

The Mary Rose Trust

Annual Review 2019





Over my forty-year involvement, I have been delighted to see the Trust evolve from an ambitious and determined group of enthusiasts undertaking the world's biggest ever underwater archaeological excavation into a world class museum and professional organisation, respected around the world for its work.

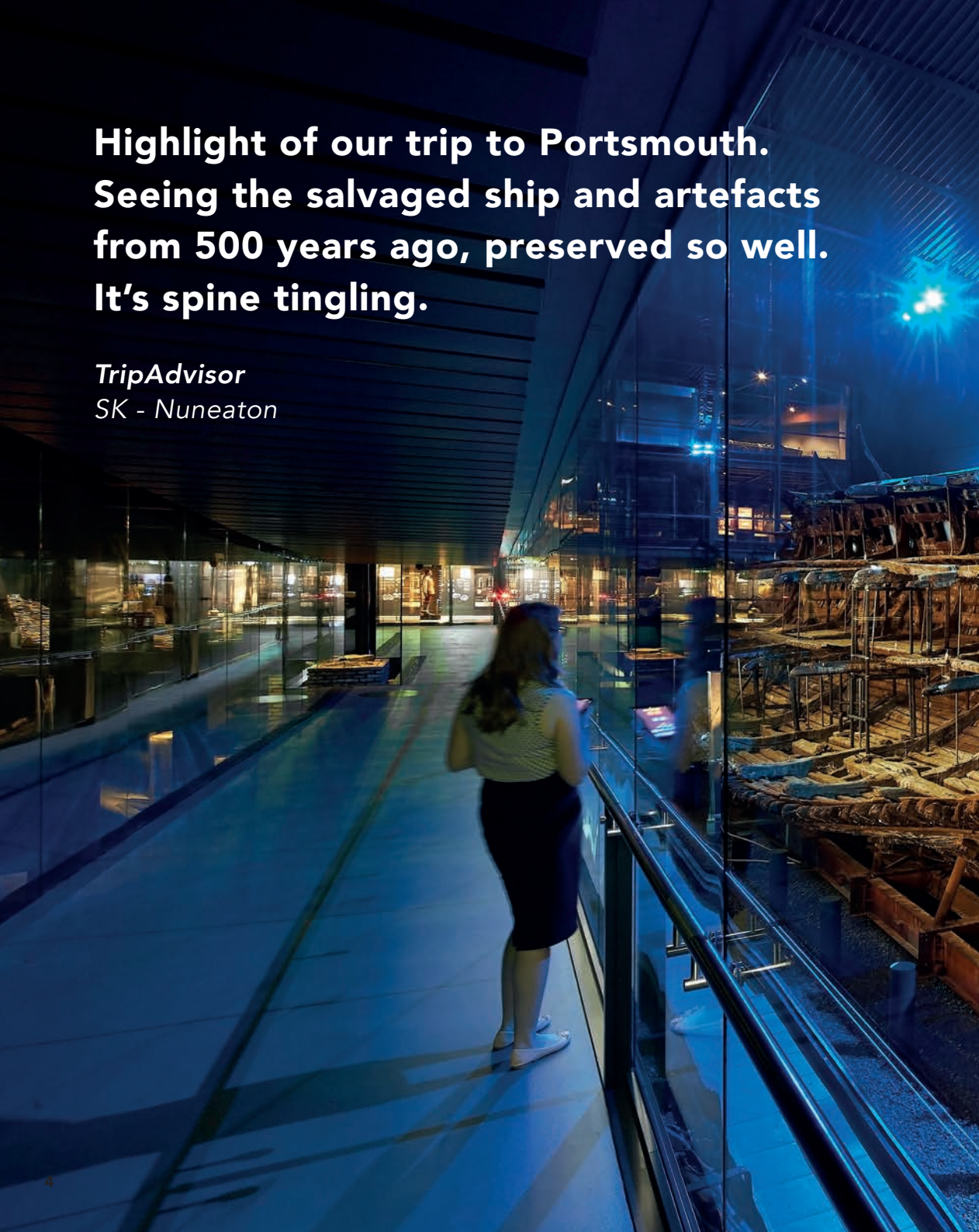
I am particularly pleased with the way the Trust continues to develop the fascinating Mary Rose story, with the latest scientific research revealing more compelling stories about the origins of the Mary Rose's ship's company, showing Tudor England was most likely far more diverse than we thought. It all makes for a spellbinding story and one that visitors continue to find as compelling as we all did when we were diving on, and excavating, the ship all those decades ago.

