on the tunnel line bears witness to the work being carried out to make this the main running line into Fareham. (Francis Baldwin)



Figure 10. The very last passenger train before closure comes off the deviation, hauled by class 33, No. 33027 on 15th April 1973. All following services were cancelled that day. (Francis Baldwin)



Figure 11. A similar view looking south taken from Mayles Lane bridge on 17th May 2015 with the line now electrified and all traces of the junction with the deviation line obliterated. (Author)

Turn left onto Highlands Road and follow it east for about half a mile as far as the Scout Hut at GR 565074. This is indicated by a road sign on the other side of the road and a wooden finger post on the left indicates the footpath. At this point, you are above the southern entrance to Fareham No. 2 tunnel; the railway can be seen in a cutting on the other side of the road. Turn left off Highlands Road and walk north along the footpath past the Scout Hut and electricity substation to follow a well-defined path through Skelly's Wood nature reserve. This path runs along the top of Fareham No. 2 and comes out on Red Barn Lane quite near the collapsed section that was opened out in 1841, although this cannot be seen from the road. (There are a couple of places where the path through Skelly's Wood divides – if in doubt, go right!) When you reach Red Barn Lane, turn right; you immediately walk over

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Figure 12. Mayles Lane bridge seen from the footbridge on 29th April 1973, two weeks after the deviation closed. The former down line to the deviation has been slewed to connect with the old Meon Valley line towards Fareham Tunnel. (Francis Baldwin)



Figure 13. An aerial view of construction work for the M27 not long after closure of the deviation in Spring 1973. Spoil has been dumped on the trackbed with the tracks still in place to allow construction traffic to cross. This would later be removed so that the track could be salvaged along with the ironwork of the bridge. (Simon Arnold Collection)

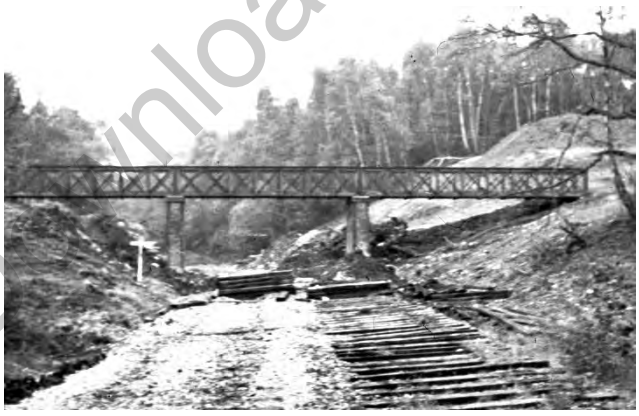


Figure 14. The temporary infill has been removed from the far side of the bridge in this view looking south on 13th April 1974 during track recovery operations. (Francis Baldwin)

the northern entrance to Fareham No. 2 tunnel with the collapsed section on your left. Follow the road to the junction with Funtley Hill.

At the junction, turn left and walk down Funtley Hill, under the M27. The steepness of the road here is the reason we are doing the walk this way round! At the bottom of the hill, follow the road round to the left onto Funtley Road and carry on along this road until you reach the bridge over the railway. On the way, you pass the Miner's Arms on the right – or you might choose not to pass it but call in for refreshments (no food on Mondays) – you will have walked about 1½ miles by this point. The "miners" referred to were the 300-400 Welsh and Cornish miners who, according to Treacher, were imported into the district to build the tunnel. From the railway bridge, you can look south towards the two tunnels, and north towards the site of the junction with the deviation line. Optionally, from here you can walk a further ⅓mile along Funtley Road to see a bridge underneath the deviation line. (Take care if you do – the footpath ends, and you will have to walk along the road to get all the way to the bridge.)

Retrace your steps back towards the Miner's Arms, but just before you reach it, take the first left onto Funtley Lane; this was the original line of the road before the railway was built. Just before the end of the lane, turn right onto a footpath between the houses, and proceed through a gate onto a path that runs parallel to the railway. Follow this path northwards for about half a mile, keeping the fence on your right, until you reach a footbridge over the railway. This is very similar to the bridge mentioned earlier that was buried by the M27 (but longer at 129 ft) and from it you can look south towards the site of the deviation line junction on the right and north towards the Mayles Lane road bridge and Knowle beyond that. The current single line goes through the large arch that formerly carried Mayles Lane over the two deviation lines; the (overgrown) single arch to the right of it previously bridged the Meon Valley line.

After crossing the railway line by the footbridge, turn immediately left onto a path running south parallel to the railway (marked by a wooden "Bridleway" finger post). After about 100 yards you meet the formation of the deviation line

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coming up from the railway on your left. Follow this all the way back to the car park. After about 600 yards, the line crosses over Funtley Road by the bridge mentioned earlier, and a similar distance further on, the path runs through the subway tunnel under the M27, at which point, it is a lot higher than the deviation line would originally have been. This is the site of the demolished footbridge which crossed the deviation roughly at the level of the subway. On the other side of the motorway, you drop back down to the original level and a walk of about half a mile brings you back to your car. Just before you reach the car park, there is evidence on the right of the collapse that closed the up line in 1962.

Completists who wish to walk as much of the deviation line as possible can find a short stretch of footpath south of Highlands Road. This is accessible from Craven Court and runs along the original formation towards Frosthole Crescent where the gardens of the houses on the south side of the road have been laid across the track bed.



Figure 15. The trackwork and footbridge have now been removed and the subway is about to be buried by the M27. The line of the deviation can be seen curving northwards in this view from around 1974/5. (Simon Arnold Collection)



Figure 16. The bridge carrying the deviation line over Funtley Road on 18th March 2014. (Author)



Figure 17. The deviation line looking north from Highlands Road car park, 15th October 2014. (Author)

Acknowledgements
My thanks go to Francis Baldwin for his help, particularly with the events surrounding the closure of the deviation and for discovering Treacher's 1906 report. He has also helped source many interesting photographs from his own collection and from that of Simon Arnold. Thanks also to him and Pete Evans, who tested the walking directions on a windy February day just after storms Dudley, Eunice and Franklin had passed through!

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The Burberry Story – from Country Draper to International Fashion Brand

Barry Shurlock

Introduction

The Burberry high-end fashion brand is known internationally and often talked of in the same breath as Gucci, Chanel and the like.[1] Originally it was only involved in the manufacture of clothing, especially outdoor wear, but it has long diversified into other products. Television advertisements, for example, promote 'fragrances for men', with images of alpha males running down the beach and swimming with a horse. This could hardly be further from the character and business methods of the firm's founder, the dress reformer Thomas Burberry (1835-1926), hereafter called Tom. He is often dubbed 'the raincoat man' after his classic tan raincoat, which has been described as 'a mainstay in outerwear worldwide, that symbolizes all that is Britain: sturdy and unassuming, equally at home in fine hotels and muddy lanes'.[2] According to a recent statement of the company's business model, 'Burberry is a global luxury brand…. Creativity has fuelled Burberry throughout our 165-year history and our shared conviction in its power is central to how we operate as a company'.[3]

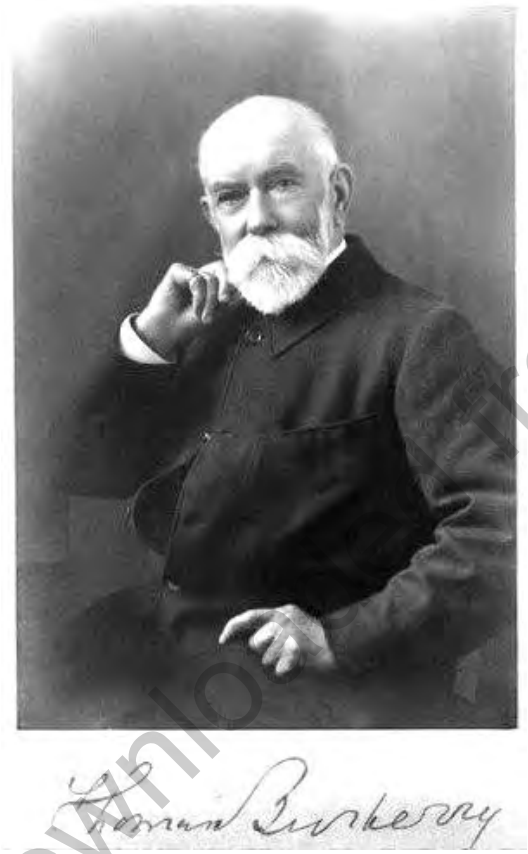


Figure 18. Thomas Burberry (1835-1926), a studio portrait

The story of Tom's success has often been told.[4-9] In short, in 1856 he arrived in Basingstoke and bought a draper's shop. Using it as a base, he set up a succession of small factories – or workshops – making everyday garments. Later, he developed a type of fabric called gabardine which was both waterproof and breathable (now written with a lower case 'g', as it is a *class* of fabrics rather than one trade-marked product) and used it to make high-end outdoor wear. He twice divested himself of factories that made 'ordinary' clothing in order to concentrate on the more expensive garments used for country sports and other outdoor activities. Towards the end of the nineteenth century, with the help of his sons and others, he established premises in London and opened branches overseas. The firm profited greatly from military events, notably the Boer War and World War I. Throughout this continual development of the business he retained the brand, so that people came to refer to 'my Burberry' and the word 'burberry' entered the Oxford English Dictionary, where it is dated 1903 and variously defined as 'a distinguished type of raincoat' and 'trade name of cloth and clothing made by Burberrys Ltd.' No opportunity was lost to display the brand – on garments, of course, but also on shoe-trees, buttons and the like. In modern times the company name, registered in 1919, has been changed from 'Burberrys' to 'Burberry'.

This article attempts to tell the story in more detail up to about 1920, setting Tom's achievements in the context of the drapery trade of the period and covering both his business methods and personal life. It is not exactly a 'rags to riches' story, but starting from relatively humble beginnings he made a fortune. A disastrous fire in 1905[10] completely ruined his flagship shop in Basingstoke, together with much information on the early years of the business. This has limited research in this period, whilst there were further losses at the company's London premises during the Blitz. The Burberry

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Group Plc has also, in recent years, closed its archives to researchers. Material held elsewhere includes a display in the Willis Museum, Basingstoke, and in the collections of the Hampshire Cultural Trust, as well as more than 40 items in The Victoria and Albert Museum and an extensive collection of property deeds in the Hampshire Record Office (some not fully catalogued).[11, 12] Also, students of the fashion business have contributed a canon of specialist literature.

Early life

Very little has been written on the life of Tom before he arrived in Basingstoke. Events in his early years no doubt forged the person he became and gave him contacts which served him well at various times. Although his business was always rooted in Basingstoke – albeit with subsidiary premises elsewhere – he probably never forgot that he was a native of Sussex and Surrey, where the Burberry (or Burbury) family had long been settled.[13] His namesake father, 'Burberry senior', was a small-time farmer, born and bred in Newdigate, a small village between Dorking and Horsham. His father's first wife, whom he married in 1794, was a local girl who died in 1820. In 1832 at the age of 58 he married again, to Elizabeth Flint, who came from Rusper, Sussex. They first lived in the village of Brockham in the parish of Betchworth, where he owned a small farm. Also called Brockham Green after the open space at its centre, it is a pretty village in the shadow of Box Hill, still sporting the village pump. Here their first two children, Elizabeth and Thomas ('Tom'), were born in 1833 and 1835, respectively. Betchworth did not enter the industrial age until 1856, with the arrival of the Dorking Greystone Lime Co., which for more than 70 years made lime and cement.



