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.
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 Tug 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 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 an 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.
“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”
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 Valparaiso, the Bournemouth Maritime Archaeology Conference and the Festival of Archaeology in Salisbury.

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.

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.
“Staff presented at a number of prestigious underwater archaeology conferences”
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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Sir David Cooksey CBE
Mr Michael Donovan
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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.
The Mary Rose Trust

Reference and Administrative Details

Status
Company Limited by Guarantee

Charity Number
277503

Company Registration Number
01415654

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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)
The Lord Brabourne
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Michael Aiken MBE

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Annual Review 2018
The Mary Rose Trust

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