I remain immensely proud of having played a small part in recovering the immense treasures of the Mary Rose for the nation and send my heartfelt thanks to all those, past and present, who support the Trust and help make sure that future generations can be inspired by this truly remarkable story.



**Highlight of our trip to Portsmouth.
Seeing the salvaged ship and artefacts
from 500 years ago, preserved so well.
It's spine tingling.**

TripAdvisor
SK - Nuneaton





Foreword

2018/19 was the first year of trading as an independent entity for Mary Rose and the team rose to the challenge with their usual passion and enthusiasm. While the sudden nature of the changes certainly presented challenges, with a new ticketing system and Mary Rose Visitor Centre and some being confused by the new separate ticketing in the Dockyard, we were pleased to finish the year having welcomed over 220,000 visitors. Significant changes have been made during the year to reduce the cost base and to introduce a more commercially focussed team and culture, and we approached the 2019 season well prepared to grow the business.

The museum's visitor experience continues to be very well received, with 85% of Trip Advisor reviewers awarding the maximum 5 star/exceptional rating. Mary Rose was delighted to reach the finals of the prestigious 'European Museum of the Year' award in Warsaw in May 2018 and received a wonderful judges' citation, reading:

'In its final state, Mary Rose Museum is an exceptional achievement. Close to perfection in fields as different as presentation of historical research, underwater archaeology, conservation techniques, experimental archaeology, architecture, scenography and virtual reality'

Mary Rose also secured three Gold Awards in Tourism South East's 'Beautiful South Awards for Excellence in Tourism' in December 2018. Golds were awarded in the categories of 'Best Large Visitor Attraction',

'Best Business Venue' and 'Best Access and Inclusivity'. The Trust was also pleased to receive 'The First Sealord's Award for Excellence in Use of Digital Media' at the annual Maritime Awards in London in October 2018.

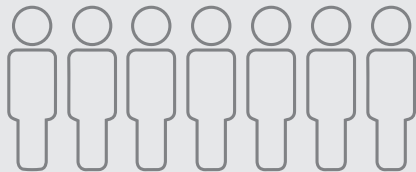
It was pleasing to see several strands of long-term work come to fruition this year, with the completion of conservation of the Mary Rose stem post, pump and anchor and positioning in the Weston Ship Hall for drying. The year also saw the completion of fascinating new research into the origins of eight of the Tudor crew and the airing of a new Channel 4 documentary about this. The research formed the basis of a new exhibition, 'Many Faces of Tudor England', which launched in March in the Admirals Gallery of the Museum.

Finally, we were exceptionally sad to hear of the sudden death of Mary Rose's former Chairman, Michael Aiken, in March 2019. Mike chaired the Trust through a crucial phase of its history during the herculean fundraising campaign that resulted in the building of the world-class, award-winning museum. A passionate advocate for the Trust and a very generous donor in his own right, Mike was a true friend of Mary Rose and we will miss him enormously.

Helen Bonser-Wilton
Chief Executive, The Mary Rose Trust

Our impact in numbers

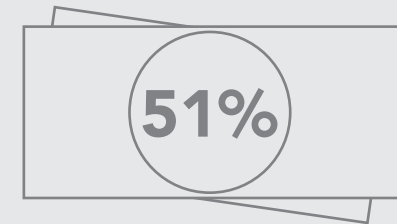
221,000 visitors



Reached over
25,000

People with offsite and outreach activity

Retail spend
Per head increased by



15,000
school visitors
came from
20 different
UK counties

Social media

f 13,982 Facebook
Followers

with weekly reach of 31,740

t 19,056 Twitter
Followers



**145 Museum
Volunteers**
5 with Special Needs



Collections
volunteers worked
2598 hours
digitising 25,500 images



Setting the direction 2016-26

Our vision is to establish the Mary Rose as a 'Must Experience' British Icon, at the forefront of learning about Tudor Life, Maritime Archaeology and Applied Conservation Science.

