



# The Mary Rose Trust

Annual Review 2018





CLARENCE HOUSE

As I approach my seventieth birthday, I find myself reflecting on the achievements of the charities I have supported over the decades and The Mary Rose Trust remains one of which I am particularly proud. Having been involved for over forty years now, I have been greatly encouraged by the way in which the Mary Rose has developed from a major underwater archaeological excavation to today's award-winning, world class museum.

Having dived several times on the Mary Rose myself, I was delighted to hear the 2017 divers' reunion and thirty-fifth anniversary of the 1982 raising celebrations went so well. This was an excellent opportunity to recognise the volunteer divers, without whose dedication and passion the Mary Rose would still be languishing on the bottom of the sea.

I am delighted to hear that visitors continue to find the stories of the ship and her crew as spellbinding as we did when we were excavating the wreck all those years ago. I remain immensely proud of having played a part in the recovery of such a treasure for the nation, and I can only send my most heartfelt thanks to all those, past and present, who help make sure that future generations can be inspired by this truly remarkable story.



# Foreword

*Helen Bonser-Wilton*

Chief Executive, The Mary Rose Trust

It has been the first full year of opening since we revealed the Mary Rose in summer 2016 and it has been a particularly busy one, with 360,000 visitors during the year. In December, we reached the landmark of 10 million visitors since The Mary Rose first opened in 1983. The museum continues to receive wonderful visitor feedback, with comments such as ‘amazing’, ‘thought provoking’, ‘epic’ and ‘seriously impressive’ appearing regularly on TripAdvisor.

The Mary Rose reached the finals of the European Museum of the Year Awards in May; especially pleasing since the museum was awarded a Special Commendation as recently as 2015. Sadly, we didn’t bring the trophy home, but the museum received a fabulous judges’ citation, which described it as ‘close to perfection in fields as different as the presentation of historical research, underwater archaeology, conservation techniques, experimental archaeology, architecture, scenography and virtual reality.’

Much progress has been made this year with the ‘Setting Our Course’ strategy, with particular focus on raising our profile as a Tudor attraction, working towards the strategic vision of becoming ‘A Must Experience British Icon’. Much effort has

gone into developing the Mary Rose brand and marketing positioning, with the first ever Mary Rose marketing campaign launching in March 2018. Leading with the proposition of ‘500 Years. A Heartbeat Away.’, it seeks to communicate the immersive nature of the Mary Rose museum experience and reflect the emotional connection that visitors feel with the crew. The campaign is running across TV, radio, outdoor posters, leaflets and the Web during 2018. This year has also seen us venture into the group trade market directly for the first time, attending trade exhibitions and fairs, to raise the profile of The Mary Rose with organisations booking group visits.

The Mary Rose has benefited from good media coverage again this year and played a major role in the BAFTA-nominated Judi Dench documentary ‘My Passion for Trees’, which reached an audience of four million at Christmas. The Trust also featured in ‘Bone Stories’ on Radio 4, with Dr Alex Hildred’s human remains research work. Significant media profile was also achieved through the scientific research into the material properties of Tudor cannonballs, using synchrotron beam therapy. Although this is a technically complex story, it still drew mass media coverage and was featured on outlets as

varied as BBC Breakfast News, Discovery Channel Canada and Smithsonian magazine in the United States.

This was, of course, the year in which we celebrated the 35th anniversary of the Mary Rose’s raising in 1982. To mark this occasion, Babcock loaned a scale model of the Tog Mor crane, which raised the ship, for display in the museum, and this was well received by visitors. A divers reunion was held, along with two days of anniversary lectures, featuring Dr David Starkey speaking about ‘Henry’s Toy’ and Dr Miranda Kaufmann lecturing on ‘Black Tudors’. It was an important moment to reflect upon everything that has been achieved in the last 35 years with those who did so much to make it happen.

In the midst of this anniversary year, it was especially poignant to hear of the death of Wendell Lewis, former director at Babcock, who oversaw the raising of Mary Rose. Wendell played a crucial role at a key moment in Mary Rose history and remained a keen supporter right up until the end of his long life.



