

The Mary Rose Trust

Annual Review 2021





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



Foreword

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.



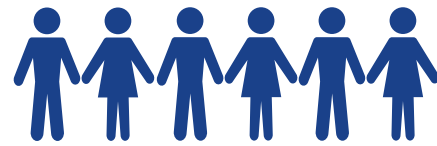
Helen Bonser-Wilton

Chief Executive, The Mary Rose Trust

the
Mary
Rose
Trust
You may take
seat either side
of this notice

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



COMPLETED **NO** LEARNING
WORKSHOPS OR **VISITS**



WORKED WITH ONLY

50%

OF USUAL **135**
MUSEUM
VOLUNTEERS
DUE TO **COVID**
CONCERNS

ACHIEVED SAME



tripadvisor®

REVIEWS

EXCELLENT/5*

SCORES WERE 84%

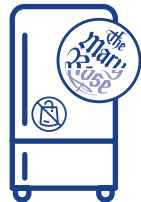


THE SHOP HAS TAKEN SEVERAL STEPS TO



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



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



CARING FOR
OUR **COLLECTION**
WHEN THE MUSEUM WAS CLOSED

£3,507 PER
DAY



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

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%**



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.

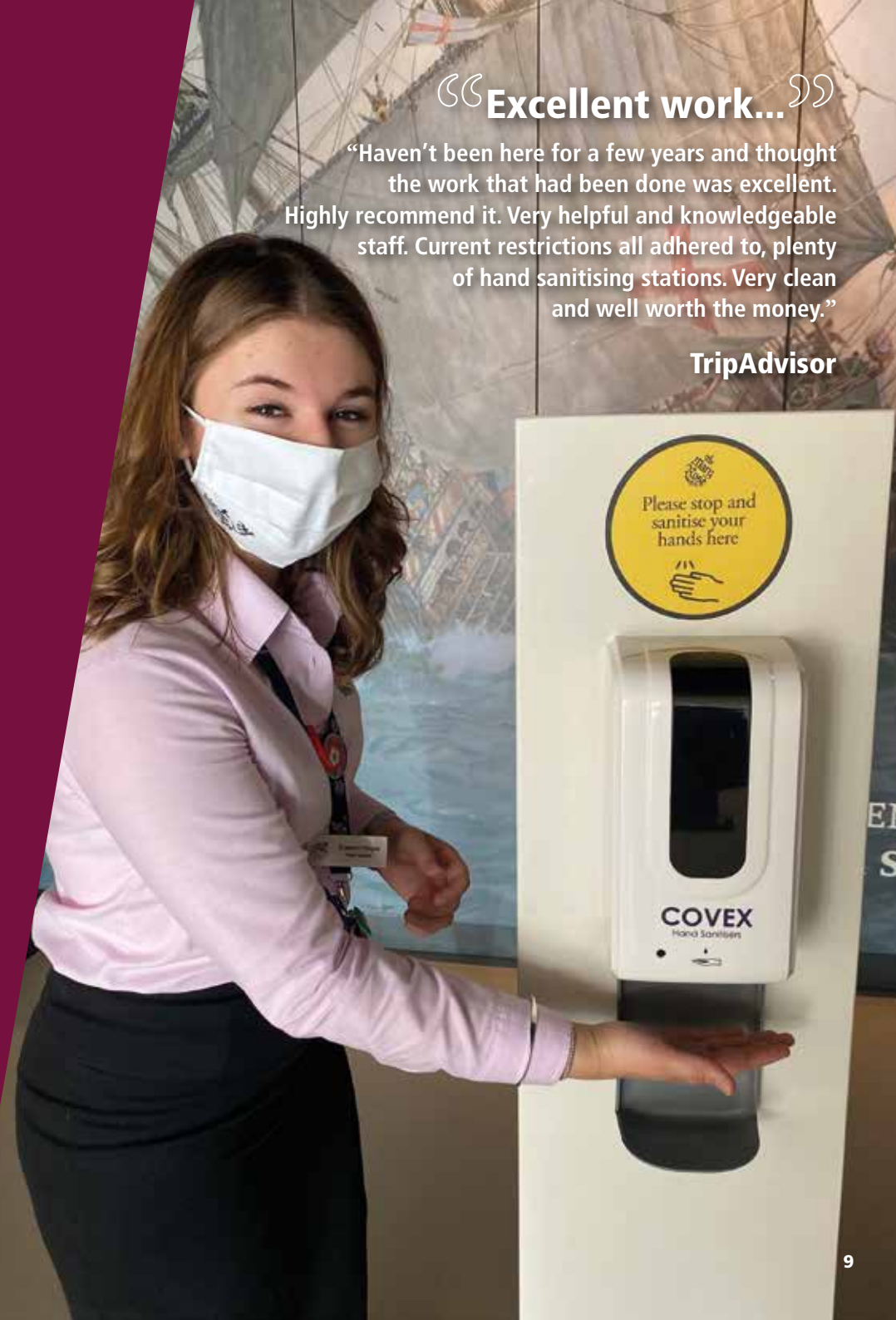
On re-opening post first national lockdown, the visitor experience was re-modelled to provide a socially distanced, one-way experience, with interactives initially switched off, then re-introduced with sanitised styluses from Autumn 2020.

