As we begin to put behind us the challenges of the pandemic, I particularly wanted to pay tribute to the way all those involved in the Mary Rose Trust have managed during the extraordinary circumstances of the past year.

Independent museums were in an especially vulnerable position during such a long period of closure, so it is a great relief to know that a combination of emergency funding and the enormous generosity of supporters has helped the Trust survive. It is during the hardest times that one finds out who one’s friends are. Therefore, as we begin to look again to the future, the Trust might well reflect that it has indeed been fortunate in having inspired such friendship.

I would very much like to extend my thanks and appreciation to two people who have played a significant part in the Mary Rose. Firstly, to Alan Lovell, who retired as Chairman of the Trust and who was instrumental in leading the campaign which raised millions of pounds to create the purpose-built Museum which opened in 2013. Secondly, to Helen Bonser-Wilton, who was Chief Executive of the Mary Rose for over five years and who led the dedicated team of staff and volunteers through some challenging times. At the same time, I would like to welcome Nigel Purse as Chairman and Dominic Jones as Chief Executive, and I look forward to meeting them in due course. In the meantime, I can only wish them every possible success in their new roles.

The story of the rescue of the Mary Rose now stretches back more than half a century, and I recall with immense appreciation all those who have played their part in that story so far – from the first pioneering work in 1965, to the unforgettable raising in 1982 and through to the ongoing work of the dedicated trustees, staff and volunteers who continue to care for the Mary Rose today. We are indebted to you all.

In 2022, we mark a truly significant occasion – the fortieth anniversary of the raising of the ship in 1982. As we reach that milestone, I remain immensely proud to be President of the Trust and to know that this iconic part of British heritage will continue to fascinate visitors for generations to come.
“Absolutely beautiful...”

“It was absolutely amazing experience. I was wondering before, how good can it possibly be - a museum of the ship which sank. How mistaken I was to doubt it! You go from one display to another exploring the Tudor era in England and the development of the navy. Absolutely fascinating journey through time. Definitely worth of the ticket price. I appreciate also the Covid measures. Most of the places either ignore them or exaggerate them. Here everything was just as it should be. No crowds, one way system, everybody got a stylus pen to use interactive attractions (no touching the screens with your fingers).”

TripAdvisor
October 2020
2020/21 was a highly unusual year, consumed by COVID-19 and repeated national lockdowns. The Trust focussed primarily on a successful emergency fundraising campaign to survive the crisis. High-profile lobbying work, which gained national media coverage, greatly enhanced Mary Rose’s reputation in the museums and attractions sector, as a high-profile case study and advocate for the unique financial vulnerability of the independent museums sector. Mary Rose took advantage of all available financial help, including furloughing 82% of staff for most of the financial year, with a core team of eight covering all Trust functions & activity throughout the lockdowns.

Mary Rose was also pleased to successfully conclude negotiations with the National Museum of the Royal Navy for a new joint venture, enabling joint ticketing, joint decision-making and sharing of associated costs at Portsmouth Historic Dockyard. This new operation launched on re-opening in August 2020, but, due to lockdowns, only traded for a total of twelve weeks during the year.

During the periods of opening (24th August-4th November and first two weeks of December), visitor capacity was limited through pre-booked, timed slots to the Dockyard, to ensure socially distanced visiting. Payments became entirely contactless, with visitor touchpoints having plexiglass screens installed and all visitors/staff wearing masks and/or visors. Additional cleaning was introduced to build visitor and staff confidence and hand sanitiser stations introduced throughout the visit.

Visitor feedback indicated that visitors were greatly reassured by these measures and achievement of the ‘Good to Go’ COVID safety kitemark and felt confident that Portsmouth Historic Dockyard was a COVID-safe venue.

Helen Bonser-Wilton
Chief Executive, The Mary Rose Trust
Our Impact in Numbers

Due to the limited trading period and the tight limitations on visitor capacity when trading, performance against key performance indicators in 2020/21 was very different from a standard year.

27,732 VISITORS

177,884 VISITORS 2019/20

ACHIEVED SAME

tripadvisor® REVIEWS
EXCELLENT/5*
SCORES WERE 84%

WORKED WITH ONLY
50% OF USUAL 135 MUSEUM VOLUNTEERS DUE TO COVID CONCERNS

COMPLETED NO LEARNING WORKSHOPS OR VISITS

50% OF USUAL 135 MUSEUM VOLUNTEERS DUE TO COVID CONCERNS
REDUCE THE USE OF PLASTIC IN THE SHOP

THE SHOP HAS TAKEN SEVERAL STEPS TO REDUCE THE USE OF PLASTIC IN THE SHOP.