A photograph of a museum exhibit. In the foreground, a man with glasses and a young boy are looking at a digital display. The man is wearing a dark shirt and jeans, and the boy is wearing a blue shirt and shorts. They are standing in front of a large, dark, rectangular display case. The display case has two illuminated screens on top. The screen on the left shows a white background with some text, and the screen on the right shows a yellow background with some text. To the right of the display case, there is a large, dark, rectangular object, possibly a piece of machinery or a vehicle, which is partially visible. In the background, other visitors are walking through the museum. The floor is dark, and there is a green light on the floor. The overall atmosphere is dimly lit, typical of a museum.

*“A Must Experience  
British Icon”*

# Our Year at The Mary Rose

360,000 visitors have experienced The Mary Rose in the past 12 months, with reviews of the museum remaining at exceptionally high levels. We remain the Number One attraction in Portsmouth on TripAdvisor, with 89% of visitors since the 2016 'Reveal' rating the museum as exceptional.

During the year, we have introduced regular programmes of activity, to tell stories from the point of view of the crew and to show how artefacts were used. These experimental archaeology events have included an extended Tudor cooking demonstration, at which the replica galley was fired up to produce the food that the crew would have eaten on board, and a Tudor shipwrighting event, using traditional tools to create a replica of one of the Mary Rose's boats.

These events have been supplemented by regular family programmes, with craft activities such as Tudor candle making, soap making and calligraphy.

This year, The Mary Rose has been shortlisted for a number of awards; we were a finalist in the National Visit England Awards, (Best Large Visitor Attraction) and recipients of a special commendation from the Beautiful South Awards for access and inclusivity. The Mary Rose was also shortlisted for three awards at the Museums + Heritage Awards 2017 (in the Marketing Campaign, Innovation and Permanent Exhibition categories) and secured a special commendation in the Permanent Exhibition category.

In addition to the visiting public, we reached 16,760 school children through our acclaimed schools programme and 970 people through our outreach work. Thousands more were reached through the offsite events undertaken at Gunwharf Quays, Southsea Castle and Portsmouth's annual Victorious music festival.



*“Number One attraction in  
Portsmouth on TripAdvisor”*



# Learning & Outreach

We have reached 85,000 education visitors since the museum opened in 2013 and are now fully recovered from the initial drop off in bookings when the Tudors were removed from the Key Stage One curriculum in 2014. Regaining this ground has been driven by innovation in the offer, providing exceptional engagement with the collection for children of all ages. The workshop offer now includes history, science, maths and other STEM subjects, as well as archaeology, history of medicine and business tourism, with many visits seeking cross-curricular content.

The innovative new workshops introduced for International Baccalaureate (Theory of Knowledge) have been received well by teachers and students. Work with Education Business Partnership South has seen the extension of the 'Feed the Fleet' Maths Challenge into the science curriculum. Teacher training programmes have been introduced, as has the Tudor Masterclass for very able children, and home educator workshops.

We are proud that both museum visits and workshops are now consistently evaluated as 'Excellent' by participants. We are also delighted to hold the prestigious Sandford Award for Heritage Learning in recognition of the outstanding contribution that The Mary Rose makes to this field.

Mary Rose Outreach Officer Trevor Sapey retired in summer 2017, since which time funding has been sought to continue this important work. In 2017, we engaged with 970 people through outreach work, visiting groups with Alzheimer's disease, visual impairments, stroke and Parkinson's disease. This important work often leads to accompanied visits to the museum from these hard-to-reach groups and delivers on the Mary Rose mission to be 'for the education and benefit of the Nation'.



*“85,000 education visitors since the museum opened in 2013”*



# Conserving The Collection

Supported by a £90,000 Arts Council England grant, significant progress has been made on effective stewardship of the collection and digitisation of the archive. A new Collections Management System has been installed, with data now being transferred from the old database and card system to give a holistic and accurate view of our collections holdings.

Digitisation of the Mary Rose archive continues apace with the support of the dedicated team of digitisation volunteers. Over 30,000 photographic images have now been scanned and catalogued, with many old favourites being rediscovered through the process. This work will continue and incorporate other non-digitised assets such as dive logs and videos to digitise the entire archive over time, with the aim of making it accessible online.