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



PHD partnership – milestone moment for the museum

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.



Dominc Jones, Mary Rose and Matthew Sheldon, NMRN

Caring for the collection and archive

- Our skeleton team continued to care for our collection, archive, buildings and systems throughout lockdown.



Mary Rose staff check on water levels in the conservation tanks during the national lockdown
Credit: Eleanor Schofield, Mary Rose Trust

- 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.

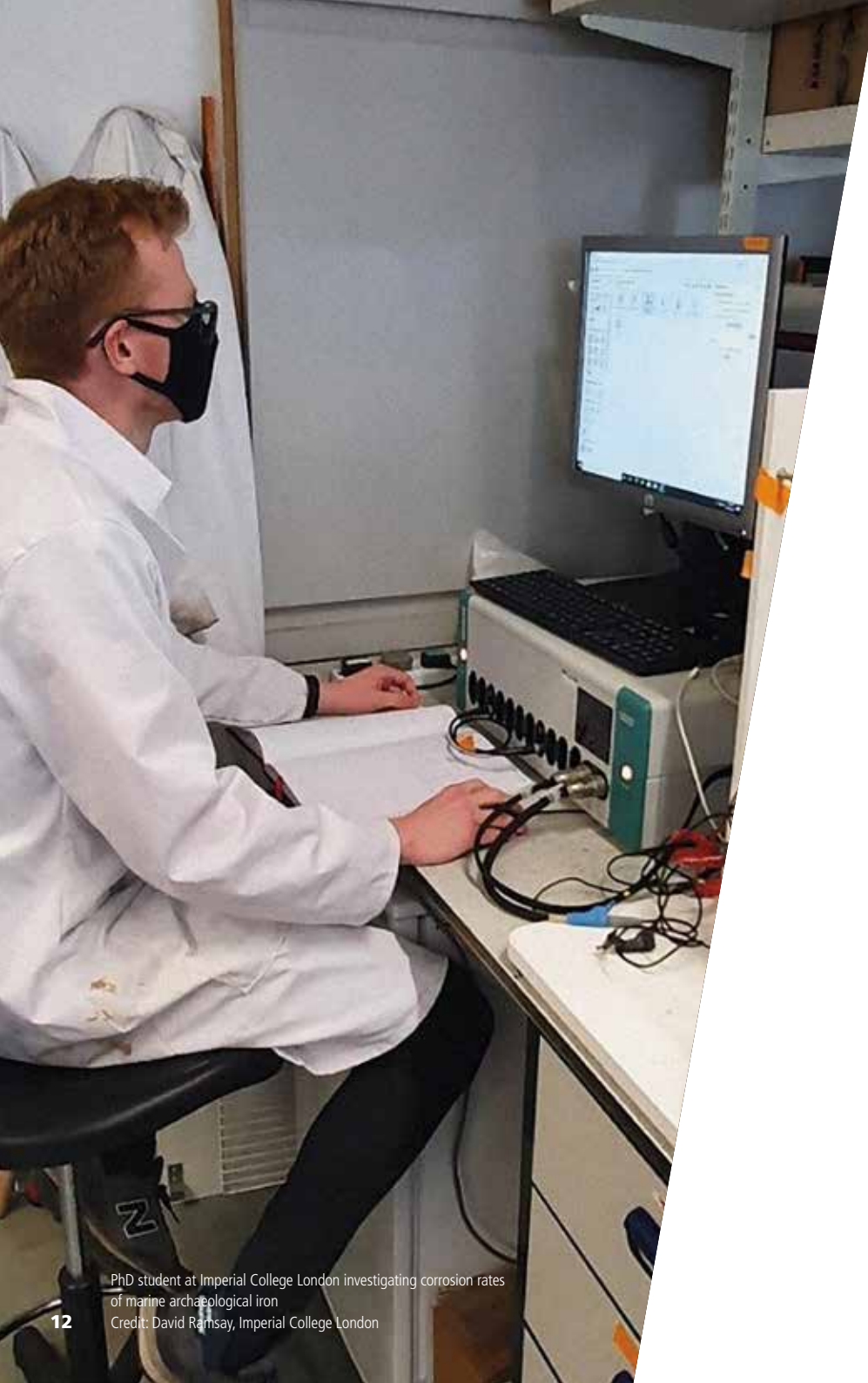


Light Microscope images of a fragment of felted wool from a Mary Rose hat
Credit: Eleanor Schofield, Mary Rose Trust

- We supported an Erasmus+ conservation student with an internship working on analysing data related to the drying of the hull.



Erasmus+ student in the Mary Rose conservation labs
Credit: Eleanor Schofield, Mary Rose Trust



Scientific Research

■ 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.



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

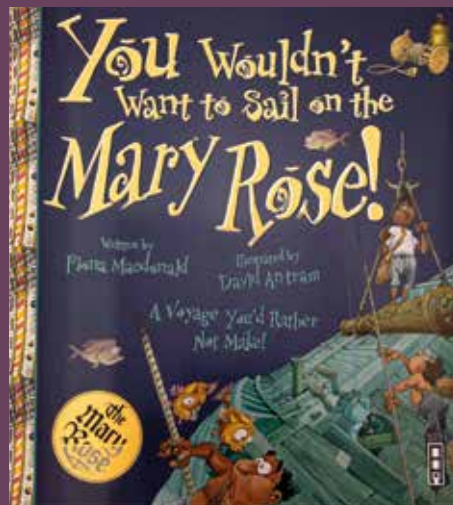