Our four key priorities to deliver this are:

Caring for the Collections

- Effective conservation and storage of the Collection
- Investigate new Support Structure for the Hull
- Progress digitisation of the archive
- Research conservation treatments

As a Leading Museum

- Boost profile as Sector Specialist
- Build profile as Must-See British Icon
- Act as Consultants to Boost Reputation
- Be Best in Class in Museums Sector

Refreshing the Offer

- Collections Story Research
- New Experience Annually to Refresh Story
- Compelling Family Programming
- World Class Service

Nurturing Support

- Embedding Cause Messaging in everything we do
- Build Engagement with local Community
- Extend reach of learning programme
- Nurture new generation of donors



Consolidating Financial Sustainability

- Drive visitor business and contain costs
- Build Permanent Endowment
- Develop long-term base of Philanthropic Support

A Great Organisation to Work For & With

- Build leadership & management skills
- Succession plan to protect skills of long term staff
- Build external partnerships that deliver strategy



Becoming a 'must experience' British icon

In April 2018 Mary Rose set sail into its first year of independent trading, selling tickets direct to the public online and face to face. The focus was on establishing Mary Rose as a separately ticketed visit from the Dockyard and the team dealt well with the introduction of a new tills system, online sales and the move to face to face selling at the Porter's Lodge Visitor Centre at the entrance to the Dockyard.

Mary Rose also took control of its own marketing, to ensure that the Trust is promoted above and beyond its proud naval story. Mary Rose is, above all, a story of life in Tudor England, at every level of society. The immersive approach of the museum, which enthralls visitors through the sights, smells and sounds of life on board in Tudor Times, gives an unparalleled insight into life in the reign of Henry VIII. The new marketing campaign centred

around the proposition of '500 Years, a Heartbeat Away' and focussed on the Tudor experience of the Museum, with TV and radio adverts, outdoor posters and a series of print and digital media adverts.