FRIDGE MAGNETS ARE NOW ORDERED WITHOUT CARD OR PLASTIC BAGS.

T-SHIRT’S ARE NO LONGER IN PLASTIC BAGS, THEY NOW COME WITH THE BARCODE AND SIZES PRINTED ON A PAPER BAND WRAP.

THE TOY DUCKS ARE NOW DELIVERED WRAPPED IN PAPER NOT PLASTIC.

ONCE PLASTIC BAGS ARE SOLD OUT WE WILL BE OFFERING THE COTTON OR JUTE BAG ONLY.

OPEN JUST 12 WEEKS 2020/21

VISITORS INCOME £377,959 COMPARED TO PREVIOUS YEAR OF £1,876,803

RETAIL, CAFE & HOSPITALITY INCOME £50,534 COMPARED TO PREVIOUS YEAR OF £477,087

AUGUST 2020 TO MARCH 2021, WE SOLD 202 ADD ON TOURS.

PURCHASED 725 REUSABLE FACE MASKS DURING THE FINANCIAL YEAR.

PURCHASED 3000 REUSABLE STYLUSES DURING THE FINANCIAL YEAR TO BE ABLE TO USE THE TOUCH SCREENS.

CLEANING COST PRE PANDEMIC £4,401 TO £6,795 PER MONTH, INCREASE OF 54%.

AT OUR MAXIMUM WE HAD 64 STAFF FURLOUGHED ONLY 8 WORKING DURING LOCKDOWN 1.

VISITORS INCOME £377,959

RETAIL, CAFE & HOSPITALITY INCOME £50,534

OPEN JUST 12 WEEKS 2020/21

AUGUST 2020 TO MARCH 2021, WE SOLD 202 ADD ON TOURS.
Acting as a leading Museum

Acting as a leading Museum, nationally and internationally.

- The COVID-19 crisis necessitated Mary Rose dramatically raising its profile as a national icon at critical risk of financial failure due to the almost complete loss of visitor income due to lockdowns. The Mary Rose lobbied MPs, sector bodies and the national media to raise the profile of its plight and to present an example of why the independent museums sector was uniquely vulnerable, due to the heavy reliance on visitor income for survival. We obtained extensive media profile including the Times, the Guardian, the museums press and broadcast media such as Sky News and ITV Meridian for itself and also for other independent museums and attractions.

This profile facilitated direct contact with the Department for Culture, Media and Sport (DCMS), who launched the £1.57bn Cultural Recovery Fund in summer 2020, subsequently followed by Round 2 applications in January 2021.

- Mary Rose Archaeological Services continued to conserve a variety of items such as kite anchors from Mulberry Harbour, dredged cannons from Portsmouth Harbour, and a World War II highball bomb.

- Despite restrictions our staff continued to contribute to a variety of online international conferences and workshops, spanning a range of disciplines from maritime archaeology, to interpretation, to conservation science and engineering.

- Our staff also contributed to a variety of media including radio, podcasts and television.

Mary Rose Conservation Manager conserving World War II kite anchors from Mulberry Harbour
Credit: Eleanor Schofield, Mary Rose Trust
Surviving covid

Mary Rose was expecting to start the year by launching the new Portsmouth Historic Dockyard joint venture, but instead, like most charities, had to pivot to emergency fundraising and lobbying to survive the financial challenges that the COVID-19 lockdowns caused to visitor business.

The COVID-19 crisis has overshadowed the 2020/21 financial year, with emergency fundraising making up the vast majority of income for the year.

The specific challenges that Mary Rose faced from the COVID-19 crisis were:

- Almost complete loss of the April-September peak trading season, where Mary Rose makes 80% of its income, with no prospect of recovering this income in low season.
- Meeting the vast ongoing costs of keeping the unique, internationally significant Tudor archaeological collection in the right environmental conditions 24/7, 365 days a year.

In response £1 million was raised from ongoing and emergency COVID-19 fundraising which, coupled with the £533k from furlough scheme and rebates on rent and utilities during lockdowns, went a long way towards closing the funding gap.

In addition the usual cost base was reduced significantly and the Trust had operated in emergency mode during the financial year, but this situation cannot be maintained indefinitely.

Significant government support including the furlough scheme, VAT reduction and business rates discounts played an important part in balancing the books during this crisis year.