Work continues to develop a picture of how the hull structure has moved over time, as a result of the extended conservation process. Initial comparative work has been undertaken by a student from Imperial College, London, using laser scans of the ship carried out between 2009 and 2016 to identify structural movement during the drying process. This is a long term piece of work that will require a PhD student to carry out detailed analysis of scans, leading to the specification and eventual installation of a new support system for the ship's decks.

The active conservation of the ship's stem timber, anchor and pump is nearing conclusion and the objects will shortly be moved to the Ship Hall for controlled air drying ahead of installation. Further conserved items, such as a leather bucket and fire logs, are being installed into the museum as they complete the conservation process.

A diver in a yellow and red wetsuit is underwater, holding a long, thin pole. The diver is wearing a red helmet and a yellow wetsuit. The background is a dark, murky green, suggesting an underwater environment. The text is overlaid on the bottom right of the image.

*“Over 30,000 photographic images  
have now been scanned and catalogued”*



# 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 and stories that can be told as a result.

We work with a broad range of partners, including PhD students, 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.

In Conservation, we continue to research the formation of and treatments for acidic compounds in archaeological wood. Work completed at Diamond Light Source on the evolution of acids as the hull dries, is now being prepared for publication, and treatments are being developed by the team at the University of Glasgow.

Work on corrosion of and treatment for archaeological iron shot in partnership with University College London and Diamond Light Source has concluded its first stage, with experiments investigating how corrosion has progressed in shot that has been conserved in different ways. This research was published in *Current Archaeology* and *'Angewandte Chemie'* in March 2018 and received widespread coverage in mainstream media.

In work on pollutants in the museum environment and developing sensors to detect them, environmental sensors were designed and placed into the museum showcases and the results from this, along with analysis of wood objects to determine what vapours they give off, will now be analysed.

Work by PhD student Eleanora Piva, to establish how the ship has dried, movement of the hull and an exploration of how the water and polyethylene glycol (PEG) affect the timbers, is now complete and will be published in journals during 2018.

The Trust's profile in conservation research and science was also bolstered by participation in *New Scientist Live*

at London's ExCel exhibition centre in September and Professor Eleanor Schofield authoring a chapter on wood conservation for the Royal Society of Chemistry's *Heritage Materials* publication.

In Collections Research, we continue to work sensitively with the human remains from the Mary Rose. 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. A documentary is now in production with Channel 4, which will feature the genetic profiling of two more individuals, isotype analysis of seven individuals (to provide location at birth), facial reconstruction of two more crew members and genealogical research into the Carews and Grenvilles.

Other Collections Research projects currently underway include micro CT scanning of the purser's human remains with Swansea University, statistical analysis of Mary Rose longbows with the University of Southampton, the study of Mary Rose sails and rope, and analysis of leather jerkins and footwear.



*“Academic rigour, innovation  
and work done to the highest  
professional standards”*

Photo Credit: Diamond Light Source

# Supporting The Underwater Cultural Heritage Sector

One of the charitable objects of the Mary Rose Trust is 'to promote and develop interest, research and knowledge relating to all matters relating to the underwater cultural heritage, wherever located'.

Mary Rose Archaeological Services (MRAS) gives advice, supervises excavations and carries out conservation work for other organisations. MRAS provided advice and conservation services for Boskalis, Archaeology South East, Dover Bronze Age Boat, Brooklands Museum's Highball bomb and cannon conservation for Royal Armouries and NMRN. In addition, Dr Alex Hildred was appointed as lead archaeologist for the 2017 season excavation of the Dutch East Indiaman 'Rooswijk' (wrecked on Goodwin Sands 1739/40) and supervised work over the summer.

Specialist advice and support was also given through participation in the Newport Ship Advisory Panel and participation in a one-day meeting at the German Maritime Museum on 'Deformation Monitoring of Wooden Archaeological Wrecks'.

Mary Rose staff presented at a number of prestigious underwater archaeology conferences during the year, including a conference in Texas on 'The Ships That Changed History', the Chartered Institute for Archaeology's conference in Newcastle, the International Congress of Maritime Museums in Valparaíso, the Bournemouth Maritime Archaeology Conference and the Festival of Archaeology in Salisbury.