Figure 19. The Brockham Post Office once run by 'Thomas Burberry lessee' and probably derived from a village shop run by, but not owned by, Tom's father (Tony Hines)[94]

At some time after Burberry senior had retired from farming, and before the birth of their next child, Mary, in 1837, they moved to Horsham. The farm at Brockham was leased to yet another namesake, hereafter called 'Burberry lessee' (one of the executors of Thomas Burberry senior's will). His occupancy on the Tithe Map of 1841[14] enables the holdings owned by Burberry senior, later called Leigh's Farm and then Brewhouse Farm, to be determined. As well as land and a few cottages, another asset that Burberry lessee enjoyed was a village shop, variously described in directories, but by 1855 listed as 'grocer, corn-dealer, draper and Post Office'.[15] Almost certainly, as well as farming his lands, Thomas senior, ran a similar business, albeit before the first Post Office had opened there in 1845.[16] It was not unusual for such village shops to sell fabrics and clothes, but the word 'draper' is interesting for the path that Tom was later to take. A similar setup no doubt pertained in many places; for example, in Abingdon in the first half of the nineteenth century a shop sign read: 'Grocer, Draper and Ready-Made Clothing Sold Here'. This was the start of what later became a huge tailoring business in the town, namely, Messrs Clarke, Sons & Co. Ltd.[17]

When the Burberry family moved to Horsham in about 1836-7, they bought a small, recently built, detached house in New Street (Plot 181 on the tithe map of c.1844) previously named Pest House Lane. [18] It stood opposite a new-built chapel serving the local Rehoboth congregation, which still stands (*see* Strict Baptist).[19] On his death certificate, Burberry senior is described as a 'gentleman' and in census records Elizabeth as a 'landed proprietor'. Tom was 10 years old when his father died and 20 when he lost his mother. This must have been an especially sad loss for him and his two sisters – one older and one younger by a couple of years – and even more for his young brother, Michael, aged only 10. Within the year, however, Tom had reached the age of 21, and was due to inherit his

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late father's farm at Brockham (other property in Horsham and Cuckfield went to his mother and then to his siblings).[20] Hence, when he came to Basingstoke in 1856, he was the owner of property; this might have been used to fund his business, though whether he sold it or continued to lease it is not known. He initially took his younger sister, Mary, to Basingstoke; after four years she married John George Mares at Reading Baptist Chapel, a link which was later to have major consequences, as detailed below. In 1871 Mares is listed in Luton as an 'outfitter'.[21] The fate of his older sister Elizabeth is less clear, though she married Henry Gibbons, another draper, in the same year as her sister, also in Reading. Tom's younger brother Michael died in 1867 in Hong Kong in his early 20s.[22]

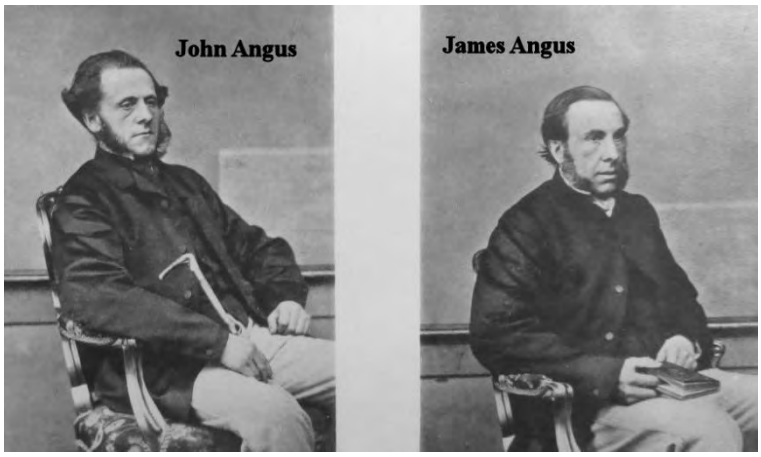


Figure 20. John and James Angus, Horsham drapers (Taylor, 1884)[23]

For Tom, one of the most important consequences of the move of the family to Horsham was that, at the age of 15, he was apprenticed for six years to the firm of John and James Angus, drapers, who had a shop in South Street. It was five years after the death of Tom's father, who in his will had expressly referred to the provision of funds for 'apprenticeship fees for the purpose of putting or placing my said son in any trade profession or calling'.[20] The Angus brothers were Baptists from a family with strong nonconformist credentials (*see* 'Strict Baptist' below). Their father had started with a small shop apparently selling 'garden seeds' and after his death their mother had kept it running. John had served his apprenticeship with the reputable firm of drapers, Messrs Clarke, Sons & Co. of Abingdon, mentioned above, whilst James, who was apparently very bookish, trained as a saddler, but did not enter the trade. Instead, he joined forces with his brother and became the 'back room' partner, whilst John, who was 'affable, obliging, highly principled', dealt with customers.[23]

Drapers and the outdoor clothing business

Drapers, mercers, clothiers and the like traditionally dealt not only in cloth and clothes, but also sold a wide range of other goods.[24] Some of them grew rich and held important positions in municipalities and business. The Worshipful Company of Drapers is one of the livery companies of the City of London. During the time that Tom was building his business, as the country became more industrialized, transport improved and the population grew, some other drapers in various parts of the country made their fortunes. Virtually all spinning and weaving was, however, carried out in the North with major trading centres at the Manchester Exchange, the Piece Hall Halifax and the Coloured Cloth Hall Leeds. Also, from the 1850s, factory tailoring was revolutionised by the availability of the sewing machine, especially from the large American companies, such as Wheeler & Wilson and the Singer Manufacturing Company, which opened a factory in Glasgow in 1867.[25]

As with other rapidly growing industries, tailoring was marred by scandalous working conditions: from the 1840s, the lot of seamstresses in drapers' 'sweatshops', and outworkers was exposed and often led to social unrest.[26] Even so, many drapers' businesses prospered and some went on to create a novel form of shop. This was the department store, as established in Liverpool by David Lewis in 1856 and Owen Owen in 1868, and in London by William Whitely in 1868. Drapers and others also set up chains of shops, including the familiar names, Hepworth (started in 1864), G.A. Dunn (founded in 1887), Montague Burton (1909) and others.

The nature of the English weather means that over the years many ideas for combatting wind, rain and cold have been proposed. During the nineteenth century some of these turned to science, but

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equally important was a credible narrative and recommendations from high-profile users. Although every-day workwear was the larger market, in fact many advances came from other areas, including country sports and the military. Travel also had a hand: in the age of the stagecoach, passengers who sat on the outside were prime targets for protective clothing and it was this requirement that in 1824 prompted industrial chemist Charles Macintosh FRS (1766-1843) to devise a novel material made with two layers of fabric glued together with a solution of india rubber in naphtha.[27] It was called mackintosh (note the difference in spelling). Although this provided protection against wind and rain, sweat built up when the wearer did any form of exercise; also, the product had an unattractive odour and creased badly. In 1853, John Emary made a significant advance by using wool treated with a waterproofing agent.[28] This was the start of the existing brand of Aquascutum (Latin, 'watershield'): it used a 'more hygienic' waterproofing agent than the natural grease (a crude form of lanolin), which was always removed from wool before spinning.[29]

It was in this setting that in the 1860s Tom started to experiment with a novel, breathable waterproof fabric which he called gabardine, trademarked in 1879 and patented in 1888 (see below for more detail).[30] Other developments in the marketplace included the introduction in the 1880s of 'sanitary' woollen underwear by the German biologist and dress reformer Dr Gustav Jaeger.[31] He extolled the health benefits of animal fibres placed directly on the skin. Later, from 1894, John Barbour in South Shields started to make waxed clothing for fishermen and dockside workers, from which came the well-known range of Barbour garments.[32] From the mid-1930s gabardine was also in competition with Grenfell cloth, which was itself in turn challenged by Ventile, developed during World War II for pilots who ditched in the sea (see below for detail). There were other players, including Sundour Fabrics, founded in 1860 in Ayrshire by Alexander Morton - later in Carlisle – a firm which was to discover how best to dye gabardine for tailoring.[33]

This was the market in which Tom worked: it is clear that virtually from the beginning he wanted to own more than a drapery shop in Basingstoke and was looking for ideas that would enable him to develop a business well beyond the town. And he probably never lost his curiosity: even in his mid-60s, when the business was forging ahead in London, he asked watchmaker, jeweller and local historian, George Willis (1878-1970), who gave his name to the Willis Museum, Basingstoke, to help in the design of a 'cap and visor' for motorists.[34] There were, of course, many other young drapers, clothiers and outfitters that at various times set out on a similar path to Tom: a few are still in business, but on a much smaller scale, such as Gurteen & Sons of Haverhill started by the Huguenot Daniel Gurteen in 1784, E. Tautz and Sons, breechmakers, founded in London in 1867, and many more.



Figure 21. Central Basingstoke (Ordnance Survey, 1909/10), with the sites mentioned in the text.

Basingstoke, a town ripe for expansion

Basingstoke, like many other towns in the south, once had a large indigenous cloth industry.[35] A Parliamentary Gazetteer of 1847 looking back to 1821 noted that although most working people were then involved in making druggets – coarsely woven floor coverings – and shalloons – tightly woven

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linings, the business had declined in recent years.[36] By the time Tom came it was only a memory, and until the coming of the first of several railways in 1839 the town's economy was largely based on it being an important hub for coaches, with links to London, Winchester and Southampton, Reading and the Midlands, Salisbury and the west, and Gosport and Portsmouth. It also was a significant market for local farmers, especially those with sheep. There was also a canal (admittedly not a great success), but it was the railway in 1839 that injected new life into Basingstoke and set the stage for several businesses other than Burberry, all run by nonconformists. These included Alfred Milward (1857), who founded the shoe retailing business, and Wallis and Steevens (founded by Wallis and Haslam in 1857), agricultural engineers, specializing in traction engines and road rollers. Much later, in 1898, the town also became the home of the Thornycroft motor works.

The first railway in 1839 ran from Nine Elms (later Waterloo) as far as Basingstoke and then a year later continued through to Winchester and Southampton. In 1848 a line between Reading and Basingstoke opened, the two lines being linked in 1856, thereby enabling passengers to travel without change between Birmingham and Southampton, via Basingstoke. Progressively from 1854 a line was also laid to serve Salisbury and the west. As well as such excellent communications, the town also had plenty of people who needed work: between 1851 and 1901 its population increased by a factor of 2.3 compared with the national figure of 1.8.[37] Many of those who sought work were young women who would normally have entered service, but now for the first time could get a stand-alone job in one of Tom's workrooms and earn their own money. In 1911, there were 584 female tailors and 112 dressmakers in Basingstoke, yet only 468 female domestic servants.[38]

Gabardine

Tom's master stroke that he traded on throughout his life was gabardine. It is a name found in Shakespeare: the jester Trinculo in *The Tempest*, Act II Scene II, for example, says: 'Alas! The storm is come again: my best way is to creep under his gaberdine'. According to the OED, 'gaberdine' was first recorded in 1520 and was the name for 'a loose upper garment or frock of coarse material'. It was during the 1860s that Tom probably first started to think about a new sort of fabric that would eventually lead to gabardine (note the different spelling). The idea is said to have originated from a conversation he had with his doctor (not named), and the experience of local shepherds braving all weathers in the traditional smock, which was loose-fitting and naturally waterproofed from handling sheep. [29] The story was repeated at the time of his funeral: 'He used to relate that one day while still a young man he had an argument with his doctor whether it was better to get "wet through" in the rain or be saturated with damp inside the old type of cloak. The doctor expressed the view that the happy solution would be a waterproof cloth that would withstand wind and rain and yet permit ventilation through a porous structure. Having experimented to his own satisfaction, Mr Burberry named the result "gabardinée".'[39] As well as being a good tale for salesmen, it affirmed the scientific basis of gabardine: together with its unique characteristics, this enabled Burberry to position it as a fabric far in advance of others.

One early advertisement ran: 'T. Burberry's Gabardinee – for India and the Colonies is the most suitable of materials. It resists hot and cold winds, rain or thorns, and forms a splendid top garment for the coldest climates.' In extremis, it was apparently even used, with suitable corner props, to make a field bath.

Tom's ideas were influenced by the fact that country smocks were tightly woven with fine threads; he experimented with 'a blend of cotton and linen, with each fibre used alternatively for each thread of the warp and the weft'.[40] A key characteristic of gabardine, however – as the firm repeatedly emphasised in its promotion – was that it was triple-proofed: 'Burberry, having first discovered an agent [unspecified] that made any woven fabric non-absorbent, invented machinery to force proof first into the strands of the raw material before it was twisted into yarn, second into the yarn as it was prepared for the loom, and third into the finished cloth.'[41] The final product was 'laboratory' tested

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in Lancashire, probably at the Manchester Chamber of Commerce and manufactured at Pandora Mills, Farnworth, near Bolton, a business which eventually became an integral part of Burberrys Ltd when it was created in 1919. The mill was owned by S. and J. Prestwich, 13 Marsden Square, Manchester, an extraordinarily inventive company which, as the National Archives catalogue demonstrates for 1880-1890 – and perhaps at other times – registered no less than 138 'patents, designs and trade-marks'. It has been claimed with reason that 'the competitive success of Burberrys at the top end of the market stemmed partly from the versatility of the Lancashire cotton industry'.[41] In 1879 gabardine was trademarked as a 'self-ventilating weatherproof'. In 1884 it was exhibited at the International Health Exhibition, Kensington, in the 'Modern Dress' section.[42] In a patent of 1888, gabardine was described as 'a layered construction: an outer shell of twilled or plain linen, and lining of waterproofed cloth'. There may have been other players: for example, in 1897 a patent for 'improved' gabardine was taken out by Tom together with Frederick Daniel Unwin (1862-1941), a Congregationalist and one-time Manager of the Textile Department of Messrs D. Gurteen & Sons of Haverhill (still in business).[30, 43-45] Development went on: over time, five different grades of gabardine were developed, namely; 'Airylight', 'Double-Weave', 'Karoo', 'Wait-a-bit', and 'Tropical'.[46]

It is worth noting that one of the basic features of gabardine, namely, oiling a fabric to counter foul weather, was not novel: mariners and others had long used greased sailcloth to make crude garments that withstood conditions at sea. They had originally discovered that water-wettened sails were more efficient that dry ones, and even better were the lighter sails made by impregnating sailcloth with an oil or grease. By 1795, linseed oil, a by-product of the production of linen from flax, was being used by Arbroath sailmaker Francis Webster. [47] From the mid-1850s, linen for sails was replaced by Egyptian cotton and used on clippers. Similarly, gabardine was initially woven with flax and cotton, but later used only Egyptian cotton, which had the advantage of longer strands. Although gabardine was a great leap forward for weatherproofing, an enduring competitor in the mass market was still the non-breathing, odorous, easily creased rubberized fabric of Charles Macintosh. It continued to be manufactured in huge quantities; even 'by the 1890s there were seventy mackintosh companies in Manchester' alone. [41]