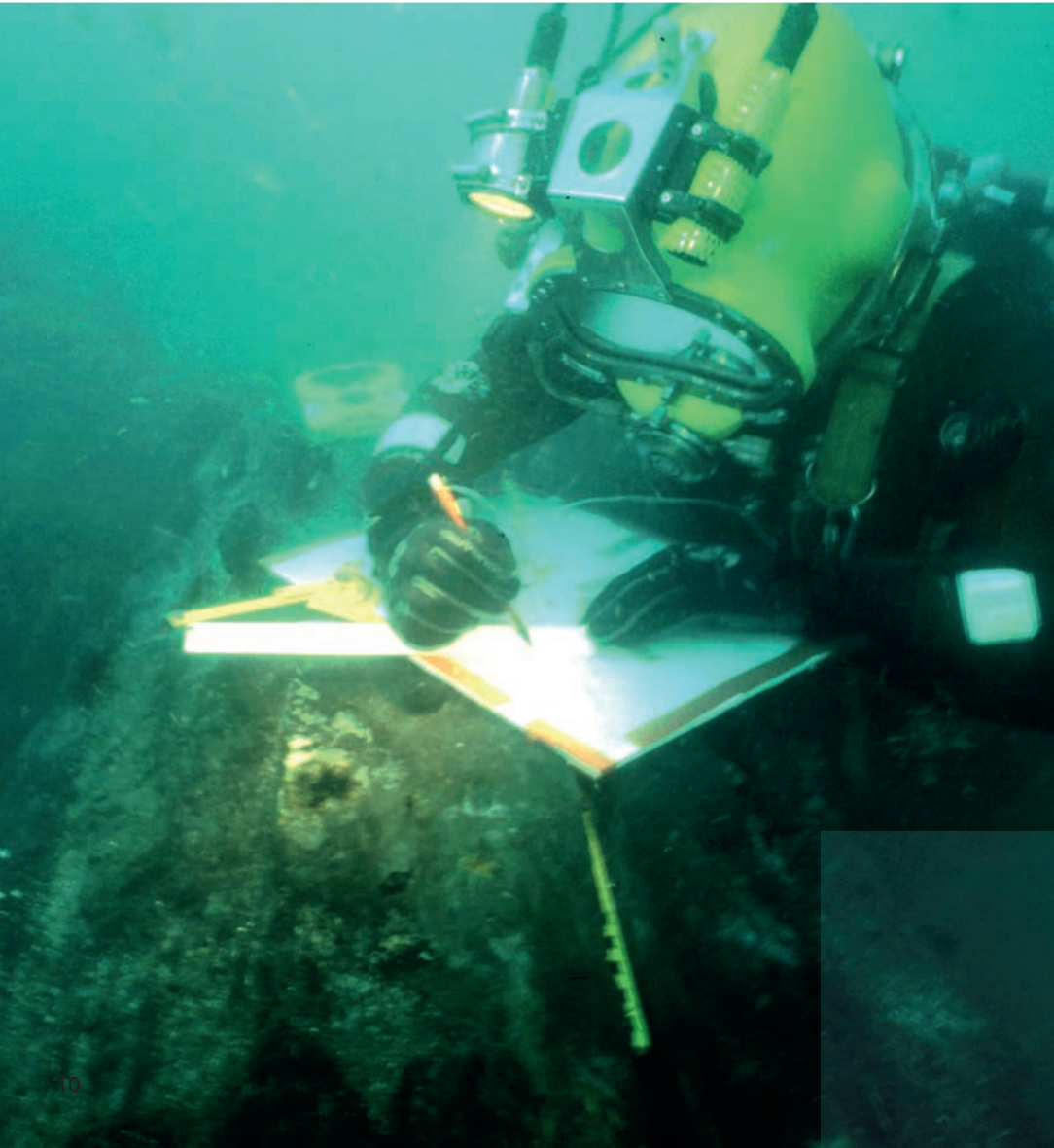
The Trust was delighted to reach 221,000 visitors in its first year of independent trading and to double take-up of Gift Aid on tickets, indicating stronger visitor engagement with the Mary Rose charitable cause. Significant progress was also made in establishing independent group trade and schools' business and strong foundations have been built across the business for future visitor business growth.

Mary Rose Trading prospered under the new arrangement, with more engaged visitors spending much more in the Mary Rose shop, leading to a 51% increase in spend per head during the year.

// Really interactive and imaginative.
One of the best museums I have
been to for a long time.

*TripAdvisor
CC, Devon*

Caring for the Collections & Archive



Further progress has been made on effective stewardship of the collection and digitisation of the archive. Work is progressing on populating the Collections Management System with digital records for each artefact to provide a holistic and accurate view of our collections holdings. Digitisation of the Mary Rose archive continues with over 50,000 35mm slides now scanned and catalogued by our team of digitisation volunteers. Funding is sought at the moment to continue this work with other non-digital assets such as dive logs and videos. We aim over time to digitise the entire archive and make it accessible online.

Work is underway to examine the feasibility of altering the environmental conditions in the Weston Ship Hall to create a more sustainable system in terms of energy costs and maintenance time. Discussions are underway with other institutions and our engineers to gather learnings, with in-house testing and close monitoring of Mary Rose timbers treated with Polyethylene Glycol (the chemical wax used to treat archaeological wood) in climate controlled chambers also planned, to evaluate impact of temperature and moisture changes.

The giant stem post timber of the ship completed its consolidation treatment during 2018 and was transferred into the Weston Ship Hall during February 2019, along with the ship's pump and an anchor. The artefacts will be air dried in the Ship Hall before being mounted into position at a later date.

Scientific research

Applied conservation science has underpinned our work at the Mary Rose from the beginning, and we continue to insist on academic rigour, innovation and work done to the highest professional standards. Head of Conservation and Collections Care Professor Eleanor Schofield takes the lead on commissioning scientific research to inform current and future conservation treatments for the ship and individual artefacts. Head of Research Dr Alex Hildred takes the lead on researching the collection.