The Mary Rose has ongoing involvement in key international committees, including the ICOMOS International Committee on the Underwater Cultural Heritage and the International Congress of Maritime Museums, as well as Christopher Dobbs acting as chair of the Maritime Archaeology Sub-Committee.

In the fields of conservation science and research, Professor Eleanor Schofield acts as chair of the Institute of Conservation Heritage Science Group and assistant coordinator of the International Council of Museums' Wet Organic Archaeological Materials Working Group. Professor Schofield also authored a chapter on wood conservation for the Royal Society of Chemistry's Heritage Materials publication.

A lecture was given on the conservation and monitoring of the ship at 'New Scientist Live' at London's ExCel exhibition centre. Mary Rose also hosted an event in partnership with the University of Portsmouth on the future of women in engineering.



*“Staff presented at a number  
of prestigious underwater  
archaeology conferences”*



# Mary Rose Trading

Mary Rose Trading continues to form an important income stream for the Trust, donating its net profit of £138,000 for 2017/18 from Shop, Café and Functions to the charity.

## Shop

Work continues on drawing the strong museum 'sense of place' through into the retail offer by sourcing products that link to the stories told in the museum, introducing more products unique to The Mary Rose and merchandising the shop to reflect the approach taken in the museum.

Focal tables are regularly re-merchandised with product relevant to people who visit at different times of the year. Further development of our product themes ('Hull and Ship', 'Ship's Crew', 'Cowdray Engraving', '1982 Raising') has been undertaken during the year and further intensive focus has been given to the 'Henry VIII and the Tudors' range, in line with the promotional push of our Tudor experience. We continue to feature a broad range of products for all sizes of spend.

While the retail sales environment was challenging during the year, we were pleased to increase our gross margin as a result of careful procurement and focus on higher margin products.

The latter part of the year saw much work to change over from Cybertill to DigiTickets, with an associated stock lines review. This has led to improvements in ordering procedures, stock control and standardisation of all stock information. A new online shop will launch during 2018.

## Events

The Events business celebrated its best ever annual income performance during 2017/18, with a broad range of evening and daytime events contributing to this success.

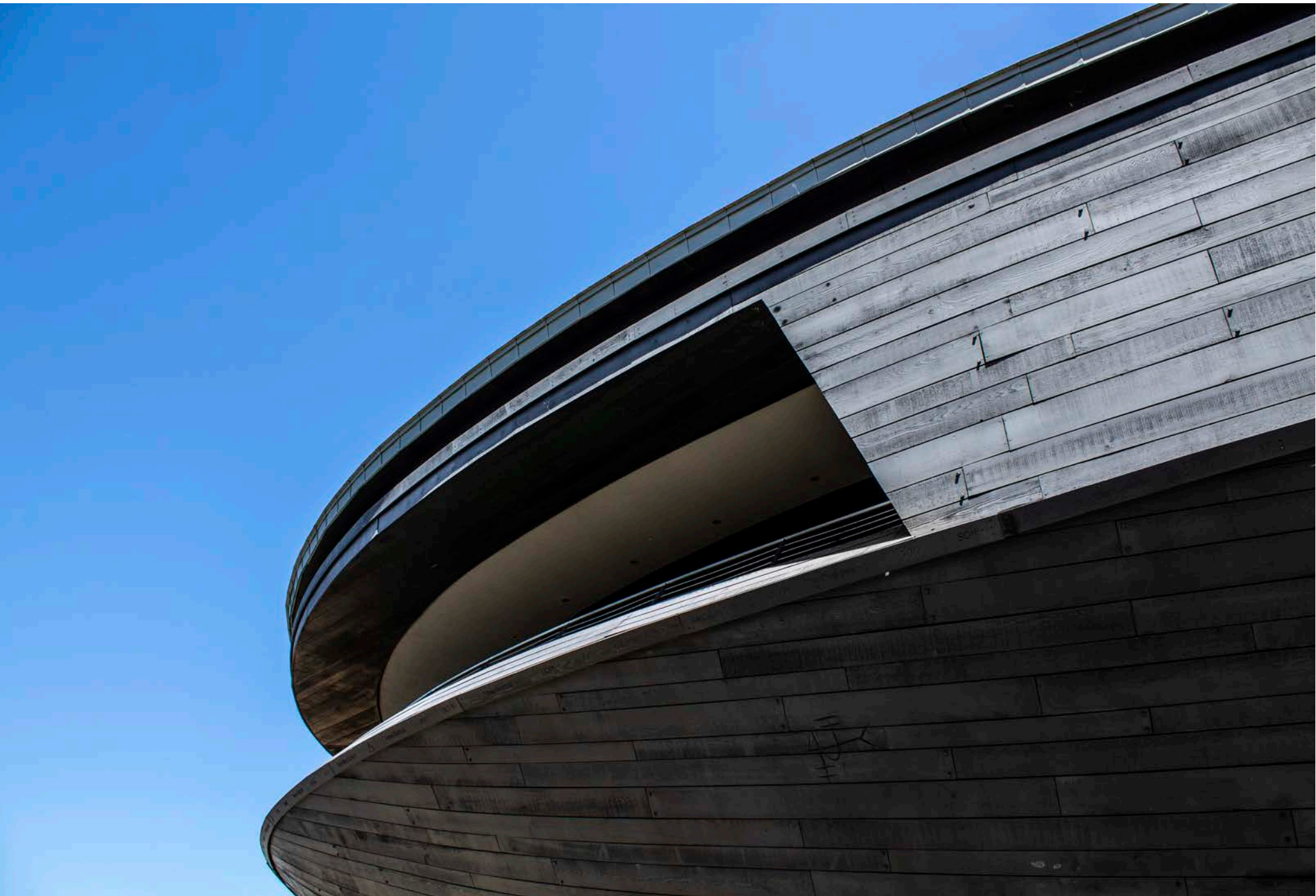
The Events team won silver in the Venue and Business Tourism category at this year's Tourism South East Beautiful South Awards and will now be considered as an entrant at the Visit England national awards.