The Basingstoke 'factories'

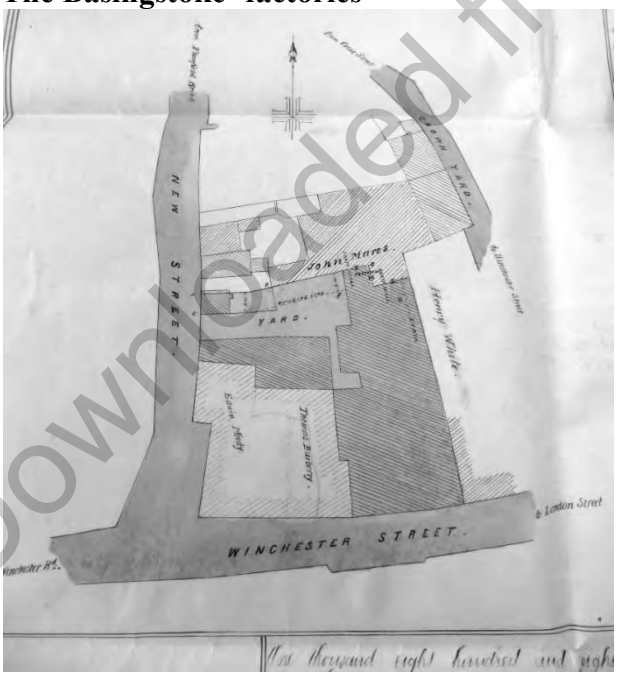


Figure 22. A plan associated with a mortgage of 1894 (HRO, 42M66/152), showing how Tom had expanded from his original site in Winchester Street. (Hampshire Record Office)

Tom started with his small draper's shop in Winchester Street, Basingstoke, described as 'premises which were capable of considerable expansion', and progressively expanded the footprint of the business by buying up and developing surrounding properties over a period of 40 or more years. He probably went to Basingstoke still owning his late father's farm at Brockham, or perhaps leasing it. Whatever the situation, in 1859 he was able contribute £200 (about £23,000 in today's money) to the purchase of the shop, raising another £500 from local people with a mortgage.[48] A large number of later property deeds show that he generally chose not to tie up capital in property, but used it as collateral for raising ever greater mortgages, which he seems always to have paid off on time. For much, if not all of this period he employed as solicitors a predecessor of the existing the firm of Lamb Brooks, still based in Basingstoke, which can trace its roots back to the eighteenth century. The mortgages were at first provided by local businessmen, then by people Tom knew in

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Horsham, including the Angus Brothers and a son of a prominent, yet notorious local solicitor, Henry Padwick (a native of Cosham).[49, 50] From 1898 Tom issued debentures on the open market,[51] and eventually in 1920 integrated his own company with two others under the name Burberrys Ltd, which was floated on the London stock market (*see* Burberrys – the public company).

Two years after moving to Basingstoke he married Catherine Hannah Newman, the daughter of a currier (leather specialist) from Huntingdonshire in London, in the Salem Chapel in The Strand. They were to raise a family of six, including two sons both of whom went into the business and a daughter who stayed at home with epilepsy. The 1861 census shows that he already had a household of 17 people, including three milliners, six draper's assistants (three apprenticed) and a draper's porter. Also, in these early years he worked with another young draper, Ebenezer Gammon (1835-1908) – almost certainly a nonconformist – who ran a small business in Bermondsey, London. In 1864 the partnership was dissolved and Gammon went off to Godalming, Surrey, where with a brother (who later founded his own draper's business) he started a firm that in name at least survived until 1975.[52] In 1894 the Godalming Directory ran an advertisement for Gammon 'outfitters and tailors' with branches in the towns of Haslemere, and Petersfield and the villages of Farncombe, near Godalming, and Northchapel, near Chichester.

Over the years Tom worked with a diaspora of such associates, forming a number of similar partnerships, mainly, if not always, with other nonconformists. In 1884, for example, he dissolved a partnership with Alton draper Thomas Chesterfield, on whose premises in 1891 a Baptist chapel was erected.[53] Until 1893, Tom also had a partnership with Frederick Drake, who worked for him as a buyer. Five years earlier Tom had acted as a guarantor in the purchase of a shop in Cheltenham, where Drake went on to found a successful business.[54] Tom's ability to work with others, rather than trying to control the whole operation, was undoubtedly a quality that contributed to his success.

Throughout his time in Basingstoke some of his female workers lived in a dormitory above the shop in Winchester Street, where in the early years he and his family also lived. Keeping drink and sex out of the premises must have been a recurring challenge: on at least one occasion in the early years, a milliner gave birth to a baby in circumstances which led to its death, as revealed at an inquest held in Winchester, which took a 'merciful view'.[55] By 1871 he was employing 80 hands in a factory in New Street behind the shop, making ready-to-wear clothes.

Although there is little doubt that this was a profitable enterprise, he decided to move on, and so, in 1878, he sold the business – perhaps retaining a stake – to two employees, both Congregationalists, namely, a valuer William Gerrish and 'draper's manager' George Ames, who together with William Simkins, who was probably a sleeping partner, formed Gerrish, Ames & Simpkins. They took on a factory on Station Hill, opposite the works of Wallis and Steevens (on the present site of The Malls). The company flourished, later during World War I, acquiring substantial premises in Hackney and expanding there into new works in 1932. With exotically named products, including 'Wim'bell'don' flannels for men and 'Blizzardeen' garments, it stayed in business until the 1960s.[56, 57]

As became clear later, Tom's motive in selling part of the business was to move on from 'ordinary' clothing to making outdoor wear with gabardine for well-heeled men and women who enjoyed country sports. It is often said that Tom himself participated in such sports, but the evidence is thin, and there seem to be no pictures of him 'in the field'. His strategy was undoubtedly part of a wider trend, since from the mid-nineteenth century there was an 'increasing interest in developing waterproof and protective fabrics, which were made up into bespoke sportswear and military uniforms'. The clothes were, of course, made for a purpose, but in a broader sense they are now seen as being 'crucial in the fashioning of the identity of the British gentleman at the turn of the century'.

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In 1892-4 Tom made another, similar decision to move out of a perfectly profitable sector of clothes manufacture, when, for £3,000, he sold his share in Burberry & Mares 'clothing manufacturers and warehousemen', a factory on a large site on New Street, to his partner and former employee, John Mares. He was a Congregationalist and a nephew of Tom's sister Mary.[58] From these premises, despite a catastrophic fire in 1897, Mares went on to build another very successful company, focusing on bespoke tailoring, selling branded weather wear such as the amusingly named 'Peltinvain'. A publicity shot taken in 1948 shows the entire Australian cricket team wearing Peltinvain raincoats.[59]

In 1892, having moved out of mass market tailoring, Tom built a new factory for the manufacture of high-end garments on Hackwood Road, extending west to Mark Lane.[38] In the same year, he also built an elegant showroom in London Street, which is still there, albeit in other hands and repurposed. Tom's property after the sale to Mares, and including new-built facilities, was valued by a surveyor from Horsham at £5,800 (Table 1).[60] It was an appropriate time to set out on the next stage, as both his sons were in their mid-twenties and ready to play a significant part in the business. But there were also changes in his personal life: in 1894 his first wife Catherine (always known by her second name, Hannah) died aged about 64 and the following year, in Brighton, he married Mary Marshall, aged 38, the daughter of a builder.

Table 1. Valuation of Thomas Burberry's freehold property in Winchester Street and New Street, Basingstoke, by William Buck, Architect and Surveyor, 60 West Street, Horsham, 27 December, 1893. (HRO, 42M66/150)*

- Three drapery shops, showroom, boot-room, workrooms, newly-erected clothier's shop and ready-made shop, counting-house and lavatory newly-built, tailors' workshops, cutting and trimming rooms and lavatory newly-built and improved dressmaking room, with dining room over and lavatory attached.
- Large cellars, kitchen, scullery, 10 bedrooms and 2 sitting rooms. A 3-storey warehouse and a packing-room and yard with entrance from New Street.
- Frontage about 95 feet to Winchester Street and about 45 feet to New Street, with a depth of about 150 feet.
- Value of portion after the sale to Mr Mares as at present mortgaged: £4,600
- Value of recently acquired property adjoining and communicating with the above, with newly-built shop and counting house in Winchester Street and new workshops at the rear with entrance from New Street: £1,200
- Total value: £5,800

*Edited for clarity

London and the world

In 1889, Tom's son Arthur started to build up trade in London by taking orders and carrying out fittings in a room in a hotel in the West End. A key move for Tom's business, now increasingly being driven by others, was the purchase in 1890 of a small shop in London, at 30 Haymarket.[61] As its name suggests, this part of town had once hosted a farmer's market; it later became a place of pleasure, a red-light district with theatres, taverns, restaurants and 'foreign cafês'. It had once been a resort of 'the loosest characters', with frequent drunken riots.[62] The shop itself was a modest affair, with No. 29 on the right-hand side selling 'Musical Instruments of Every Kind'. A useful feature was its four-storey façade, which acted as a huge advertising hoarding, bearing the words BURBERRY'S GABARDINE in huge letters (about a foot high) on the upper part, and the same message repeated in smaller letters on the lower windows and fascia. The front window declared: 'Sporting Specialities'. Another indicator that the business was moving on was the transfer after 1898 of Tom's personal assets to a new company, 'T. Burberry & Sons Ltd, 18 Winchester St'.[63] At various times between 1898 and 1905 the company issued mortgage debenture stock certificates, with all Tom's 'personal property' as collateral, which were bought by local people, as well as two individuals from Brighton and a 'merchant of France'.[50]

The setting up of the London shop was carried out by a person who was to become a key player in the growth of the business, namely, Ralph Benjamin Rolls (b. 1864).[64, 65] He had served an apprenticeship at St Ives, Huntingdonshire, and in 1885 as a young man was recruited by Tom as a marketing and retail manager. There may have been a family link, as Tom's wife also came from

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Figure 23. 30 Haymarket, where the company first set up in London[61]

Huntingdonshire. In 1901, he entered into a partnership with Tom and his sons, with specific responsibility for publicity for the wholesale and retail arms of the company. When Burberry Ltd was floated on the market in 1920, he was one of its directors, alongside Tom, his two sons and a grandson, all described as a 'woollen merchant'.[66]

Rolls' work in the shop, from its opening in 1890, was reported in 1904 in the trade press: 'Of his initial experiences here he can relate with pardonable pride of how he, unassisted, ran "the whole show", attending to the sales, fitting, booking, dispatching, and all other incidental details. By dint of hard work, commercial ability, and commendable enterprise, a high-class and extensive connection was obtained, which necessitated further enlargements and additional facilities, which in a few years culminated in the acquisition of adjoining premises, [on the left-hand side] No.31.' Clearly, he was dedicated to the company: the profile noted that he 'will admit of no hobby, excepting it be in connection with his business'.[64] Like many others in London, he became a commuter, and was apparently well rewarded for his work: in the 1901 census he was at Penge, near Bromley in south-west London, by 1909 he was leasing a large mansion on the North Downs, in Banstead, a few miles south-west of Croydon, which he purchased in 1916.[65]

A presence in London and links with men 'up from the country' was undoubtedly a huge factor in the growth of the business. Early on in 1892 workrooms were set up in the East End and in 1900 a wholesale warehouse was opened at 15-17 Golden Square, Soho, W1,[67] and the company cable address became 'Showery, London'. The firm's first foreign outlet came in 1910 in Paris and other branches were progressively opened in New York, Montevideo and Buenos Aires. By 1915 it had made its first shipment to Japan. In 1913 the modest site at 30-31 Haymarket was replaced by a new Beaux Arts style headquarters at 18-22 Haymarket, designed by Walter Cave, with an iconic clock. The building continued as the company headquarters until 2008, when it relocated to Horseferry House, Millbank: one obvious change to the façade was that in moving from Haymarket 'Burberrys' became 'Burberry', reaffirming the brand name that had been tweaked in 1999. In 2012 it opened a flagship store at 121 Regent Street.