■ Work was published in academic peer-reviewed journals related to chemical compounds within the hull and isotope analysis to determine the origins of our crew.



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

Refreshing the offer

- 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.



HENRY VIII'S WARSHIP MARY ROSE

Launched 1511
34 years as a king's ship
Sank 1545
437 years underwater
Raised 1982
35 years in conservation
Dry at last 2017



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

Statement of Financial Activities for the year ended 31 March 2021

Income & expenditure	2020/21	2019/20
Income	£	£
Visitor income	377,959	1,876,803
Income from trading subsidiaries	54,294	495,073
Donations	1,717,701	486,771
Other charitable income	0	32,151
Invested Income	275	1,679
Miscellaneous	33,776	47,876
Total Income	2,184,005	2,940,353

Expenditure

Charitable activities

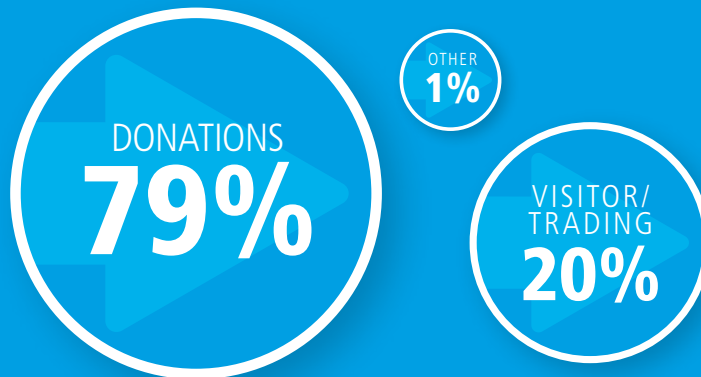
Visitor Operations including PHD	1,064,790	1,522,128
Conservation & collections	842,060	1,173,762
Museum depreciation	1,039,022	1,052,084
Maritime archaeology	57,643	91,725
Learning	92,351	99,211
Exhibition	34,286	0
Restricted expenditure	5,682	44,467
	3,983,377	4,309,356