*“An important income stream for the Trust”*







# Thank You

A huge thank you to everyone (including those who wish to remain anonymous) who has helped to make The Mary Rose possible.

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 Diamond Light Source  
 Emirates Spinnaker Tower  
 Interpro Technology Solutions Limited  
 Leica Geosystems  
 Medieval Society  
 MindWorks Marketing  
 Motivation '81 Ltd  
 National Physical Laboratory  
 Point 13 Media  
 Pooley Swords Ltd  
 PPG Print Services  
 Precision Creative and Media  
 Red Herring  
 Reef Publications  
 Serco Marine Services  
 Tourism South East  
 The Worshipful Company of Ukinbound  
 Vanilla Catering  
 Visit Britain  
 Visitor Experience Forum  
 Walker Art Gallery

Wightlink Ltd  
 Wise Catering

**Volunteers**

Jane Anderson  
 Madissa Asgari  
 Rachel Ashburner  
 Stewart Aughey  
 Janis Bagnall  
 Iain Ballantyne  
 Danny Banting  
 Graeme Barber  
 Maggie Beel  
 Hazel Belcher  
 Katie Bell  
 Edna Benfield  
 Leslie Blackburn  
 Ruth Blackburn  
 Carly Blackmore  
 Pauline Blagden  
 Diana Blumberg  
 Brenny Boyles  
 Diane Brown  
 Terry Braddock  
 Liz Britton  
 Wendy Callear  
 Judith Carnt  
 June Carroll  
 Pat Cave  
 Pat Churchill  
 Neil Clements  
 Jonathan Collins  
 Georgina Cook  
 Keith Cook  
 Lucie Cook  
 Steve Cook  
 Sue Cooke-Priest  
 Christine Cooper  
 Matthew Coumbe  
 Joy Critcher  
 Alastair Cumming  
 Roger Dawson  
 Margaret Dawson  
 Keith Deadman-Nicholls  
 Brian Derry  
 Matt Dixon  
 Philip Dicken