As the company took on a wider market in the early 1900s, it ramped up its advertising and public relations, notably by broadcasting the use of gabardine by the military and extreme adventurers. Burberry were leading suppliers of clothing for major polar expeditions, a fact which they repeatedly stated in their advertising. In the 1890s Nansen used 'the new gabardine' to make garments, including a 'new windshell jacket', for his extreme voyages in the Arctic: they had the advantage of being both waterproof and windproof.[68] The ideal suit for extreme conditions was reckoned to have two layers of gabardine, layers of wool and silk, and a woollen flannel lining. The fact that snow did not stick to garbardine made it an ideal fabric for tents, and for this reason it was used in the Antarctic explorations of both Scott and Amundsen, who commented: 'For sledge journeys, where one has to save weight, I must unhesitatingly recommend Burberry'.[69] Burberry garments were also used in 1911-12 by the ill-fated Captain Lawrence Oates and are in a collection at Gilbert White's House, Selborne. Other adventurers who made use of gabardine include Sir Ernest Shackleton and the aviators Alcock and Brown. In the early 1900s, 'developments to the weave of the cloth' greatly improved wind resistance, though it leaked in driving rain. Gabardine rucksacks weighed as little as 150 grams (6 ounces). For all these reasons, the company was successful in marketing a range of

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outfits for climbing, although it maintained the conservative view that women should wear a 'climbing gown', even though competitors had for a decade or more offered women knickerbockers. From 1923, gabardine faced competition from Grenfell cloth – described as a densely-woven cotton gabardine – named after Sir Wilfrid Grenfell and manufactured in Burnley by Haythornthwaite & Son Ltd.[70] This clearcut copy-cat exercise was not straightforward, as 'special yarns had to be spun from the finest Egyptian cotton. Following this, looms had to be specially strengthened, but when the fabric was woven, further problems arose. The fabric was so naturally waterproof, that it proved almost impossible to get the dye into the fabric.' After 1943, another competitor came on the scene, namely, Ventile, created to protect wartime pilots who had ditched in the sea.[71] Whereas gabardine had been developed in less-than-scientific conditions, the creation of Ventile was carried out by Dr F.T. Pierce and other professional scientists in laboratories of the Shirley Institute Manchester (credited with the tog unit), which had been set up in 1920 by the British Cotton Industry Research Association. Unlike gabardine, Ventile did not rely on the use of a waterproofing agent, but achieved its effect by means of even finer threads more densely woven.



Figure 24. A typical workroom, in the Winchester factory, photographed by Adolphe Rapp

The use of gabardine for military wear started in the Boer War (1899-1902) with the 'Tielocken' coat - so-called as its belt locked the wearer in. Aquascutum had much earlier demonstrated the opportunities for waterproofed military wear during the Crimean War (1853-56), but in later conflicts there were a number of companies in the market, including Tom's 'old company', Gerrish, Ames & Simkins, Thresher and Glenny and others. The Tielocken was a forerunner of the trench coat and favoured by the Boer War generals Kitchener, Roberts and Baden-Powell. In 1900, the War Office invited new designs for military wear and Burberrys were one of several companies to respond. The outcome was the trench coat, which could then be purchased personally, mainly by officers.[72, 73] For use in war, the skirt of the coat was shortened and such practical features as D-rings, straps and epaulettes were added. Burberry garments appealed to the officer class, if only because the colour of gabardine was specified as 'Gamefeather, lovat and heather-mixed', which reminded them of 'their peacetime sporting pursuits'.[40, 57] Gabardine was also used by the enemy: coloured with synthetic German dyes by Sundour Fabrics of Carlisle, it was used in 'the caps and capes of the Emperor, his sons and Field Marshalls'.[33]

The militarised trench coat obviously gave no protection from gunfire, but it was presented in Burberry's publicity as endowing the soldier with the 'mythical power of science and technology'. It is estimated that 500,000 trench coats were manufactured by the company during World War I.[57] So great was the demand that other factories were set up - in 1914 at 27 Mill Lane, Reading, [73] and at about the same time at Staple Gardens, Winchester. The latter building is one of the few surviving traces of the company's early years and, named The Beacon, is now a night-shelter for the homeless. The site was purchased by Burberrys in 1913,[73] who used it until about 1926 and then in 1938 sold it to the Hampshire County Council.[75] Little is known of the conditions in these works, though in 1917, at Reading, Burberry faced industrial action from the United Garments Workers, founded only two years earlier, which resulted in a lockout and extended disruption to production.[76]

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Burberrys, the aggressive advertiser

Throughout the growth and development of the firm, Tom and his associates – especially Rolls – gained a reputation for powerful advertising.[77] A profile of the business in 1904 noted: 'To the trade, the name Burberrys…is respected [for] the aggressive advertising policy of which the firm can justly be proud and which it has brought to such a fine pitch of perfection.'[64] In *The Field* of 4 June 1904, for example, a full-page advertisement lists 84 British outlets, from Dundee to Plymouth, with Cork and Jersey, and overseas agents in Berlin, Haarlem, Nice, Paris and Vienna. The company put out a stream of display advertisements, all with ample promotional copy and a line drawing of a particular garment. They were generally signed off 'Burberrys Haymarket London' and '8 & 10 Boul[evard] Malsherbes Paris and Provincial Agents', a reference to the first foreign outlet, acquired in 1910. A collection of advertisements displaying weatherproof and 'untearable' garments featured in a company book, *Open Spaces*, published in the early 1900s, [73] with captions such as 'The gabardine Burberry for the Butts', 'a very palpable hit', and drawings of men shooting pheasant and partridge, or stalking deer. The company was also extremely active in advertising in France.[79]

Burberry Group Plc now holds royal warrants as 'weatherproofers' for HM The Queen and 'outfitters' for HRH The Prince of Wales. Association with the royal family dates from Edward VII's famous commands, 'Give me my Burberry' or 'Fetch me my Burberry'. Originally 'a Burberry' was a cape-like garment in gabardine patented in 1896 that could be thrown on for protection. Later, the word came to mean any gabardine garment made by the company. One advertisement headed 'The King of Weatherproofs' trades on the royal connection with a drawing of the regulation greatcoat of an officer of the King's Household and Guards. Edward VII had approved the design and chosen the colour, 'a beautiful steel grey of an artistic and distinctive shade', and had, of course, been presented with the first one out of the workshop. According to *The Morning Post*: 'The New Creation to be worn by the military members of the King's household was submitted to His Majesty the King by Burberrys of the Haymarket and received his gracious approval.'



Figure 25. Major George Roller (1856-1941), who drew many of the illustration for Burberry advertisements (Tadley & District History Society)[80]

Many of the illustrations were drawn by Major George Conrad Roller DCM, who lived at Tadley, a few miles from Basingstoke and was an accomplished artist (*see*, for example, his *Imperial volunteers taking cover in a farmyard* in the Reading Museum Collection).[80] He and Tom had met in the 1880s, probably through a shared interest in horses and country pursuits. He had been trained in London at the Lambeth College of Art and went on to serve in the Army. It is said that he even drew for the company when serving in the field, using his subaltern to model garments sent out to him. No doubt he received a fee for his work, but Tom also rewarded him with the gift of a horse from his stables: it was named *Gabardine* and taken on Boer War campaigns in South Africa. She died in 1906 and was buried with due ceremony in the garden of his cottage in Tadley, now renamed 'Rollers', with a gravestone that read: 'In memory of *Gabardine* a gallant little mare. South African Campaign and winner of many races and jumping competitions (1881-1906)'.

Some of Roller's drawings were simply signed 'George R' (before George V came to the throne!). There were other family links: when Burberrys Ltd was floated in 1920 one of the directors, the solicitor Frederick A. Roller, was a brother of the artist. It was he who in 1909 had suggested that they register their trademark for use on labels and elsewhere. This was the Burberry Equestrian

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Knight, with the motto *Prorsum*, Latin for 'forwards', which had first been adopted following a public competition in 1901 (and was revived in 1999).[81, 82] Roller took the trouble to send an artist (maybe his brother) to the Wallace Collection in London to ensure that the 'battle-wear' of the logo was faithful to that used in the late middle-ages. Overall, the label was designed to invoke the protection offered by both gabardine and armour, the ethos of fair dealing and chivalry, and the idea of fighting mackintosh, which allegedly 'damaged one's health'. In 1920 the iconic Burberry check pattern used for linings was registered; much later in the 1960s it 'went viral' when a window dresser in Paris 'accidently' displayed it in a prominent manner. The importance of the label – now commonplace in branding – was emphasized on advertisements with the prosaic strapline: 'Every Burberry garment is labelled "Burberrys"'.



Figure 26. The Burberry Equestrian Knight, a statuette (Ian Burn and Tadley & District History Society

An early advertisement for 'Burberry's Shooting Coat' used a few years before acquiring the London shop shows a man with a twelve-bore tucked under his arm wearing a thigh-length jacket and boots.[83] It was described as 'unequalled for comfort and convenience' with 'ample pocket room for cartridges, game, and every etcetera' and dubbed 'the all-pocket coat'. It could be made up in gabardine or the more expensive Irish Tweed, with knee caps and gaiters in gabardine in both cases. It quotes *Land and Water* on gabardine: 'The material is a stout linen, light, strong, and as tough as leather, and impervious to thorns or rain.' Also quoted is a stalwart huntsman from Devon who had written to *Shooting* about his Burberry garment: 'I started from home wearing a suit of Gabardine…and although I have tried every conceivable garment in the shape of mackintosh and waterproof, it is the first time during sixteen years that I have ever returned perfectly dry after a day's shooting in good old-fashioned Devon rain.' Interestingly, the adjacent advertisement is for E. Tautz & Sons, the company founded by a 'trousers and breeches cutter' in 1867 and still in business, but on a vastly smaller scale than Burberry.[84]

Advertisements often carried commendations from 'satisfied customers' and endorsements from extreme adventurers who had used gabardine in their exploits. Even *The Lancet* and the *British Medical Journal* endorsed the fabric on grounds of benefits to health. A good indication of the firm's main interests shortly after it had acquired premises in London comes from the 11" x 9" letterhead that Tom used in the 1890s.[85] Along the left-hand edge and over the top were seven small sepia-coloured drawings, all of men – playing golf, shooting, fishing and riding, with three equestrian drawings, one showing a man wielding a polo stick. The text referred to riding breeches in 'white and coloured gabardine or rain-proofed tweeds'; the 'Burberry' cape gave 'perfect liberty…absolute perfection' and the 'Equi-Pede' was 'far the best riding coat we have seen', according to *The Field*.

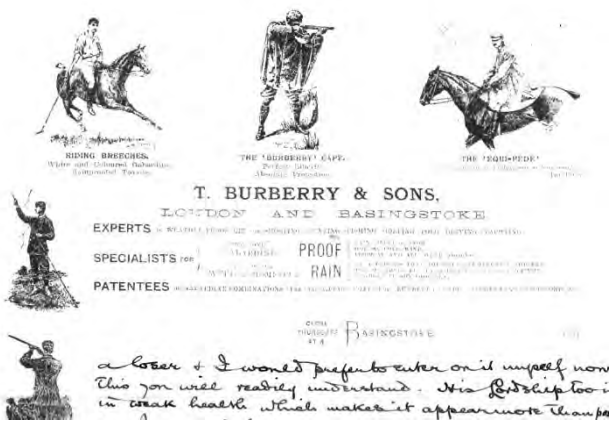


Figure 27. Burberry letterhead, 1896

The masthead added two more areas of expertise, namely, driving (with horses) and yachting. 'The "one" gabardine' – a phrase used to counter competing fabrics – was said to be proof against 'rain, sleet or snow…hot and cold wind…tropical and all other thorns [sic]'. Also highlighted was 'the

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"other" tweed or homespun', rain-proofed 'by a process that not only permanently shrinks the material but by deposits of an oily nature renders it non-absorbent'. The letterhead boasted that the firm were 'patentees of gabardine combinations', not only the Equi-Pede coat and the 'Burberry' cape, but 'sportsman's stockings &c'. A strapline at the foot of the letterhead declared: 'Great strength in varying textures makes gabardine indispensable for sporting expeditions and to colonists.'

Other advertisements refer to gabardine used in the 1890s by balloonists and later by pioneer aviators, such Claude Grahame-White, who in 1910 made the first night-time flight: Burberry used him to promote their 'aeroplane outrig'. In 1919, Alcock and Brown made the first flight across the Atlantic, between Newfoundland and Ireland, wearing Burberry clothing, which invited the recommendation: 'Although in continual mist, rain or sleet…[and] great alterations of temperature, I kept dry, warm and as comfortable as possible under such conditions', emphasizing that 'no rubber or [adhesive] cement is used in your waterproofing'. One Burberry garment aimed specifically at 'the airman' was 'The Burfron' – presumably a contraction of 'Burberry' and 'front', as it was designed without any 'openings in front'. Also, it could be fastened with only two buttons. The fate of a Royal Flying Corps pilot in World War I added spice to the PR narrative: after ditching in the Channel, he took off his Burberry trench coat, which was later discovered in perfect condition after a long spell in the sea. Much later, in 1937, the company was still using aviation to promote its products, by sponsoring a De Havilland DH88 Comet, 'The Burberry', in a record-breaking race between Croydon and Cape Town.