Mary Rose finished the financial year with an underlying surplus excluding depreciation of £16k, but it faces a similarly challenging trading situation in 2021/22, with opening of the Museum from mid-May 2021 and the potential for future national lockdowns disrupting trading in Autumn/Winter 2021.

On re-opening post first national lockdown, the visitor experience was re-modelled to provide a socially distanced, one-way experience, with interactives initially switched off, then re-introduced with sanitised styluses from Autumn 2020.

The popular family trail 'Shipwreck Explorers' had to be taken off display due to its highly interactive, hands-on nature.

“Excellent work...”

“Haven’t been here for a few years and thought the work that had been done was excellent. Highly recommend it. Very helpful and knowledgeable staff. Current restrictions all adhered to, plenty of hand sanitising stations. Very clean and well worth the money.”

TripAdvisor
Throughout the majority of the year the Mary Rose Trust and the National Museum of the Royal Navy continued to negotiate terms to create a joint venture in which to operate Portsmouth Historic Dockyard. This concluded in August 2020 with the creation of Portsmouth Historic Dockyard Operations LTD which included the development of a new brand and logo for the dockyard, a new ticket and price structure and a jointly run marketing and sales team. The Visitor Centre would also be made up from representatives of both Mary Rose Front of House and National Museum of the Royal Navy’s Visitor Team. This resulted in excellent, above-budget ticket revenue sales during the late August-early November trading period as well as increased gift aid and excellent feedback from customers and local stakeholders.

We are confident that this trading relationship provides an excellent basis for future financial sustainability once the COVID-19 crisis has passed and visitor confidence is restored. Using a new pricing structure, ticket revenue and Gift Aid performance was excellent at 45% ahead of budget.

PHD partnership – milestone moment for the museum

Dominic Jones, Mary Rose and Matthew Sheldon, NMRN
Our skeleton team continued to care for our collection, archive, buildings and systems throughout lockdown.

Work progressed in trying to understand our energy usage and what proportion of this is due to our collection care, with a view to explore ways of improving our environmental sustainability.

Funding was obtained with the University of Portsmouth through the Arts & Humanities Research Council Capabilities for Collections scheme to purchase a new digital microscope to assist with our conservation efforts.

We supported an Erasmus+ conservation student with an internship working on analysing data related to the drying of the hull.
Work continued on a variety of research projects related to protecting and understanding our collection. Conservation research focused on understanding material properties of marine archaeological wood, iron and brick, alongside modelling data from the drying of the ship. Collections research investigated new techniques for scanning the human remains, and progressed further DNA analysis of our crew.

Work was published in academic peer-reviewed journals related to chemical compounds within the hull and isotope analysis to determine the origins of our crew.

Scientific Research

- Mary Rose human remains are prepared for scanning to determine bone mineral density
  Credit: Nick Owen, University of Swansea

- Research into the chemical stability of the Mary Rose hull is published and featured on the cover of journal ChemPlusChem
  Credit: Mary Rose Trust, ChemPlusChem

PhD student at Imperial College London investigating corrosion rates of marine archaeological iron
Credit: David Ramsay, Imperial College London
Work continued on developing the new immersive experience: ‘1545, When Their World Ended’. This incorporates a full-size projected King Henry VIII introducing his involvement with the Mary Rose, followed by a thrilling and immersive experience of the terrifying moment when the ship sank. Originally scheduled for July 2020, this will now launch in July 2021. This has been generously funded by the Foyle Foundation.

An exclusive new children’s book ‘You Wouldn’t Want to Sail on the Mary Rose’ was launched in August 2020, with very good sales. Content will be used in a new children’s trail, launching summer 2021.

During open periods, special experiences such as museum tours and premium experiences like Platinum Ship Hall Experience sold extremely well.

Refreshing the offer

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- During open periods, special experiences such as museum tours and premium experiences like Platinum Ship Hall Experience sold extremely well.
Financial summary

2020/21 was a highly unusual year, dominated by the impact of the COVID-19 pandemic. The Museum was open for just 12 weeks due to national lockdowns. The Trust focused on successfully securing emergency funding together with use of the Government’s Coronavirus Job Retention Scheme to survive the crisis.

When the Museum reopened in August 2020, it was as part of a new joint venture with National Museum of the Royal Navy, enabling joint ticketing, joint decision-making and sharing associated costs at Portsmouth Historic Dockyard.