Fin Duffy  
 Glenn Dunaway  
 Joy Dunn  
 Jamie Dutton-Forshaw  
 Luke Du Val  
 Paul Eaton  
 Derrill Evans  
 Jan Evans  
 Peter Fear  
 Carole Frampton  
 David Freer  
 Paul Goehlert  
 Barry Gould  
 Carl - Richard Graham  
 Tony Green  
 Milly Giles  
 Jane Gregory  
 Pamela Groombridge  
 Sam Hanney  
 Jane Harrison  
 Irene Harvey  
 Mark Harvey  
 Roy Herbert  
 Ciara Hitchcock  
 Sue Hussey  
 Roger Hyson  
 Barbara Janes  
 Lawrence Johnson  
 Trevor Jones  
 Graham Keeping  
 Timothy Lambert  
 Evangeline Leggatt  
 Jane Mackay  
 Des Malone  
 Wendy Martin  
 Roger Mawby  
 Tom McCarthy  
 Ruth McKee  
 Bob Meredith  
 Katie Merritt  
 Alice Mew  
 Ron Miller  
 Marie Mollins  
 Trevor Morgan  
 Pamela Morn  
 Mary Mosedale  
 Maggie Mundell

Joanna Murchie  
 Joleene New  
 Cathy Noler  
 Barbara Norman  
 Michael Nottage  
 Shane Oakes  
 Simon O'Connor  
 Imogen Olliver-Kneafsey  
 Sarah O'Sullivan  
 Cynthia Padgett  
 Linda Palmer  
 Graham Parkes  
 Grace Piper  
 Laura Poole  
 Cheryl Price  
 Gina Priseman  
 Jonathan Ralph  
 Barry Reah  
 John Redford  
 Geoff Redstone  
 Marilyn Riches  
 Elizabeth Rogers  
 Bailey Rowsell  
 Tony Ruston  
 Goli Saeidi  
 Sean Sanders  
 Arieta Sydney  
 John Seager  
 Peter Seddon  
 Michel Sibille  
 Simon Skuse  
 Keith Smart  
 David Smith  
 James Smith  
 Lorraine Spehar  
 Jeanne Spencer  
 Lynne Stagg  
 Carol Steele  
 Colin Summerfield  
 Richard Thomas  
 Howard Thompson  
 Sam Thompson  
 Glen Tibot  
 David Tracey  
 Tara Trewinnard-Boyle  
 Betty Trigg  
 Jan Vanson

Taryn Weaver  
 Ian Wellington  
 Dave Westcombe  
 Matt Whelan  
 John White  
 Lynne White  
 Trish White  
 Jessica Willis  
 Mike Wyles  
 Maurie Young

# Financial Summary

2017/18 was the first full year of trading since the 2016 capital works were completed and the museum opened to the public in its final form in July 2016. Trading was therefore brisk with a new product offer and we welcomed 360,000 visitors during the year.

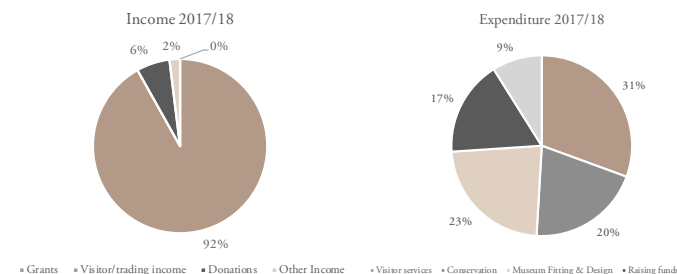
2017/18 was the final year of the Mary Rose uplifted ticket share agreement with our dockyard partners. During this financial year, The Mary Rose received 36% of all net income from ticket sales. The end of year underlying operating deficit was £39k, which was better than forecast due to higher visitor income. This underlying deficit excludes one-off in-year revenue costs for setting up independent marketing and ticketing, leading to a final operating deficit of £318,000, excluding depreciation.

Group results were a deficit of £1,500,318 for the group (charity only £1,502,919) including depreciation of £1,182,189 for the group (charity only £1,177,718).

These summarised accounts are extracted from the Trustees' Report and Financial Statement for the year ended March 2018, which received an unqualified auditors' report. The accounts have been compiled in accordance with Charities SORP 2015 (FRS 102). They were approved on 27th July 2018 and submitted to the Charity Commission and Companies House.

These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the charity. A complete set of the report and accounts are available from the Mary Rose Trust on request.