Figure 28. This drawing by George Roller shows the key elements that Burberry typified, bad weather and heroic men. (Tadley & District History Society)

Adventures to the poles were also a fertile area of promotion. An advertisement headlined 'Another Burberry triumph!' shows a photograph of Roald Amundsen's 'gabardine tent' at the South Pole in December 1911 and quotes a letter from him written at Hobart on the way back. His endorsement – which in retrospect is less than overwhelming – was that 'Burberry overalls were made extensive use of during the sledge journey to the Pole, and proved real good friends indeed'. Scott's successful expedition of 1901-4 aboard *Discovery*, triumphantly greeted on its return to Portsmouth, reached within 530 miles of the South Pole and made use of Burberry gabardine. A hugely popular exhibition 'Farthest South' held in London's Bruton Galleries proudly displayed the gabardine tent used on the expedition and showed photographs of explorers wearing gabardine garments, including one of a young Ernest Shackleton. The fabric was later used in his Imperial Transantarctic Expedition of 1914-17, when *Endurance* got trapped in ice and was lost (recently located on the bed of the Weddell Sea). Hampshire Record Office holds a rare trace of Burberry's involvement in the expedition, namely, instructions for the 'packing and sorting of goods for …clothing ordered for the *Endurance* and *Aurora*'.[86]

The firm's military clothing was promoted with a large number of advertisements, many featuring the 'Tielocken', the double-breasted buttonless coat, a forerunner of the trench coat, secured by a strap and buckle, aimed at officers and delivered in 2-4 days. During World War I, the company also offered a free of charge 'clean and re-proof' service for 'officers' "Burberrys" Tielockens, Burfrons & Burberry Trench-Warms' at a works in Reading. In one advertisement an unidentified user 'H.S.' declared: 'This coat is so comfortable I shall be sorry when it is worn out. It is the best protection

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against wind, rain and snow I have ever met.' Additional copy, invoking the Boer War and World War I, claimed: 'The severest test that a Weatherproof can undergo is a campaign involving exposure to every kind of weather for months on end, and it is under such conditions that THE TIELOCKEN BURBERRY proves itself "the most effectual safeguard ever invented".' There were other advertisements aimed at specific sectors, including the Naval Tielocken and the Burberry Trench-Warm, which claimed to combine 'the Trench-Warm, the Weatherproof and the British Warm in ONE garment'. An astonishing claim for the Burberry Air-Warm, 'designed by expert aviators', was that it 'keeps the wearer warm and comfortable in a 100 miles-an-hour blizzard'. The Naval Burberry 'safeguards both health and comfort, owing to its being air-free as well as weatherproof'.

Another product was the Burberry Golf Suit: 'Designed by prominent players, Burberry Models are practical in plan and embody numerous liberty-giving devices, such as Pivot Sleeves and expanding pleats, which ensure increased down-swing and perfect "follow through" when driving and control when on the green.' Pictures show both sexes wearing it and other Burberry suits, for tennis and archery, as well as skiwear, with women wearing a knee-length skirt over knickerbockers. Game fishermen are shown wearing the 'blouse over-all', a loose-fitting gabardine garment that kept off the rain, but allowed the body to breath, as the wearer thrashed the water with rod and fly. It was claimed that wearing a Burberry garment 'obviates fatigue', as being 'closely woven from fine threads it combines airlightness with great strength…never soaks up moisture and comes through a day's continuous downpour without increase in weight'. The Gabardine Suit for fishermen was endowed with 'pivot sleeves and expanding pleats' and was impenetrable by gorse, thorns and FISH HOOKS'. The advent of the motor car also provided Burberry with a lucrative new market, providing 'the highest form of luxury in motoring dress', served by such garments as The Rusitor, 'a handsome and serviceable motoring or traveling coat that affords abundance of warmth and protection for encountering the severest weather'. It reached down to the ankles, was double-breasted and 'made in soft and fleecy Burberry Wool coatings.' There was also the 'Auto Over-All', the 'Motor Burberry', the 'Puttee Burberry' – 'a voluminous weatherproof that ensures protection from top to bottom', and the 'Basio Burberry', a 'sleeveless undercoat that provides extra warmth without impeding freedom'. The company also offered a range of garments for cyclists, including 'the Norfolk shirt and knickers' and a 'cycling gown' for women.

Burberry the retailer

Although Tom is now best known for his development of gabardine and military and sporting wear, like many drapers of his day he was willing to sell almost anything. At various times he was an agent for Epp's Homeopathic Cocoa, the Y and N Patent Diagonal Seam Corset and, unsurprisingly, the Singer Manufacturing Company.[38] From the earliest days, with only one shop in Winchester Street, he rewarded clients – many of whom came in from the country to the market – with a free meal if they bought more than a certain amount.[10] Long after the business was growing in London and internationally, he continued to develop separately his retail business in Basingstoke as a sort of distributed department store. Not only were there shops in Winchester Street, but also a short distance to the north of the town in Church Street. A billhead – undated but from probably the early 1900s – gives three locations: 'china and ironmongery' were at 15 and 17 Winchester Street, 'household, drapery and gent's outfitting' were in the same street at 17, 18 and 20, and 'furniture,



Figure 29. Burberry shopfront on south side of Winchester Street, Basingstoke, showing, as a reflection, the shop opposite, rebuilt after the fire of 1905 (Debbie Reavell, Basingstoke Heritage Society)

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carpets, floorcloths and linoleum' were at 5, 7 and 9 Church Street, on the west side.[87] His flagship shop was The Emporium in Winchester Street, which offered a huge range of products and services, as advertised on the front windows, which read: cabinet makers, upholstery, repolishing, general repairs, funerals furnished, antiques, household removals, carpets, glass and china, furnishing, ironmongery and bedding. In 1905 there was a disastrous fire caused by an assistant milliner mishandling a lighted taper in the shop window, and all was lost, though none of the 25 women who boarded above were hurt. The shop was rebuilt and operated by Tom for a few years, but in 1913 it was leased to Edgar Lanham, who bought it in 1922;[88] four years later Tom's funeral was 'furnished' by Frank Lanham, He was laid to rest in what became a family vault in the nonconformist area of the Holy Ghost Cemetery, Basingstoke.

The Strict and Particular Baptist

Most accounts of Tom's life and work are about his business activities, but equally important were the nonconformist Christian beliefs he held.[89] An account of his funeral noted: 'he learnt two things at his mother's knee the first was to love God and His Book; the second was to love his neighbour and seek to do him good'.[39] He was a classic chapel-goer: honest, reliable, hard-working, decent and an advocate of total abstinence from alcohol. His obituary refers to a 'solid foundation of straightforward dealing and solid principles'. The only time he stood in municipal elections was in 1881 for Basingstoke Town Council on a temperance ticket with three other nonconformists; they all lost by a narrow margin to four Conservative candidates.[90, 91] For him in later years the Town Hall was not, however, a political platform, but a venue for meetings for 'the deepening of spiritual life', at which he regularly took the chair. A few weeks before he died, he addressed an open-air meeting of the Salvation Army. He may not have been the best company for small talk, but all the evidence suggests that he had good relations with people in a business setting. Many of his associates– perhaps all – were nonconformists and the working day in the factory always started with prayers.



Figure 30. Worshippers gathered in front of the Strict Baptist Chapel, Brockham (Tony Hines)[94]

His nonconformity had roots in his birthplace Brockham, which had no church: a Strict and Particular Baptist chapel had been built there in 1783 (now a private house, with a datestone '1793') and was attended by his ancestors.[92-95] It was lit by candles and the men 'wore round smocked frocks and hobnailed boots'. Until 1820, the nearby River Mole was a place of baptism. When Tom's parents lived in Brockham it had no Anglican church: this only came in 1847 when the village gained its own parish status. It is perhaps no coincidence that when the family moved to Horsham, with Tom still a toddler, they chose a house in New Street virtually opposite the new-built Rehoboth Baptist chapel (1834) where they were both eventually buried.[18] Memorial inscriptions transcribed in 1981 from gravestones in the burial ground (now no longer there) alongside the chapel include those from a double grave of Thomas Burberry [senior], died 6 December 1845, and Elizabeth Burberry, died 10 May 1855 (in both cases weathered to 'Burber').[96]

Tom's nonconformity was furthered when he was apprenticed to the Angus brothers of Horsham, who encouraged an 'exchange of moral ideas… [and] … discussion of moral aspects of current events.'[23] They were related to Dr Joseph Angus, Principal of the Regent's Park Baptist College, London, a quasi-university before nonconformists could attend Oxford and Cambridge.[97] Now in Oxford, it hosts the Angus Library and Archive, which claims to be the 'leading collection of Baptist history and heritage worldwide'. Hence, Tom learned his trade in an atmosphere of piety: it is recorded that the Angus brothers 'made the little shop famous as a place for the exchange of moral

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ideas and friendly courtesies' and at the dinner table there was 'discussion of moral aspects of current events'. John Angus had been apprenticed to a draper in Abingdon, which later in the hands of John Cremer Clarke (1821-1895) became a mass-production tailoring business.[17] Tom must have been aware of such 'success stories', but whereas Clarkes focused on effective production, and went out of business in 1933, Tom – consciously or otherwise – built a lasting brand. The Angus brothers left much of their wealth to a trust for the benefit of a 'free church', which still exists. Hence ,Tom became a trustee of the Free Christian Church, Worthing Road, Horsham,[98] where they worshipped (now called the Horsham Unitarian Church). He was also an executor of the will of James Angus, who died in 1883 leaving the considerable sum of £44,729 (about £6 million in today's money), even though his business was modest, employing only 5 'shopmen' in 1871.

When Tom came to Basingstoke the town already had several nonconformist chapels. To these in about 1867 he and others added the Ebenezer Baptist chapel in Church Street, which continued as a place of worship into the 1930s and, after other uses, was demolished in 1979. [99] In 1882, then called the Strict Baptist Chapel, it attracted a morning congregation of 90 and an evening one of 65. Not all Baptists attended: in the early 1900s, Open Baptists laid the foundations of a less strict observance.[100]

From at least 1871, when Tom was employing '80 hands', he and the family lived at The Mount, Bounty Road (now the site of the Conservative Club) a substantial house with many bedrooms, stabling for six horses and several acres of land.[101] In 1882, after 26 years living in the town, they moved out to the country. At first, he leased Sheldon's Farm, Hook (the 1881 census records him also at The Mount, but 'farming 160 acres'), and later Cowdray House, Sherborne St John (listed as 'Burbey'),[102] before in about 1900 buying The Elms, a house in Hook on the corner of Reading Road, which he renamed Crossways (now demolished). Here he held Sunday services, at first in the house and after 1910 in the garden, in a hut used by officers in the Boer War, called the Mission Hall. Amongst the worshippers were women who worked for him in Basingstoke. In 1912 he also provided a village hall for Hook, where the rules forbade 'dances, card games or any form of gambling'; it was later used as a military hospital. After Tom's death, the house and the Mission Hall were bought by the congregation, and the house was then sold.[103] The existing Life Church Centre in Elms Road, Hook, built on the site in 2011,[104] is therefore a lasting record of Tom's desire to serve the religious needs of the local community. His evangelism is evident elsewhere –in the Burberry Gospel Hall, St Marks Road, Maidenhead, and at the Trinity Strict Baptist Chapel, Victoria Road, Aldershot (now deconsecrated),[105] where he was one of the original trustees.[106]

Burberrys Ltd – the public company

Throughout his career, Tom progressively raised more and more capital to finance his business. [11] At first, he relied on people who knew him, including local businessmen and the masters of his apprenticeship, who presumably judged him to be a good risk. Over the years, people wider afield lent him money, usually – or perhaps always – with property as collateral. Also, from 1898 he issued debenture stock certificates which could be bought like stocks and shares, but it was not until 1920, when his sons and others were really running the business, that he – then aged 85 – joined forces with two other businesses and established Burberrys Limited, which was floated on the market with a share capital of £2 million.[66, 107]

It was a classic vertically integrated company: the maker of the cloth, the tailor and the retailer: the two partners were S. & J. Prestwich, the Lancashire cloth manufacturers that Tom had worked with, and the established London-based retailer H.J. Nicoll & Co. Ltd of Regent Street (not Harvey Nicols), tailors to Queen Victoria and the royal family, with branches in other large cities, including Paris. Amongst other things, they advertised products that resonated with Burberry, including a 'riding kit' for 'Hacking in the country or Hunting in the shires'. Advertisements show that after the merger S & J Prestwich continued to operate under its own flag, selling 'high-class shirtings', with trademarks 'Bolton' and 'Loadstone', and only declaring its ownership by Burberrys Ltd in very small type.

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At the first ordinary general meeting of the new company Richard Prestwich as chairman explained: 'The acquisition of the mills, plant and business of S. & J. Prestwich places Burberrys in the position of being able to make their own materials…[as this firm] spins, dyes, weaves and proofs the materials which for so many years they have produced for Burberrys….The purchase of the shares of H.J. Nicoll & Co. (Ltd) …[means] the acquisition of the spacious and splendidly situated premises in Regent Street and at Cornhill, in Manchester, Liverpool and Paris.'[107] The prospectus,[66] which gave a closure date of 22 January 1920, offered 250,000 Preference Shares of £1 offering a cumulative dividend up to 10% with lesser returns for 746,500 Ordinary Shares also of £1. Richard H. Prestwich, the chairman, was listed as a 'cotton spinner', seated at Tirleygarth, a large house in Tarporley, Cheshire. The directors were: Tom, his two sons Thomas Murray and Arthur Michael, who were joint managing directors, and grandson Thomas Newman Burberry, all 'woollen merchants'; Frederick Albert Roller, a solicitor from Brighton – and the brother of Tom's artist George Roller; and Ralph Benjamin Rolls 'woollen merchant' living in Banstead House, Banstead, Surrey, who had been recruited in 1885 by Tom as a marketing and retail manager.