Raising funds

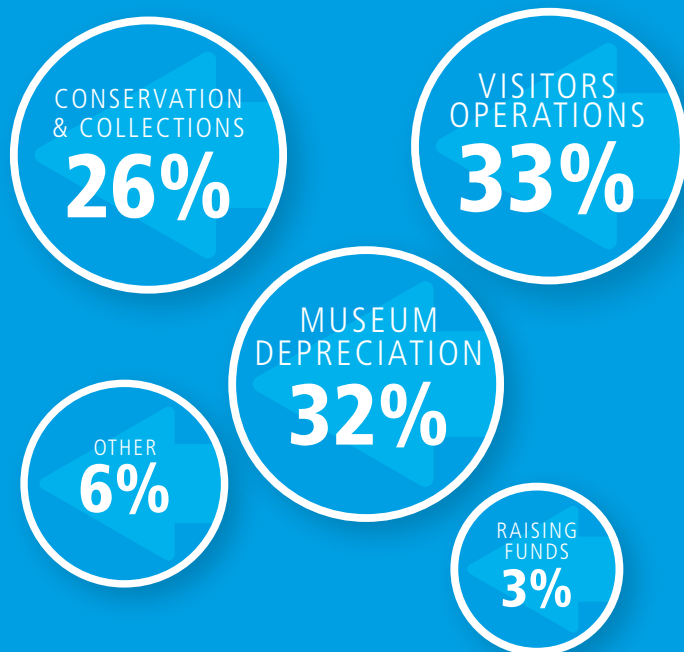
Fundraising	73,925	99,664
Commercial trading operations	40,918	306,231
	114,843	405,895

Total expenditure	3,250,677	4,389,272
Net income/expenditure	-1,066,672	-1,448,919
Total funds brought forward	29,866,629	31,315,548
Total funds carried forward (note 3)	28,799,957	29,866,629

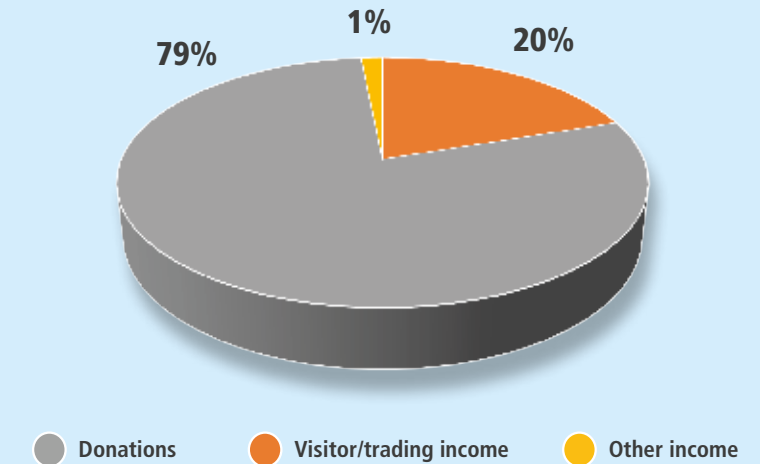
Income - Where it came from:



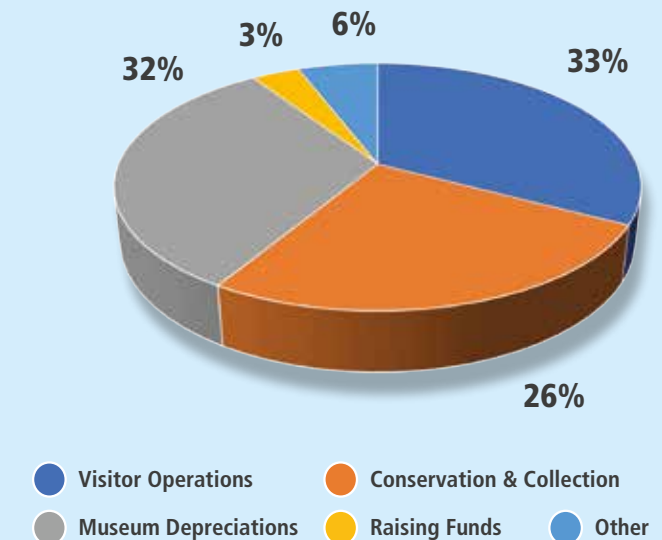
Expenditure - Every pound we spend:



Income 2020/21



Expenditure 2020/21



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

HRH The Prince of Wales

Admiral

Mr Christopher Andreae
Sir David Cooksey GBE
Lord Iliffe DL
Mr Clive Richards OBE DL - RIP
Dr Chris Sansom

Vice Admiral

Mr Julian Cazalet
Mr Peter Mallinson

Rear Admiral

Mr Lionel Allery
Mr Adam Humphries Esq
Mr Peter Wilson

Commodore

Mrs Heather Allery
Mrs Jennifer Brzozowska OBE
Dowager The Countess of
Clarendon DL
Mr Colin Field JP DL
Lady Gavron
Mr Jonathan Gestetner
Ms Jennifer Green
Mr Terence O'Rourke
Mrs Irene Purse
Mr Tim Rusby
Mr Christopher Shaw
Ms Kirsten Suenson-Taylor