**Alan Lovell**  
Chairman



## Financial Summary

Statement of Financial Activities for the year ended 31 March 2018

Income & Expenditure	2017/18 £	2016/17 £
<b>Income</b>		
Visitor income	2,451,717	2,177,063
Income from trading subsidiaries	681,353	552,406
Grants receivable	0	1,682,276
Donations	210,612	447,162
Other charitable income	42,620	30,233
Invested Income	6,897	10,523
Miscellaneous	16,879	11,409
<b>Total Income</b>	<b>3,410,078</b>	<b>4,911,072</b>
<b>Expenditure</b>		
<b>CHARITABLE ACTIVITIES</b>		
Visitor services	1,501,498	1,405,241
Conservation	999,169	992,627
Museum fitting & design	1,130,628	1,108,256
Collections	224,579	340,827
Maritime archaeology	104,478	110,477
Learning	108,934	162,141
	<b>4,069,286</b>	<b>4,119,569</b>
<b>RAISING FUNDS</b>		
Fundraising	315,318	100,988
Commercial trading operations	525,792	406,063
	841,110	507,051
<b>Total Expenditure</b>	<b>4,910,396</b>	<b>4,626,620</b>
<b>Net income/expenditure</b>	<b>-1,500,318</b>	<b>284,452</b>
Total funds brought forward	34,541,618	34,257,166
<b>Total funds carried forward</b>	<b>33,041,300</b>	<b>34,541,618</b>

# The Mary Rose Trust

Reference and Administrative Details

<b>Status</b> Company Limited by Guarantee	<b>Trustee Directors</b> Dr Robert Bewley Helen Bonser-Wilton Christopher Brandon RIBA FRSA FSA Professor Sir Barry Cunliffe KB CBE FSA FBA Caroline Dudley OBE Professor Van Gore CBE Rupert Grey Vice Admiral Peter Hudson CB CBE Adam Humphryes Alan Lovell DL (Chairman) Sophia Mason Dr Janet Owen David Palmer CBE (Vice Chairman) Dr David Starkey CBE FSA	Sir David Hardy The Rt Hon Lord Iliffe DL Paul Jackson Dr Christopher Moran Russell Reynolds Jr Robert Robson OBE Coral Samuel CBE Lynne Stagg Councillor Linda Rae Symes (PCC) Daniel Thorne Fred Warner CEng MIEE	<b>Senior Statutory Auditor</b> Kerry Lawrence ACA	<b>Solicitors</b> Blake Morgan New Kings Court Tollgate Chandlers Ford Eastleigh Hampshire SO53 3LG
<b>Charity Number</b> 277503			<b>Auditors</b> Compass Accountants Limited The Tanneries East Street Titchfield Hampshire PO14 4AR	
<b>Company Registration Number</b> 01415654				
<b>President</b> HRH The Prince of Wales KG KT GCB OM AK QSO PC ADC		<b>Chief Executive</b> Helen Bonser-Wilton	<b>Bankers</b> Lloyds Bank 3 Town Quay Southampton Hampshire SO14 2AQ	
<b>Vice Presidents</b> Lord-Lieutenant of the County of Hampshire (ex-officio) The Right Worshipful, The Lord Mayor of Portsmouth (ex-officio) The Lord Brabourne Admiral Sir Kenneth Eaton GBE KCB Michael Aiken MBE	<b>Members</b> Lionel Allery JP Sir Ian Cheshire Ian Dahl Dame Amelia Fawcett DBE Councillor John Ferrett (PCC)	<b>Secretary</b> Susan Wright ACMA	<b>Insurance Brokers</b> Noyce Insurance Solutions Ltd Bassett House 36 Leigh Road Eastleigh Hampshire SO50 3DT	
		<b>Registered Office</b> 1/10 College Road HM Naval Base Portsmouth Hampshire PO1 3LX		





## *The Mary Rose Trust*

*College Road, HM Naval Base, Portsmouth, Hampshire, PO1 3LX  
023 9275 0521 – [mail@maryrose.org](mailto:mail@maryrose.org) – [www.maryrose.org](http://www.maryrose.org)*



*@MaryRoseMuseum*

*Registered No. 01415654*

*England Registered Charity No. 277503*

*Give as you earn No. 007352 US 501 (c) (3) certification*

*Special thanks to Perkins+Will & Portland Design*