The report shows that 'Messrs Burberry' had sold the business to the new company for £53,500 cash (about £2 million today) retaining 250,000 Preference Shares and 746,500 Ordinary Shares of £1 each, which sounds rather little. The directors each bought 3,500 Ordinary Shares for cash. Profits for the first period (from 4 April 1919) was reported as £378,227 before tax.[107] The chairman then outlined the business rationale of the new company and 'the three important concerns owned by the Company…[especially] Burberrys, both by name and reputation known all over the civilised world'. He summarised his view of Tom's business in a way that, despite the expected hyperbole of the chairman of a new company, and also the unusual benefits that World War I had brought it, must have made the old man's chest swell with pride.

'Their main centre of business, in the Haymarket, is one of the best-known establishments of its kind in London, from which can be obtained the commodities for which they are so famous, and, while the business there in past years has, without interruption, been constantly increasing, there is still before it the prospect of an almost unlimited further expansion.' He also referred to the 'fine warehouses and offices' in Golden Square, where 'orders from hundreds of agents throughout Great Britain handling Burberry garments and materials are dealt with'. And he judged that 'since the whole world is its market, the scope for enlargement of the business is only limited by the power to handle it'. All sales to Paris and the Continent went via Golden Square as well 'the branches and agencies in North and South America, Japan, India, South Africa and 'the colonies.' In fact, before long Burberrys' overseas offices were to settle in Paris, New York, Buenos Aires and Montevideo.

Outlining the way in which the company could develop and expand and learn about new markets, Prestwich said: 'It is in the fortunate and flexible position of being able to extend its operations in any direction it likes, and to develop departments, old or new, which are most remunerative and attractive. … It seeks its business in all the civilised parts of the world, with the result that year by year it gathers in not only interesting trade, but [also] increasing knowledge of the world's requirements.' A motion to accept the accounts and recommendations for dividends was seconded by Tom's son, Thomas Newman Burberry, and carried unanimously.

Tom's legacy

By the time Burberrys went public, Tom's business life was virtually over. His sons, now in their mid-50s, and others were running the factories and marketing the weatherwear and specialist sporting garments they had made their own. 'A Burberry' had become part of the language, though still retaining its role as a brand (unlike others that have undergone genericization, such as thermos, zipper, windcheater and many others). He had leased his retail business, The Emporium, to a local man[88] and the new vertically integrated business was set to 'conquer the world'. He still lived at Crossways in

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Hook, where the Mission Hall in his garden was a place of worship for the local community, and he was still busy with other church activities. In addition to Crossways – a substantial house with 18 rooms – he also owned a seaside estate, Abbots Court, in Ullswater Crescent, Spa Road, in the Radipole district of Weymouth, with 23 rooms and 17 acres of grounds.[108, 109] It had been built in the 1890s by a local builder, three times mayor, who went bankrupt in 1910, having failed to sell the house at auction. Tom then leased it until about 1917, when he bought it. During his time there he allowed the grounds to be used for charitable purposes and got involved in the local temperance movement. At his death the local press simply reported that 'after controlling a comparatively small concern…he became head of a firm whose fame is worldwide'.

Although Tom clearly exercised altruism in his personal church activities he and his business associates seem never to have engaged in acts of public charity: there are no eponymous scholarships, bursaries, charities or the like (though in 2008 the company set up The Burberry Foundation).[110] However, at the end of World War I, Goldings Park and house in Basingstoke were purchased by Thomas Burberry junior for £10,500 as a memorial to those who had lost their lives.[111] He was joint MD of Burberrys Ltd and lived in style in the town in The Shrubbery, Cliddesden Road, but the gesture almost certainly had his father's approval. The council launched a public subscription and then in 1919 purchased the park from Thomas Burberry junior for £4,500. Tom lived to see the erection in 1923 of the existing war memorial – a Winged Victory in bronze bearing the borough's coat of arms.

The services for Tom's funeral were held first at 'the Iron Church' Hook, given by the rector of nearby Newnham and the vicar of Radipole Weymouth, who also officiated at the interment in the family vault in the nonconformist section of the Holy Ghost Cemetery, Basingstoke. As might be expected, there was an outpouring of kind words:[39] 'a few old employees will never forget him'… 'in affectionate remembrance of the kindest of chiefs from the sorrowing staff at London Street, Basingstoke'… 'with sincere regret from all at Prestwich Manchester and [Pandora Mills] Farnworth'… 'gathered from the rock gardens at Abbots Court, in abiding remembrance of dear Mr Burberry'….'a kind and considerate master, not pampering anyone, but rendering to each a just reward for faithful service.' Overall, they expressed respect and admiration for his business success and his religious commitment.

Conclusions

Tom Burberry was a classic example of the Victorian hero figure who by his own efforts makes a great success of life. This was the essential theme of *Self-Help; with Illustrations of Character and Conduct* by Samuel Smiles (himself an example of his own advice) published three years after Tom came to Basingstoke. However, although he satisfied many of Smiles' criteria for 'success', he did not, it seems, develop intellectual or cultural interests beyond those required for business. He was at heart the archetypal shopkeeper: he was definitely not the sort of person who grows rich and then pursues external interests to expand their life beyond the counting house. His namesake son did, however, use some of his wealth for leisure – he laid out a golf course in the garden of his house in Basingstoke, The Shrubbery –perhaps trialling the Burberry Golf Suit– which must have helped his daughter Molly Wallis to become the English Ladies Champion in 1947.[112]

The invention that allowed Tom's business to go beyond the level of a modestly successful drapery business was, of course, gabardine, though as we have seen it was later challenged by other fabrics, such as Grenfell and Ventile. The endurance of the Burberry fashion house to the present day, however, demonstrates that beyond gabardine, his real achievement was the huge value of the brand he had created. As a marketing expert recently commented: 'Your brand is more than the products or services that you sell. It is what you stand for. Your company logo, products, website, or marketing campaigns may change with time, but your brand value must always remain the same.'[113] The evidence is that Tom understood this long before many others: together with a continual stream of

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new ideas and nonconformist habits of fair dealing, honesty and hard work, it paid off handsomely. Burberry is now widely regarded as 'the archetypal British fashion label'[114] and Tom as one of the world's greatest fashion visionaries.[115]

There are several aspects of this story that invite further research, including the fate of the farm at Brockham that Tom inherited; the implications of the great cotton famine of the early 1860s; the way in which he developed his factory buildings in Basingstoke; a fuller account of the Lancashire dimension in the development of gabardine; and his days beside the sea at Abbots Court.

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Figure 31. A Burberrys advertisement using another drawing by George Roller. (Tadley & District History Society)

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From Provisioning the Fleet to Modern Marina Estate - the Royal Clarence Victualling Yard

Celia Clark, Martin Marks OBE with a contribution from Bernard Mennell

"When wind was motive power, length of time at sea was dictated ultimately by the quantity of victuals on board ship. Until the invention of canning and refrigeration in the nineteenth century the science of food preservation was rudimentary. Salt was the chief preservative, and once the limited supplies of fresh provisions had been consumed, scurvy was one of the most feared hazards of a long voyage."

The Early Establishment

The Royal Clarence Yard (RCY) was developed as a specialised Royal Navy food factory. To control quality and costs and minimise fraud, the Victualling Board of the Royal Navy preferred to provision warships directly from its own yards or depots. By 1700 the variety of provisions had become largely standardised, reflecting the fairly rudimentary food preservation technology of the time. Beef, pork, fish, biscuits, butter, cheese, peas and beer formed staple fare. Later in the eighteenth century, oatmeal, sugar, sauerkraut and cocoa were added. Between 1774 and 1783 the number of navy men at sea rose from just over 17,000 to 105,000 making hugely increased provisioning demands on the Victualling Board. This had been set up in 1683, subordinate yet autonomous to the Navy Board. In 1832 it was amalgamated with the Admiralty when its subsidiary boards were abolished. At the outbreak of the Napoleonic wars the number of seamen rose from 17,731 to over 107,000.

The early victualling yard on the Gosport shore was originally known as Weevil Brewery, a naval brewery established by Captain Henry Player in 1690. An early seventeenth century chart shows a reference to "Weevel Wel Spring" (sic) in the area. Similarly, an 1844 account of Gosport refers to a landowner named Weovill. Weevil Lane, in use today for this site, may be a corruption of his name. Or – it may refer to the notorious insects - weevils - that infected ships biscuits or 'hard tack'. By 1716 a good supply of fresh water at the site, used for supplying the fleet, encouraged the Victualling Board to establish a brewery and cooperage (barrel making) facility there.

In the early eighteenth century, the site was sold to the Board of Ordnance; by 1761 it was the property of the Admiralty, known from 1783 as the King's Brewery when the government took over its management. It was responsible for provisioning the Royal Navy dockyard in Portsmouth. Its equivalents elsewhere, close to other dockyards, were the Royal William Victualling Yard in Stonehouse, Plymouth (1826-1835) and the Royal Victoria Yard in Deptford.

By the mid-1760s, the Board decided to close down brewing and victualling activities in Portsmouth by bringing all these activities together on the Gosport side of the harbour in one purpose-built establishment. An added attraction of the spacious site was that it was enclosed within the recent extension of the Gosport town defences, the Gosport Lines. The new yard's estimated cost was £71,500: a colossal sum for the times; the eventual figure was over £200,000. In 1766 single-storey brick workshops, each centred on a hearth, with timber-framed and timber-clad upper parts and tiled roofs, were built around a quadrangle, a large open space used to store barrels, now called Cooperage Green. Remarkably, a few of the workshops here remained in use for constructing barrels until the abolition of the traditional Royal Navy rum ration in 1970. Inside the quadrangle, the original octagonal pump-house (circa 1766) was powered by a horse gin, pumping water from the well below to the Weevil brewery. These buildings are the oldest to survive in any victualling yard.



Figure 32. The pump-house which contained a horse gin to drive a water pump in the well below

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The Royal Clarence Victualling Yard was one of the first sites to mass produce food on an industrial scale. It supplied the Royal Navy with fresh water, salted meat, biscuits and rum. Pioneering inventions in food production and preservation took place here in the nineteenth and twentieth centuries. Following his appointment as storekeeper at the Royal Clarence Victualling Yard in 1828, Sir Thomas Grant (1795-1859) began his career of inventions related to food processing and many other beneficial improvements to naval life. In 1829 he devised a machine for making ships biscuit. His invention was implemented by George Rennie and installed in the yard in about 1831 under the direction of Sir John Rennie. This mechanisation of the mixing of flour and water, kneading the dough, rolling it into thin sheets and cutting it into biscuits, speeded up the production process and substantially reduced costs. In recognition of his achievement and of the savings made, the government awarded Grant a sum of £2000. He also received a medal from King Louis Philippe of France and a gold one from the Society of Arts in London. In 1834, he also invented a desalination plant which distilled fresh water at sea. This was adopted by the navy 14 years later. According to *The Times* of 19th October 1859, it was "the greatest benefit ever conferred on the sailor, materially advancing the sanitary and moral condition of the navy." A year later he was elected a fellow of the Royal Society. In the 1840s he developed a steam kitchen, first tried aboard *HMS Illustrious.* He also constructed a new type of lifebuoy and a feathering paddle wheel. In 1850 he was promoted to the comptrollership of the Admiralty Victualling and Transport service. In 1854 the Crimean War provided many opportunities that made use of Grant's inventions. The victualling yards in England worked day and night turning out machine-made biscuits for the army and navy operating in a war environment, while Grant's distilling apparatus provided fresh and clean water. His public services were recognized when he was knighted: Queen Victoria presented him with a gold and silver vase.