We work with a broad range of partners, including universities across the UK and worldwide and government/commercial scientific organisations. This gives us a unique blend of professional insights and funding sources to progress our work.

Work completed at Diamond Light Source on the evolution of acids as the hull dries is now being prepared for publication. Work with the University of Sheffield has developed magnetic nanotech particles that could potentially draw harmful iron out of archaeological timbers. Trials have been commenced on Mary Rose oak and we hope, ultimately, to be able to use this treatment on the hull of Mary Rose. Work is also underway at Sheffield to understand the material properties of our delicate textiles, in a bid to then convert our conservation strategies accordingly.

Work on pollutants in the museum environment and developing sensors to detect them has continued with University College London and the National Physical Laboratory. Sensors have been designed and placed into the museum showcases to analyse the environment and potential damaging pollutants. This, along with analysis of wood objects to determine what vapours they give off, is now being analysed.

Research with the University of Portsmouth and EMPA, Switzerland on how the ship has dried, movement of the hull and an exploration of how the water and Polyethylene Glycol (PEG) affect the timbers is being prepared for publication. A new project with EMPA and ETHZ started in late 2018 to use molecular dynamics to understand the interaction between wood, PEG and water, to inform our future care of the ship and other wooden artefacts. Further work to monitor the structural movement of the Mary Rose hull and the material properties of the wood since drying has been given a boost by the securing of a new four-year PhD student with Imperial College, which will start in Winter 2019.

Work on corrosion of and treatment for archaeological iron shot in partnership with University College London and Diamond Light Source concluded its first stage and gained widespread publication in specialist journals and mainstream media. Funding has now been secured for a new four-year PhD student to continue this work with Imperial College London, commencing October 2019.



Using science to tell the stories of the crew

In Collections Research, we continue to work sensitively with the human remains excavated from the Mary Rose, with the aim of building a body of knowledge and telling new stories about the crew. A PhD student is working on mitochondrial DNA of Mary Rose human remains, with the aim of matching more bones to skulls and reassembling more skeletons. Other research continues to identify signs of battle trauma on 92 fairly complete skeletons, which will provide a complete inventory of reconstructed remains. Micro CT scanning of the Purser's human remains is underway with Swansea University.

A major research project took place during the year, using genetic profiling on eight Mary Rose crew members. There is no crew list for the Mary Rose, so, with the notable exception of the captain, Vice Admiral Sir George Carew and an officer, Roger Grenville, we know little about the provenance of the crew. We have built a picture of a number of individuals through the artefacts found with them and through study of their bones (oste archaeology), but were keen to find out more.

Working with our partners at Cardiff, Swansea, Portsmouth and Liverpool John Moores University and Channel 4/Avanti productions, isotope analysis of eight Mary Rose crew members was undertaken. Analysis of teeth revealed fascinating information about where they spent their formative years and what diet they ate. This research has challenged our perceptions of diversity in Tudor England, with only four of the individuals analysed (the Cook, Purser, Archer and Officer) proving to have grown up in England, mainly in the West Country.

We had always suspected that our carpenter may be Spanish and our gentleman Italian, since they were found with possessions of Iberian and Italian origin and indeed, the isotope analysis confirmed these conclusions.

Through osteoarchaeological study, we had identified that one crew member was likely to be of African heritage, however, isotope analysis revealed that he wprobably grew up in Devon. Further DNA analysis revealed that he was most likely of mixed African/White English heritage.

In a further twist, the Royal Archer's isotope analysis revealed that he had grown up in North Africa, most likely in Algeria. As part of the King's bodyguard, we had assumed that he would be White English. He did have a particularly unusual artefact in his possession, a scented pomander. Funding has now been secured for further DNA research into the Royal Archer to confirm these conclusions.

Two new facial reconstructions have been developed to reflect the likely ethnicity of these two individuals based on this new evidence and they are on display in the Museum.

A paper is in preparation on this research and will be published in 2019/20 (R Madgwick, J Scorrer and A Hildred).





