

The Mary Rose Trust

Annual Review 2020





The extraordinary times we have experienced this year have affected everyone in our society to one degree or another. For charities like The Mary Rose Trust, which rely so heavily on visitor numbers, the challenge has been particularly stark.

The pandemic has brought immense financial issues, which will undoubtedly continue into 2021. So I am profoundly grateful to all those institutions and individual donors who have kept faith with this internationally significant British project through such a critical time and who have safeguarded its unique legacy for future generations.

That supporters should have been so constant throughout this testing time is a tribute to their own great generosity, to the dedication of the Trust's staff, as well as to the particular spell which the Mary Rose casts on all those who encounter her extraordinary story. Certainly, I have never forgotten the experience of diving on the wreck myself in the 1970's.

The innovative use of scientific techniques to tell the stories from the Mary Rose Collection has always been fascinating, and the new genetic profiling research that has confirmed the diverse origins of the Tudor crew has proved to be a revelation in transforming our understanding of the make-up of Tudor society.

I find it astonishing that the Mary Rose continues to give up her secrets forty years after excavation and I can only hope that the next generation will continue to be as rivetted by the story as we all are.

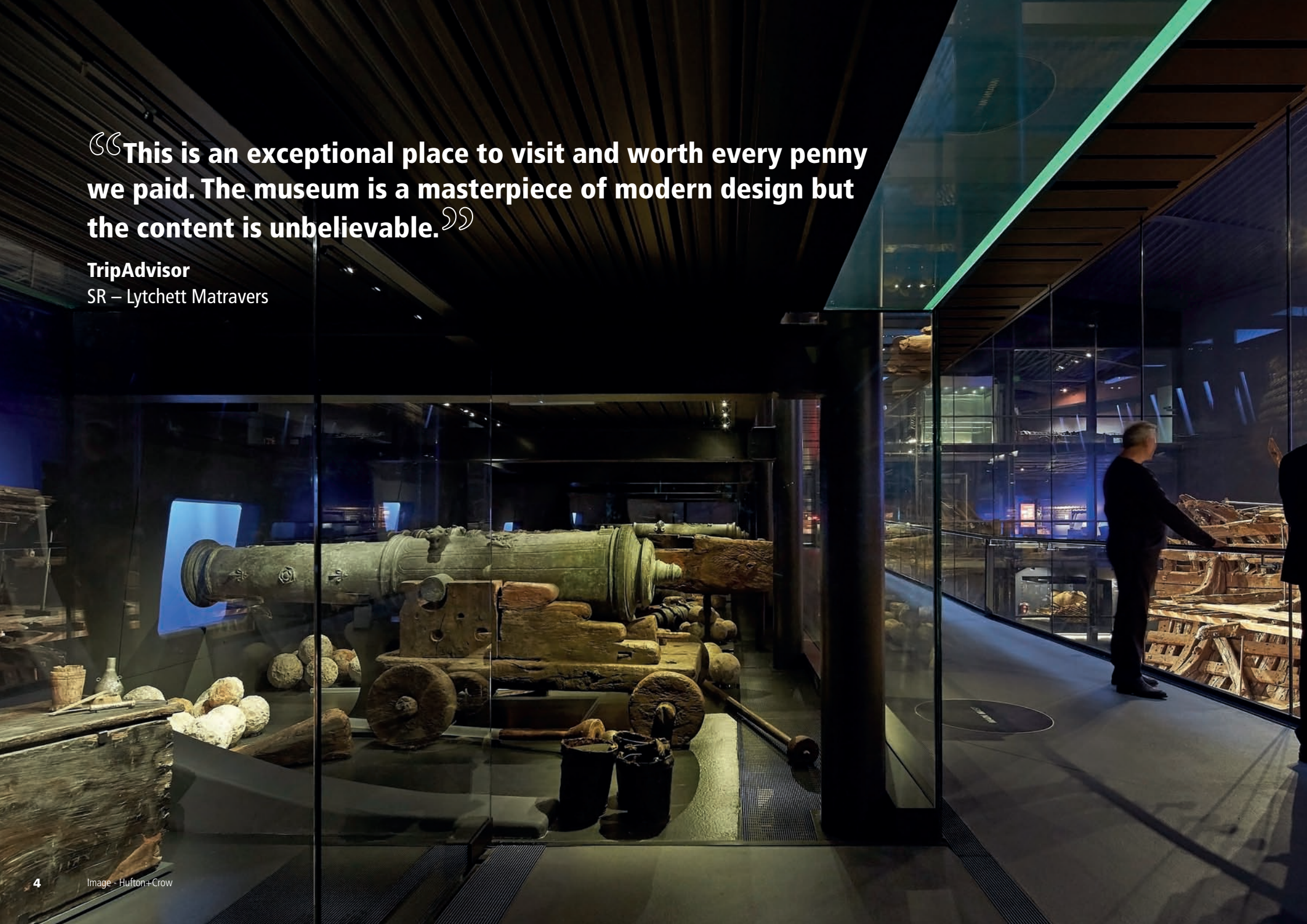
I remain immensely proud of being able to play a small part in the great work of rescuing Mary Rose for the nation and send my heartfelt thanks to all those, past and present, who support the Trust and help make sure that future generations can be inspired by this truly remarkable story.