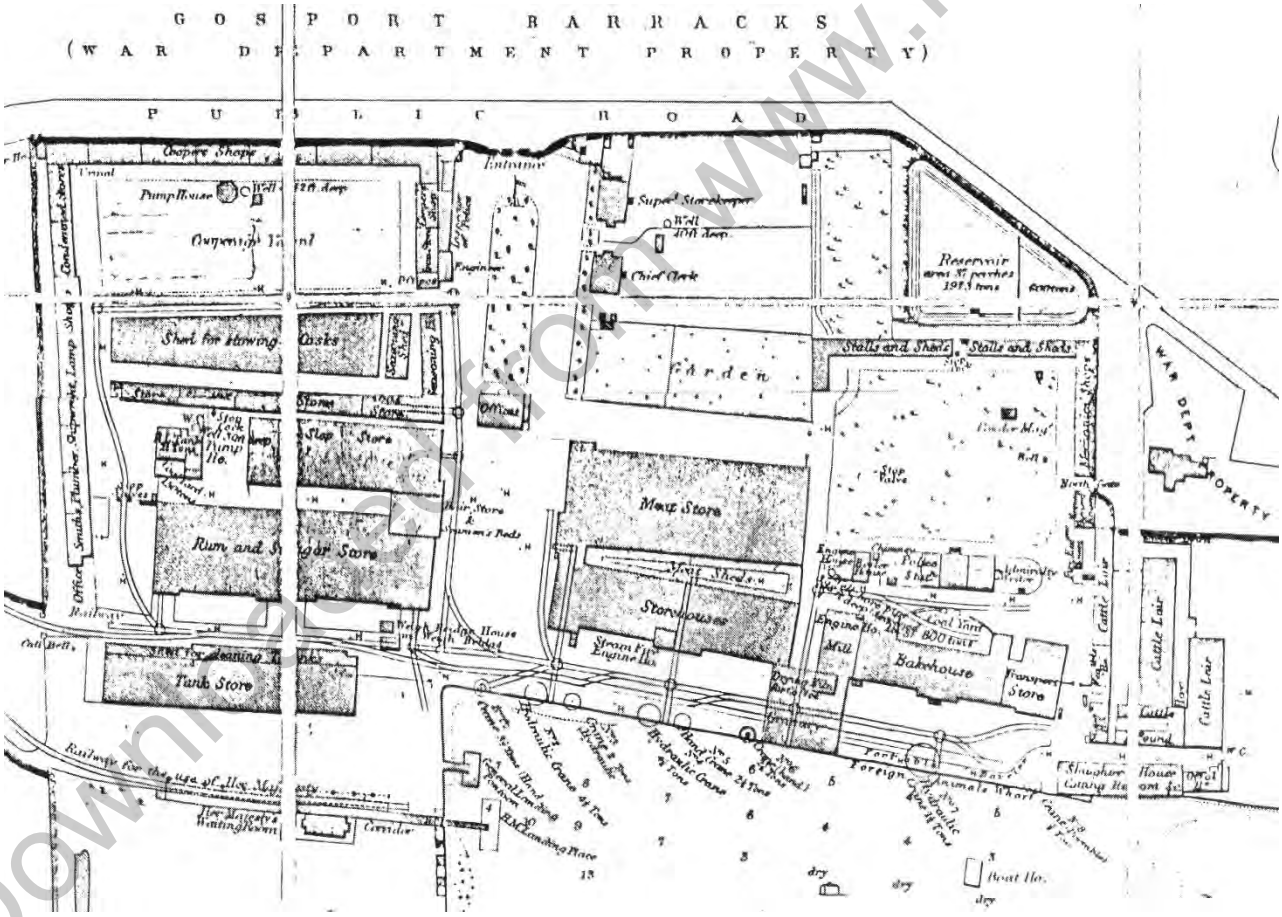


Figure 33. Part of a map of c1860 showing the yard in the mid-nineteenth century. Queen Victoria's private railway station and the internal railway system are shown. Note the hydraulic cranes for unloading and loading stores. (Crown Copyright)

The whole victualling complex was much expanded in 1828-32 to the designs of George Ledwell Taylor, civil architect to the Navy Board, under the direction of Jeremy Bentham. In 1831 it was renamed the Royal Clarence Victualling Yard in honour of the Duke of Clarence, the Lord High Admiral (later King William IV). Without his considerable support the scheme would probably have foundered. A report to Parliament after the opening of the yard in 1832 noted with satisfaction: 'the arrangements which are on the most extensive scale

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are disposed in such capital order that not the slightest difficulty ever arises in supplying any number of ships with provisions at a moment's notice.' As Lesley Burton notes, this was 'Perhaps the best justification for the enormous overspend on the Yard and one that has been repeated on all costly projects right up to the present day.'

Classical architecture

The Royal Clarence Yard has an impressive classical entrance gateway on Weevil Lane. It dates from 1828 and was designed by Taylor. Surmounted by the duke's coat of arms in Coade stone, it is flanked on either side by curved guardhouses with a Greek Doric colonnades on the inner curve. Two large white stucco houses for the Superintendent and Deputy were built just inside, fronting a large open square which is now called Flagstaff Green. Behind their gardens is the walled triangular reservoir, flanked by early artificers' workshops whose function was rediscovered in research anticipating the yard's redevelopment.



Figure 34. The entrance colonnade and houses for the Superintendent Storekeeper (left) and Chief Clerk (right).

The most monumental building is the red brick, four-storey Granary and its associated Bakery built in 1828-30, fronting the quay designed by Rennie so grain ships could unload directly from the quayside into the Granary. The open ground floor was raised on massive iron Doric columns, so loading was both weather-protected and unobstructed. Additional slender columns support the interior timber joists. The whole building was designed to take the massive weight of heavy sacks of grain.



Figure 35. The open ground floor of the Granary showing the massive cast iron columns.

Connected to the Granary on the north side is the long three-story Bakery, originally powered by a steam engine designed by Sir John Rennie. It still contains the original ovens for baking ships biscuits. The upper floors are now largely converted into modern apartments, but the original ground floor ovens have been retained in the restoration.

The Bakery is now called The Mill and is listed Grade II*. Its residential conversion won a Gosport Society Green Plaque restoration award in 2011. To the rear of the Bakery is an area once known as North Meadow, which was used as cattle lairage (holding area); former stables still exist here. Across from the Bakery at the water's edge is the long Italianate-style Slaughterhouse of 1854-5. Hundreds of animals a day, from 1841 brought in by train, were butchered, salted for preservation and later canned here. Channels for collecting blood (dried and used as fertiliser) and hooks for hanging carcasses are still visible. It is now listed Grade II.

A brewhouse designed by Wyatt in the 1780s was built in the southeast corner of the site, east of the cooperage buildings. He added a Salt Meat store in the 1830s The Tank Store was built in 1862-3, the only known surviving example of a purpose-built tank storage unit. The Steam Fire Engine House was added in 1862-3, designed by Andrew Murray, chief engineer in the dockyard under the direction of Col. G. T. Greene. Parallel to the Tank Store is the New South Store, parts of which date from 1758, altered in 1830, remodelled in 1897-8, and bomb damaged in 1940. It was originally used to store dry goods for the brewery and later for storing rum and sugar.

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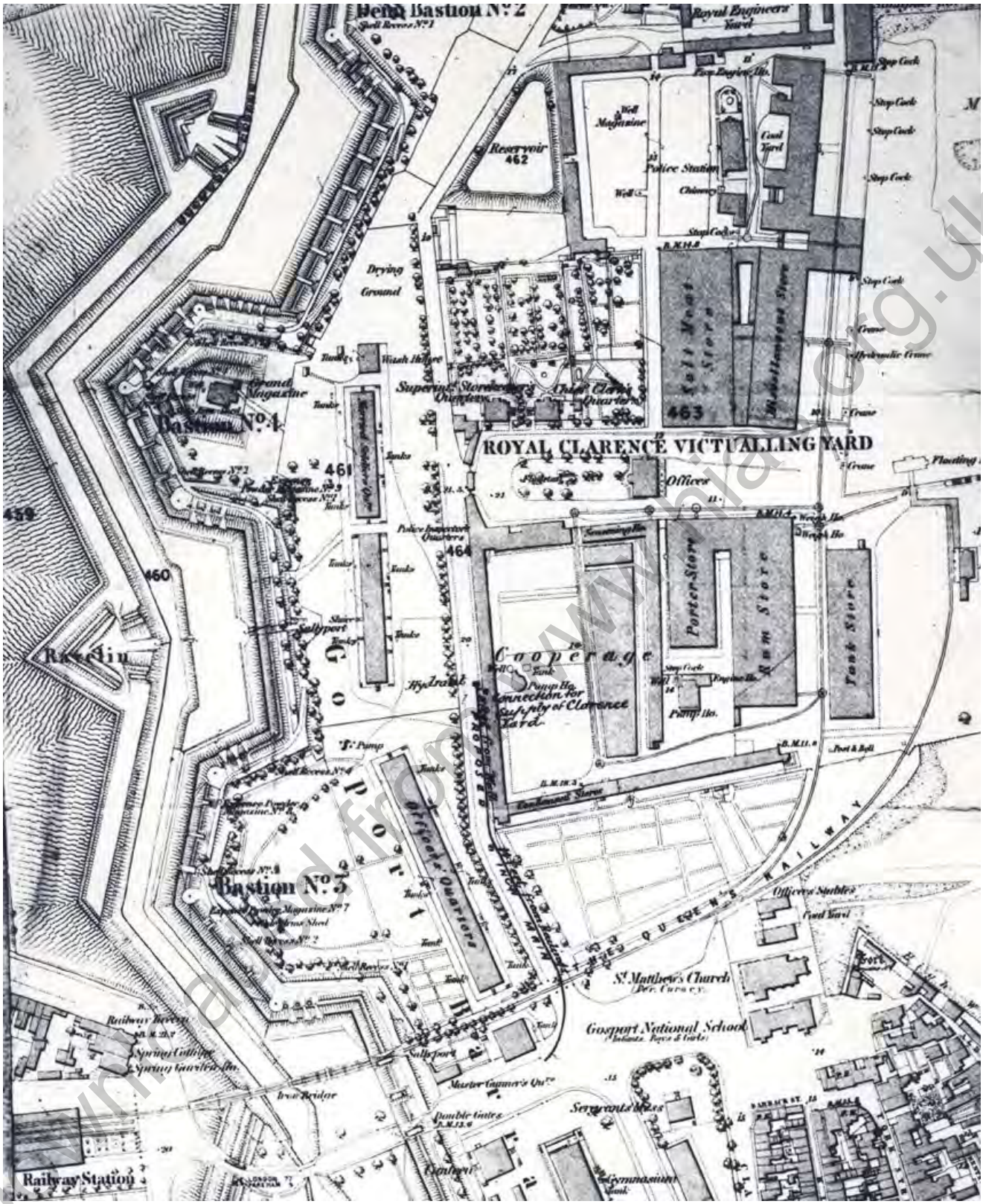


Figure 36. Part of a map of 1890 showing how the Royal Clarence Yard fitted into the Gosport ramparts (The Gosport Lines). The Gosport Barracks are off the bottom of the map.
Railway access to the Yard and to Gosport Clarence Yard station was by a single line from the Railway Station (bottom left) via a tunnel through the ramparts.
The south end of the Slaughter House is at the top right.
(Image DPAAKR64, provided by Hampshire Cultural Trust.)

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A Royal Railway Connection

A railway to Gosport was first promoted in 1836 as part of a plan by the London and South Western Railway (LSWR) to connect Portsmouth to London. It opened on 29th November 1841. The royal family first used the terminus station on 8th October 1843 when Prince Albert arrived at Gosport by train to greet King Louis-Phillipe. The French king landed at Royal Clarence Yard on his large hybrid sail-steamship, *Gomer*. He and his entourage were driven by horse and carriage along Weevil Lane to Gosport station where they were taken by train to London for a state visit. The painter J. M. W. Turner recorded the King's arrival in atmospheric sketches and oil paintings. So also did an engraver who showed the Royal Clarence Yard in detail, with the waterfront thronged with boats and flags. Queen Victoria came to the station six days later when she accompanied the King on his return to France.



Figure 37. Royal Victoria station. The walkway to the landing stage was at the left of the picture.

The following year she purchased the Osborne House estate on the Isle of Wight. The Victualling Yard at Gosport was her favoured point of departure in the Royal Yacht rather than Portsmouth or Southampton. Shortly afterwards, Prince Albert and the London and South Western Railway (LSWR) agreed to build a 605 yard extension from near Gosport town station through the ramparts (known as the Gosport Lines) to a new station closer to the pier. Gosport Clarence Yard Station, also known as Royal Victoria Station, opened in 1845. It consisted of a single curved platform flanked on one side by a long wall. It was originally 520 feet (158 m) long, with the canopy over the track supported on cast-iron columns.

There was a waiting room for royal travellers, but it is said that Queen Victoria never used it. When the Queen was passing through the station a red carpet was laid between the train and the Royal Yacht. The line of the original extension from Gosport Station through the town ramparts to the Royal Victoria Station was restored in 2006 with a short section of new track.



Figure 38. A short length of railway track laid, in 2014, along the bed of the old line through the ramparts.

The food factory develops

The completion of the extended yard in 1832 presented problems of over-capacity that had come to face the Royal William Yard in Plymouth. By the 1850s the brewery had ceased to function and had become a store for clothing. The Bakery appears to have remained in use, with extra ovens being recommended in 1861 to keep pace with demand. But it was closed after the First World War and used as a storehouse. By the 1960s the only buildings still used for their original purpose were the cooperages."

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Figure 39. The Mill/Granary building believed to be in the 1960s. Note the missing southern wing, destroyed in World War 2 bombing. The coastal store carrier 'Thomas Grant' was named after Sir Thomas Grant, Storekeeper at the Royal Clarence Yard and mentioned in this article. The end of the Slaughter House is at the extreme right. (Photo: Crown Copyright.)

There were three broad ranges of victualling stores:

- food: tinned, cased and bagged dry provisions, fresh and later frozen food, rum, tobacco and duty-free cigarettes;
- clothing: uniforms for RN Officers and ratings, and from 1951 for the Royal Marines, WRNS, QARNNS and Fleet Air Arm flying clothing;
- Mess Gear: utensils, implements and kitchen/galley gear – necessary for preparing, cooking, serving and eating food.

Until after World War 2 the Victualling Department was also responsible for the supply of water at the dockyard ports, including water supplied from the reservoir in the yard, which was transferred to ships by water boats and lighters crewed by dockyard personnel.