Refreshing the experience

Regular programmes of activity ran throughout the year to refresh the visitor offer at peak times, including participative building of an eight- foot high LEGO mosaic of Holbein's portrait of Henry VIII. A Tudor Cooking Event, in which the replica galley was fired up to produce the food that the crew would have eaten on board ran over May Half Term. Over the summer, our Tudor Shipwrights used traditional tools including a pit saw to start building a replica of the Mary Rose 'jollywat'.

A 'Salvage Week' event was held around the October anniversary of the raising of Mary Rose, demonstrating a model of Tog Mor, the huge crane that lifted the ship from the seabed in 1982. At October Half-Term, a 'Men of War' event was held, with specialist lectures and tours on weaponry, as well as associated family activities. King Henry VIII was present in person during school holidays, welcoming visitors and speaking about his favourite ship and he hosted 'King Henry's Christmas Court' in December, with dancing, feasting and jester.

In March, the Trust marked British Science Week with specialist talks and a partnership with Zeiss Microscopy to take detailed microscopic images of artefacts including fish bones, to inform future conservation activity.



Many faces of tudor England

The Avanti/Channel 4 documentary 'Secret Histories; Skeletons of the Mary Rose' aired in March 2019 to widespread good reviews and generated extensive national media coverage, including Telegraph, Daily Mail, Guardian and Times, as well as reaching the United States through the Smithsonian Magazine.

A new exhibition entitled 'Many Faces of Tudor England', was created in the wake of the documentary and launched in the Admiral's Gallery of the Museum in mid-March. The exhibition explains the techniques used to build a picture of the crew members, focusses in on the eight individuals and what we have discovered

and outlines scale of known ethnic diversity in Tudor England. It also identifies trade routes through which the non-indigenous Mary Rose artefacts would have arrived in England.

Genomic DNA was extracted from one individual. Although we found that he was born in England, his father was from North Africa. This means that 4 out of the 8 were non-British, leading to the need to revise some of our illustrations and imagery.

The exhibition features a mix of text panels, interactives, hands-on LEGO construction and excerpts from the documentary and has driven a significant increase in visits to the museum.



Learning and special needs provision

Mary Rose continues to develop its innovative Learning offer for all ages, reaching over 15,000 participants during the year. In addition to the core programme of history and science workshops from lower primary to A level, the Learning Department offers more specialist sessions for International Baccalaureate (Theory of Knowledge) students, Home Educator families and teacher training students as well as a Tudor Masterclass for very able children.

In partnership with Education Business Partnership South we have introduced a well-received workshop for Primary Science on 'Materials of the Mary Rose'. In conjunction with a range of partners, the team organised and hosted a day for A Level history teachers and another for primary science teachers.

The Department published articles in Primary History and Primary Science magazines and was shortlisted for Best Heritage Venue in the School Travel Awards, 2018.

Mary Rose Volunteering Officer continues to work with individuals with special needs to integrate them into the daily volunteering operation of the Museum. This experience often helps with rehabilitation work for those who have suffered life-changing injuries and illnesses.

One volunteer, Simon Skuse, joined the team while recovering from a major brain haemorrhage. After spending a year in hospital and months in a wheelchair, Simon's neuropsychologist encouraged him to volunteer at the museum because of his interest in history. Taking into account Simon's access needs the team created a routine that took into account his abilities. With this support Simon's confidence skyrocketed and he can now be found, often in costume, leading talks around the Museum.





Acting as a leading museum, nationally and internationally

A key part of the Trust's mission and vision is to promote and develop interest, research and knowledge relating to the Mary Rose and her place in history, as well as all matters related to underwater cultural heritage, wherever located. The Trust seeks to carry out this mandate in a number of ways.

Students are hosted as interns to gain experience of Mary Rose and her collection as part of their studies. During the year the Trust hosted two Archaeology students from University of Bradford on an eight-month internship. Amongst other tasks, they re-located, inspected, logged and re-shelved over 400 samples from the wreck site. Some fascinating additional Tudor finds were unearthed as part of the process, including deer antler, rabbit bones and a scorpion fish.