Honorary Patrons

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

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Mr Lionel Allery
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Rear Admiral Roy Clare CBE
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Mr Matthew Coumbe
Mr Michel de Carvalho
Mr Damon de Laszlo DL
Mr & Mrs Simon de Zoete
Mr Christopher Dobbs
Mr Geoffrey Dobbs
Mr Michael Dobbs
Mr Peter Dobbs
Mr Derek Drake

Commander Rod Edwards
RN Retd

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Mrs Margaret Fisher
Mr Jonathan Gestetner
Mr Jonathan Gibbs
Ms Jennifer Green
Mrs Sarah Green
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Mr & Mrs Tim Hopper

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Mrs Ilse McKee
Mrs Sally Merison
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Lady Morton
Miss Maria Moseley
Mr Sandy Muirhead
Mr Anthony Palmer
Mrs Stella Reeves
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Dr Lesley Runnalls
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Mr Hugh Tidbury
Mr Peter Usher CBE FREng

Mr Ray Wheeler
Mr Richard Willey
Mr Derek Williams OBE
Miss Anna Woolley

Gold Patrons

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Dr Robert Bewley
Mrs Helen Bonser-Wilton
Professor Van Gore CBE
Vice Admiral Peter Hudson
CB CBE
Miss Kathy Powis

Silver Patrons

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Mr Trevor Bone
Mr Ronald Button
Mrs Sarah Crookenden
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Mr Charles Field
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Vice Admiral
Michael Gretton CB
Mr David Harrison
Ms Julie Hastings
Mr Jon Haylock
Mr Peter Hayward
Mrs Trish Hayward
Mr Nicholas Higgs
Mr Andrew Hunt
Mrs Claudia Hunt

Mr Nigel Hunt
Mr William Hutchin
Mr Robert Kearney
Mr Nigel Kelland
Mr Robert Kenny
Mr Kenneth MacGowan

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Mrs Margaret Massie
Dr David Melzack
Dr Christopher Mitchell
Mr Jeremy Montagu - RIP
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Mr Brian Robinson
Mr Henry Rothery
Dr Rosemary Ryall
Mrs Lynn Simpson
Mr Richard Sotnick
Mr Ninian Stewart
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Lady Tidbury
Mr Alan Titchmarsh MBE DL
Mr Anthony Trice
Mrs Sally Tyrrell
Miss Linda Wainwright
Miss Phoebe Walker
Ms San Ward
Mrs Ann West

Mr Peter West
Mr Roy West
Mr David Widdowson
Mrs Anna Wright
Mr Kevin Wright BSc CEng MIET

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The Adrian Swire Charitable
Trust
The Arts Council England
Cultural Recovery Fund
The Band Trust
The Foyle Foundation
The Garfield Weston Foundation
The Hartnett Conservation Trust
Historic England
Medlock Charitable Trust
The National Lottery Heritage
Fund Covid-19 Emergency Fund
The Robert Gavron Charitable
Trust
South East Museums
Development Fund
The 29th May 1961 Charitable
Trust

With grateful thanks to those who have supported the Mary Rose in various ways.

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Simon Wormald Mrs Anne Wright Mr Chris Wright Mr Crispin Wright Mr & Mrs R M Wynnegr Mrs Ann 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

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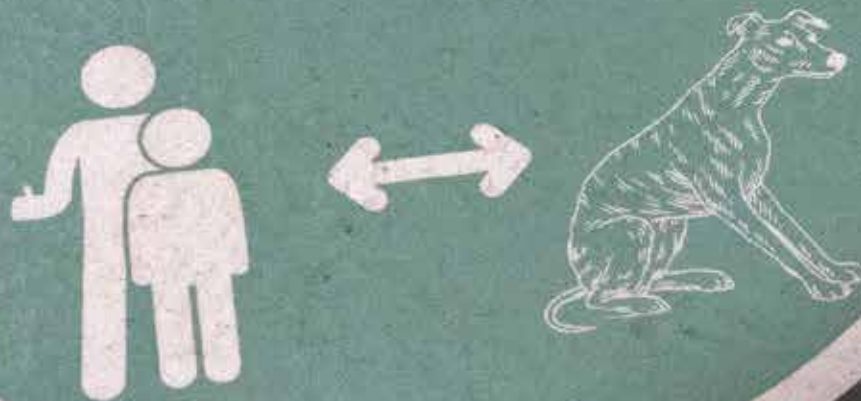
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The Mary Rose Trust

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Portsmouth, Hampshire PO1 3LX


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