NOTES
1. The accounts have been compiled in accordance with Charities SORP 2015 (FRS 102)
2. Expenditure includes total depreciation of £1,082,923 (2019/20 £1,093,568)
3. Total funds includes Museum fixed assets of £28,211,651 (2019/20 £29,245,786)

These summarised accounts are extracted from the Trustees’ Report and Consolidated Financial Statements for the year ended March 2021, which received an unqualified auditor’s report and were approved by the Board on 23 July 2021.

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

Alan Lovell
Chairman

<table>
<thead>
<tr>
<th>Statement of Financial Activities for the year ended 31 March 2021</th>
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<td><strong>Income &amp; expenditure</strong></td>
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<td><strong>2020/21</strong></td>
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<tr>
<td>Income</td>
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<td>Income from trading subsidiaries</td>
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<td>Donations</td>
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<td><strong>Total Income</strong></td>
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<td>Expenditure</td>
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<td>Charitable activities</td>
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<td>Conservation &amp; collections</td>
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<td>Restricted expenditure</td>
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<tr>
<td><strong>Net income/expenditure</strong></td>
</tr>
<tr>
<td><strong>Total funds brought forward</strong></td>
</tr>
<tr>
<td><strong>Total funds carried forward (note 3)</strong></td>
</tr>
</tbody>
</table>
Income - Where it came from:

- **Donations**: 79%
- **Visitor/Trading**: 20%
- **Other**: 1%

Expenditure - Every pound we spend:

- **Visitor Operations**: 33%
- **Conservation & Collections**: 26%
- **Museum Depreciations**: 32%
- **Other**: 6%
- **Raising Funds**: 3%
Thank You

A huge thank you to everyone who has helped and continues to help make our museum possible. We understand that some prefer to remain anonymous, but our thanks extend to them too. We would also like to take this opportunity to thank those who have given their support in 2020 to help the Mary Rose survive the COVID-19 crisis.

Founding Flag Officer
HHH The Prince of Wales

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Mr Christopher Andreae
Sir David Cooksey GBE
Mr Peter Ellement
Mr Richard Harrison - RIP
Dr & Mrs David Hartnett
Mr & Mrs Bill Moore

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The 29th May 1961 Charitable Trust
With grateful thanks to those who have supported the Mary Rose in various ways.

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Young  Mr Maurice Young
Reference and Administrative Details

Status  Company Limited by Guarantee
Charity Number  277503
Company Registration Number  1415654

President
HRH The Prince of Wales KG KT GCB OM AK QSO PC ADC

Vice Presidents
Lord-Lieutenant of the County of Hampshire (ex-officio)
The Right Worshipful, The Lord Mayor of Portsmouth (ex officio)
Admiral Sir Kenneth Eaton KCB OBE
Sir David Cooksey GBE
Lionel Allery
Professor Sir Barry Cunliffe KB CBE FSA FBA
Rear Admiral John Lippiett CB CBE

Trustee Directors
Dr Robert Bewley
Helen Bonser-Wilton (resigned March 2021)
Christopher Brandon RIBA FRSA FSA
Professor Van Gore CBE
Rupert Grey
Vice Admiral Peter Hudson CB CBE
Adam Humphries
Dominic Jones (appointed April 2021)
Professor Suzannah Lipscomb (appointed December 2020)
Alan Lovell DL (Chairman)
Dr Janet Owen
David Palmer CBE (Vice Chairman) (retired February 2021)
Nigel Purse (appointed October 2020)
Tim Rusby
Dr David Starkey CBE (retired July 2020)
Sophia Weston

Members
Lionel Allery
The Rt Hon Lord Iliffe DL
Paul Jackson
Dr Christopher Moran
Coral Samuel CBE
Daniel Thorne

Chief Executive
Helen Bonser-Wilton (resigned 31st March 2021)
Dominic Jones (appointed 1st April 2021)

Secretary
Susan Wright ACMA

Registered Office
1/10 College Road, HM Naval Base
Portsmouth, Hampshire
PO1 3LX

Senior Statutory Auditor
Kerry Lawrance FCA

Auditors
Compass Accountants Limited
The Tanneries, East Street
Titchfield, Hampshire
PO14 4AR

Bankers
Lloyds Bank
3 Town Quay, Southampton
Hampshire SO14 2AQ

Insurance Brokers
Noyce Insurance Solutions Ltd
Bassett House, 36 Leigh Road
Eastleigh, Hampshire
SO50 3DT

Solicitors
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A wonderful experience, we paid £10 each for a private tour by a volunteer, whose name was James. He was fantastic, very knowledgeable and answered all our numerous questions and the tour was worth every penny, although we were dubious at the beginning.

— Trip Advisor, October 2020