The Trust also hosted an Erasmus student who had just finished her Master's studies in Greece. Her project focused on analysing problematic salts with the Mary Rose bricks, in collaboration with the University of Kent. The work will inform future conservation and storage of the bricks.



Mary Rose hosted an exhibition stand at 'New Scientist Live' in London, to raise the profile of the Trust as a scientific institution with the public. Professor Eleanor Schofield was commissioned to write an article on use of synchrotrons on Mary Rose materials for Nature Review Materials and a chapter on Wood Conservation for the Royal Society of Chemistry's Heritage Materials publication.

The Trust organised the 2018 conference on synchrotron radiation and neutrons in art and archaeology, in partnership with Diamond Light Source and also hosted the 2019 conference of Wet Organic Archaeological Materials conservation working group of International Council of Museums, with Historic England.

Mary Rose's ongoing involvement in key international committees includes ICUCH - International Committee on Underwater Cultural Heritage and ICOMOS - International Congress of Maritime Museums and is currently Chair of the Maritime Archaeology Sub-Committee.

Mary Rose Archaeological Services (MRAS), which carries out consultancy and conservation work for others remained in profit during this year and provided advice and conservation services for Boskalis, National Museum of the Royal Navy, Archaeology South East, MOLA, Dover Bronze Age Boat, cannon conservation for Royal Armouries and conservation of a prototype 'bouncing bomb' for BAE/Royal Navy.



Financial summary

The unexpected move to independent trading led to the Trust budgeting for a significant deficit, as marketing and selling direct for the first time started simultaneously.

Much time has been spent building the business through direct and indirect sales and ensuring that external websites and partners are accurately reflecting the new trading arrangements. Changes were made to staff structures during the year to ensure that the Trust has the right skills and experience to make a success of independent trading, including the introduction of a new Chief Operating Officer with in depth experience of commercial attractions trading.

The Trust enters 2019/20 with a clear understanding of its business, the right staff and skills in place and a strong new product offer to make the most of trading during the year.

Notes

1. The accounts have been compiled in accordance with Charities SORP 2015 (FRS 102)
2. Expenditure includes total depreciation of £1,116,687 (2017/18 £1,182,189)
3. Total funds includes Museum fixed assets of £30,348,511 (2017/18 £31,438,269)

These summarised accounts are extracted from the Trustees' Report and Consolidated Financial Statements for the year ended March 2019, which received an unqualified auditor's report and were approved by the Board on 26 July 2019.