Royal Clarence Yard in World War 2

As a military target the yard was severely damaged during World War II. From late 1940 onwards it suffered increasing air attacks, climaxing in a severe raid by the Luftwaffe on 10th March 1941. Hundreds of incendiaries and high explosive bombs wrought enormous destruction, resulting in the loss of stores and half of the total storage space. As well as the southern wing of the Mill/Granary building, the Salt Meat Store, Implement Store, Miscellaneous Store, Clothing Store, Cooperage Shed and other smaller buildings were completely destroyed. The imposing office building with all its records and stock accounts was also burnt out. In consequence, the remaining stores were dispersed to temporary depots across southern England. The 'Southern Area' HQ transferred for the duration of the war to Thatcham, Berks. Surviving storage at the yard was downgraded to Depot status for only urgent supplies to ships at Portsmouth for fresh and dry provisions, seamen's soap clothing, soap tobacco and mess gear. The yard's Officer-in-Charge was reduced to DVSO rank, a much more junior official than the former SVSO/Superintendent. While an Army Mobile Field Bakery worked under great pressure to provide bread for the soldiers preparing for D-day, the role of the yard for the rest of the war was severely reduced, and stockholding of dry provisions never returned. This went instead to the new-build depot at Botley (Burnett's Lane) which opened in 1953 on the outskirts of Southampton. Furthermore, when the Operational Ration Pack (ORP) production task transferred from the Army at Taunton in 1966 it too went to Burnett's Lane. The effect of bombing and the removal of modern storage buildings left significant gaps in the yard's historic layout, which resulted in underutilised and undefined spaces.

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After World War 2 the yard continued to store and supply frozen provisions, loan clothing and handle dry provisions in transit from Burnett's Lane to ships in the dockyard and to local shore establishments. This main storage and supply task continued right up to closure. The Royal Navy food laboratory was based there, providing research to improve the nutrition and shelf life of Operational Ration Pack (ORP) components used by the Army and Royal Marines in the field. Many specialist buildings survive. The Armed Services Food Laboratory contained a test bakery, cereal laboratory, a food-tasting room, experimental kitchens, facilities for testing containers and packaging and storage conditions. Flavour, colour and aroma in foodstuffs were examined in scientific detail – as they were important to the health and morale of the crews of service personnel.

The creation of a unified Ministry of Defence on 1st April 1964 heralded studies to rationalize supply to the three armed services of the UK. In January 1965 the former Admiralty Victualling Department became part of the RN Supply and Transport Service. In 1966 the Navy Department was made responsible for food supply policy and provisioning, storage and distribution of food for all three services.

When the Falklands War broke out on April 2nd 1982 Royal Clarence Yard immediately began to store the ships earmarked for early departure, including the two aircraft carriers, HMS Hermes and HMS Invincible, that departed south on Monday 5th April. The most substantial supply task was to the stores ship RFA Stromness, which was in the Dockyard lying empty waiting for disposal. It was loaded with 15,000 man/months of foodstuffs, before departing fully stored late on Wednesday 7th April, to catch up with the Task Force. In the first Gulf War (1990-91) and the conflicts in the Balkans in the 1990s the yard supplied the services with the whole range of essential foodstuffs.

The Yard finally closed for good in 1994. 'Market testing 'of the supply of food to the armed services resulted, in 1994, in the transfer of supply to the NAAFI. They subsequently lost the contract and the MOD has used commercial suppliers ever since.

Redevelopment and Restoration

In 1995 the MOD declared 16.26 hectares of Royal Clarence Yard surplus to requirements. There was much local concern about the future of the yard, a significant element of Gosport's history, where many people either worked or had relatives who did. As one of the first large industrial food processing plants in the country, its historic importance is reflected in its 18 Grade II and II* listed buildings and Scheduled Monuments. In 1998 Berkeley Homes bought the northern part of the site, undertaking to refurbish the barracks, cooperage, officers' houses, granary, bakery, slaughterhouse and the North Meadow Workshops, adding interspersed new mainly residential buildings.

From the conservation point of view, two factors improved the course of redevelopment compared with the demolitions at Gunwharf Quays, – the former HMS Vernon, developed earlier by Berkeley Homes, across the harbour. The first was an agreement that a proper research study of the historic site should take place before the sale by the MOD. This would save money and several years of difficult negotiations. Gosport Borough Council and English Heritage commissioned an historian, Dr. David Evans, to research the history and evolution of the yard's structures – brewery,



Figure 40. The Bakery, converted into apartments with a Pub on the ground floor, in 2017.

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Figure 41. A gas-fired oven from the Bakery, retained in the restored ground floor.

bakery, cooperage, artificer's workshops, reservoir, landing stage and railway station. This was an independent analysis of the site and its heritage significance. The development proposals by the purchaser Berkeley Homes had therefore to respect the guidelines arising from this research. In addition, in 2002 Cotswold Archaeology conducted an excavation for Gifford and Partners on behalf of Berkeley Homes (Hampshire) Ltd into several sites including Flagstaff Green, the Salt Meat Store and Brewhouse Square. This historical research and on-site investigation were brought together in Gifford's Archaeological Management Plan, which was attached to the planning consent. Agreed with English Heritage, this set out how each archaeological feature was to be treated, as a guide to the planners in Gosport and Hampshire and to the developers. It also contained an education and public access strategy.

Secondly, Berkeley Homes may have learnt from the public opposition in Portsmouth to the building clearances in the early phases of the Gunwharf Quays development. Or - perhaps, at the insistence of Gosport Borough Council planning department - they commissioned John Thompson and Partners to hold two Community Planning Weekends in the Slaughterhouse in 1998. These were workshops on housing, transport, environment, history and conservation. The challenge was to create a development proposal which respected the heritage and historic quality of the site whilst promising benefit to the local community. The development had of course, also to be commercially viable. Over 700 people took part, many of whom had never seen the site before. The leader of Gosport Borough Council at the time remarked to Celia Clark that he had lived in Gosport all his life but had never been into it before. Those who attended put up many Post-It notes on the site plan with their hopes for new uses for the buildings and for its open spaces.

JTP Architects were commissioned to develop a masterplan "through a Collaborative Place-Making process". They then took it through to detailed planning and listed building applications, working drawings and the implementation of the plans on site. Mixed uses - including leisure facilities and opportunities for employment - were actively planned for. About 698 apartments and houses, both conversions and new-builds, were planned in a mixture of tenures including rented and shared ownership. Public spaces and pedestrian routes and the recreation of lost spaces were to knit the yard back together as a whole. Full public access to the previously inaccessible waterfront and a new marina would together offer a new destination, which would regularly host major yachting events and festivals.

There were regular meetings between Gosport Borough Council, English Heritage and local people. Marcus Adams of JTP architects described how the masterplan established principles of scale; conversions; new-builds and new uses. A phased approach provided certainty for the developers, who were able to submit a single planning application which was successively reviewed as the development proceeded. It was scheduled for completion in 2006, although in the end it took until 2012. As well as public access to the waterfront, it offered employment in the Cooperage, some social housing for Portsmouth Housing Association and opportunities for leisure and recreation which Gosport had previously lacked. Conversion of the Granary involved deep-plan flats with only one or sometimes two windows to light and ventilate the whole apartment space. A replica of the bombed south wing of the Granary also containing flats was built facing the harbour.

In 2003, the 145-berth Royal Clarence Marina opened. Two years later, Berkeley Homes submitted a planning application to turn Royal Clarence Yard into a hub of bars, restaurants, housing and retail outlets. In the original planning application, they wanted 380 houses with 17,000 square metres of commercial floor space. Also included were a cinema, restaurants, bars and retail outlets. The firm then put in a new application, increasing the number of homes to 698 and reduced the commercial space to10,203 square metres. The housing figure was later revised to around 500 homes. This new application was refused by Gosport Borough Council, but on appeal, the Secretary of State granted permission for it.

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Between 2004 and 2008 the development won several awards for planning and restoration. Much of the scheme was completed by 2012. In 2015 car parking issues were raised and a revised plan approved. Parking has continued to be a bone of contention. Designated commercial spaces in the waterfront area have had only temporary uses or remained empty, although the marina is busy. A bar in the ground floor of the Bakery failed. Residents complained that Royal Clarence Yard was not fulfilling its planned potential. Borough councillors were dismayed at the lack of permanence in businesses and independent commercial investment in the site.

In 2019 marine artist Colin Baxter who has his studio in the Yard commented: "Royal Clarence Yard! Yes, it is more than a marina. Berkeley Homes have failed to fill the units they built facing the marina, but the units in North Meadow and Cooperage Green are mostly owned by a private landlord and are full. Up in North Meadow we are a bit more Arty/Artisan also with offices for sail training. Cooperage Green has a mix of all sorts. The biggest battle we have is letting people know we are all here."

As a popular walk during lockdown, we all explored our local area in more detail. Visitors and the general public are free to walk around the yard and enjoy it; in contrast to the closed mainly residential Haslar Hospital a mile to the south.



Figure 42. The interior of the Slaughter House in 2014.

A new direction for 'the last piece of the jigsaw'

One area in the southern part of the yard, the navy's oil fuel jetty, linked to the storage depot in Mumby Road, was still retained by the MOD and remained unrestored until 2022. Historic buildings there include the former South Stores. This single-storey west range was built by Samuel Wyatt in 1758 for the storage of rum. Enlarged to three storeys in the nineteenth century, it was reduced to two storeys by bombing. Parallel with this is the former Tank Store converted from the boom defence depot of 1832 for the storage of water for ships, fed by the heavily buttressed reservoir. Of cast-iron construction spanned by gantries, it has a brick and timber-clad exterior and a double-pitch roof. East of this are the heavily truncated remains of the Royal Station.

'The last piece of the jigsaw' of MOD disposals according to the leader of Gosport Borough Council, the Ministry of Defence announced its intention to dispose of it in 2014, but this did not happen immediately. As the council had done so effectively before, in June 2017 Gosport Borough Council included Royal Clarence Yard as a "Character Area" and proposals for its eventual development in a draft *Waterfront and Town Centre Supplementary Planning Document.* In November 2018 the MOD put the 5.2-acre (2.1 ha) site up for sale, emphasizing its 'full deep-water access to Portsmouth Harbour, making it ideally suitable for commercial marine activity'. Local representatives expressed the hope that this would revitalise the area, and local businesses were even seeing it as a chance to rival Gunwharf over in Portsmouth. Gosport Borough Council was offered the site for £1 but rejected it because of the estimated millions of pounds it would cost for renewal of its utility services and conservation of its listed buildings.

When it was put up for sale the Portsmouth Naval Base Property Trust expressed interest in buying it - for £1 plus 50% of development value after deduction of all costs associated with the development. They proposed that the former cooperage might well be used for the purpose for which it was originally built, given the increased demand from the craft spirit industry for English oak barrels which were unavailable. The only operational UK cooperage was in Scotland. They proposed to demolish the remains of Queen Victoria's Railway Station and relocate them. There was a precedent for this when her Railway Shelter in the dockyard was shifted on rollers to a new position on the South Railway Jetty. The PNBPT intended to develop the site in partnership with Elite Homes with whom they were already working at Priddy's Hard.

Instead, in September 2019 the MOD sold 5.2-acre the site to UK Docks Ltd. This family-owned company which has its headquarters in South Shields on Tyneside, provides a comprehensive range of dry docks and marine services on Teesside, at Mashfords on the River Tamar in the south-west, and at the nearby Endeavour

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Quay in Gosport. Under the new name of Victoria Quay, their plan was to expand deep-water berthing and maritime servicing and boat repair business.

This would be a game-changing activity as far as the commercial re-birth of RCY is concerned. Dialogue between UK Docks Ltd, GBC and heritage groups such as the Gosport Society continues about what can and should be done here from a heritage point of view. The Tank Store is of particular historic interest. It was expanded to include 'Her Majesty's Landing Furniture Store' where the red carpet for Royal visits was stored.

However, ownership matters remained to be resolved between the MOD, the Defence Infrastructure Organisation (DIO), the Oil Pipelines Agency and the Crown Estates - connected with the oil pipeline jetty and slipway and contamination from a previous fuel pipe. In September 2020 UK Docks Ltd applied for planning permission to pull down five buildings including parts of the Victoria Railway Station in the south-east corner of RCY. The heritage statement they commissioned from Giles Pritchard Architects suggested that the station be fully recorded by a conservation architect and a method statement be prepared for the careful dismantling of saveable parts, storage on pallets and reassembly. In early 2022 the commercial re-development of Victoria Quay was ongoing under UK Docks Ltd's control.

The story continues…

The history of Royal Clarence Yard so far has been long and complex. Its post-defence experience demonstrates the issues that arise when the worlds of commercial development and conservation meet, and may conflict. Residential conversion appeared to be the best option for the earlier phases, but the survival of its important archaeology, the careful reuse of its listed historic buildings and the public access we can all now enjoy, owe much to Gosport's Conservation Officer and to English Heritage. They anticipated the sale and commissioned new research to lay down guidelines for the developer. This is a model of how historic sites can find new uses without the loss of what makes them special: their historic character. The new emphasis on employment and training will add a new chapter.

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To join, contact the Membership Secretary:
Keith Andrews, 13 Ashley Close, Winchester, Hampshire, SO22 6LR.





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