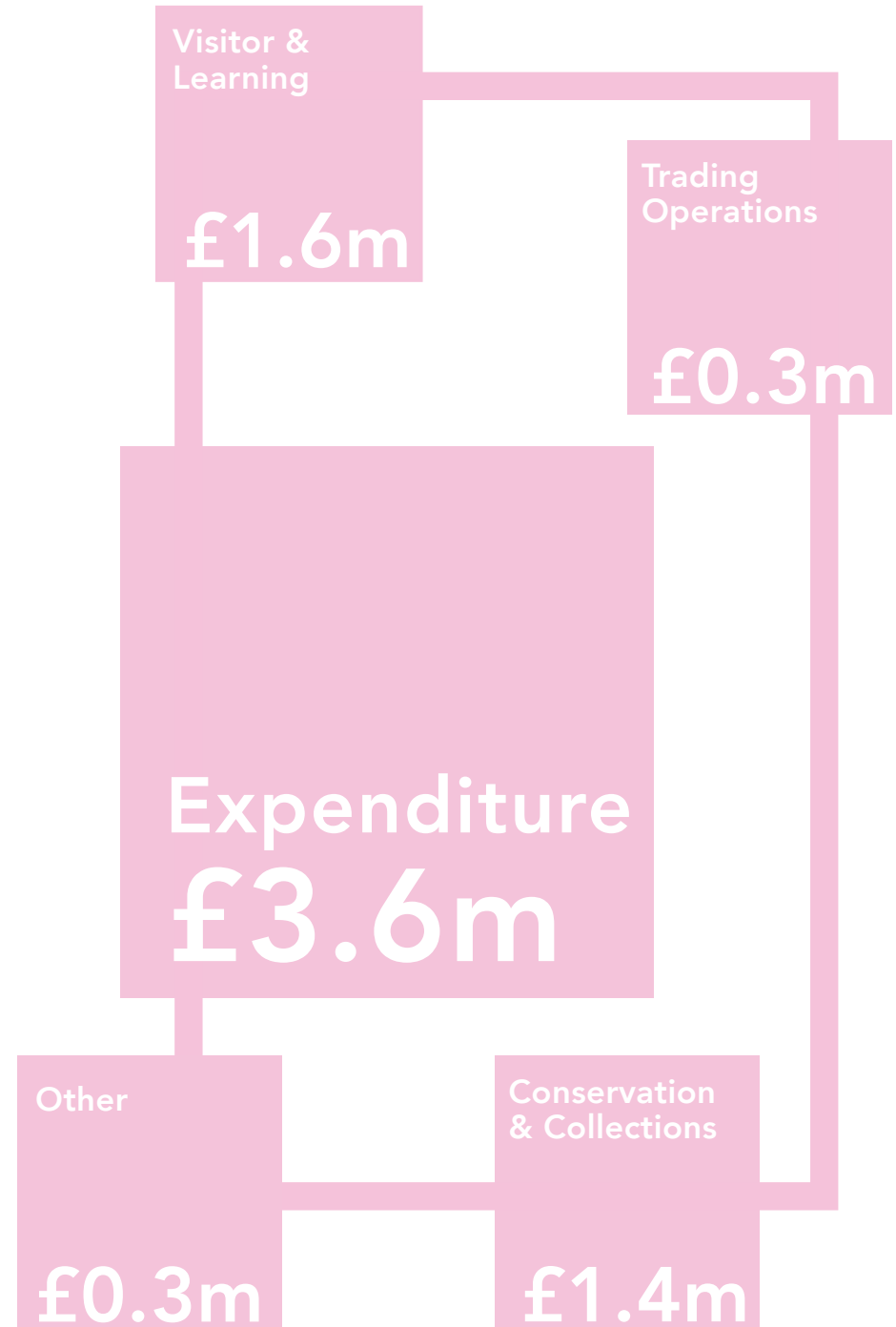
A complete set of the report and accounts is available from the Mary Rose Trust on request.

Alan Lovell

Chairman

Statement of financial activities for the year ended 31 March 2019

Income & expenditure	2018/19	2017/18 restated
Income		
Visitor income	1,871,509	2,451,717
Income from trading subsidiaries	576,742	681,353
Donations	498,827	210,612
Other charitable income	42,264	42,620
Invested Income	4,301	6,897
Miscellaneous	40,442	16,879
Total Income	3,034,085	3,410,078
Expenditure		
Charitable activities		
Visitor services	1,592,501	1,738,003
Conservation & collections	1,357,364	1,223,748
Museum fitting & design	1,074,456	1,130,628
Maritime archaeology	105,348	104,478
Learning	101,706	108,934
Exhibition	77,981	0
	4,309,356	4,305,791
Raising funds		
Fundraising	103,734	78,813
Commercial trading operations	346,747	525,792
	450,481	604,605
Total expenditure	4,759,837	4,910,396
Net income/expenditure	-1,725,752	-1,500,318
Total funds brought forward	33,041,300	34,541,618
Total funds carried forward	31,315,548	33,041,300



Thank you

A huge thank you (including those who wish to remain anonymous)
to everyone who has helped and continues to help make our museum possible.

Founding Flag Officer

HRH The Prince of Wales

Admiral

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Sir David Cooksey GBE
Mr Michael Donovan
Mr Alexandre Gaydamak
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“

We particularly like the top floor where you can walk across and smell the wood and the atmosphere. The other highlight was the visit of Henry VIII. I'm sure that thanks to him, some of the children in the room will get top marks in their history lesson.

I wished he'd taught me at school.

TripAdvisor


RM, France



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