“This is an exceptional place to visit and worth every penny we paid. The museum is a masterpiece of modern design but the content is unbelievable.”

TripAdvisor

SR – Lytchett Matravers



A photograph of a man in a dark suit standing in a museum, looking at the Mary Rose shipwreck exhibit. The ship's wooden hull is visible through a glass display case. The background is a large blue screen with a subtle pattern. The lighting is focused on the exhibit.

Foreword

I am pleased to report a year of significant business growth and curatorial development at Mary Rose. The exciting launch of the Channel 4 documentary 'Skeletons of the Mary Rose' and the associated new exhibition 'Many Faces of Tudor England' drove excellent media profile and strong visitor figures, while the 'Shipwreck Explorers' family trail encouraged new visitors.

The Mary Rose story has been underpinned by scientific research from the beginning and it is wonderful to discover compelling new stories about the origins of the crew with the use of isotope and DNA analysis. At a time where there is much debate about diversity and Britain's place in the world, the findings of the research gave us an opportunity to present a new view of national and ethnic diversity in Tudor England. The Mary Rose really is the story that keeps on giving.

We are also very proud of the progress in our crucial conservation research programme, which researches the material condition of artefacts and develops suitable conservation treatments to address issues. Funding was secured for two new PhD students through Imperial College London, to continue research on the Tudor iron cannonballs and the ship. Research projects achieved publication in influential specialist journals and mainstream media and the Trust's reputation was further enhanced by giving conference lectures and the hosting of an international conference for conservators of Wet Organic Archaeological Materials.

We were also delighted to celebrate the 40th anniversary of Dr Alexandra Hildred joining the Mary Rose in 1979. Starting as a graduate archaeologist, Alex has contributed a vast amount to Mary Rose, bringing particular specialisms in directing site excavations, ongoing surveying of the wreck site, ordnance and researching Mary Rose human remains. Naturally, she also played a key role in curating the award winning Mary Rose Museum.

We were pleased to work with the Royal Navy's new survey ship HMS Magpie last summer to survey the condition of the wreck site. While the

situation is currently stable, it is important to remain alert to the risk of damage and we will be seeking funds for another excavation at the right time to salvage additional artefacts that remain buried in spoil heaps and on the seabed.

Mary Rose made the shortlist of the National Lottery Heritage Fund's Top 25th anniversary projects. Sadly, we didn't win, but we were delighted that long-term volunteer, Morrie Young, a shipwright and diver who helped Alexander McKee to discover the Mary Rose, won the Local Legend award. A very fitting recognition for over 50 years of volunteering and counting!

While 2019/20 proved to be a positive year, progress was marred by the dramatic impact of the coronavirus, which led to wholesale loss of business during March and ultimately complete closedown. The first six months of 2020 have therefore been wholly focussed on raising the necessary funds to care for the collection at a time of very limited income. We were pleased to re-open on 24th August in a joint ticketing venture with Portsmouth Historic Dockyard and are seeking to rebuild consumer confidence and the business within the confines of safe social distancing during the remainder of the year.

We will be launching an exciting new immersive experience in the Museum for Easter 2021, so let's hope that 2021 brings more positive news.

Thank you as ever for your support.

Helen Bonser-Wilton
Chief Executive, The Mary Rose Trust

Our Impact in Numbers



177,884
VISITORS



f 16,157

FACEBOOK FOLLOWERS

UP **2781** FOLLOWERS FROM 2019

WITH WEEKLY REACH OF **41,889**

21,200 

TWITTER FOLLOWERS

UP **2,300** FOLLOWERS FROM 2019



EDUCATION REACHED

12,054
CHILDREN
224 ADULTS



FUNDRAISING

£486K
ACHIEVED

RETAIL SPEND
PER HEAD INCREASED BY



20p
PER PERSON

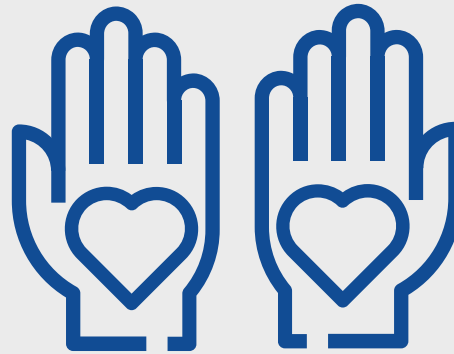


65,000

35MM SLIDES
IMAGES HAVE BEEN
DIGITISED

602 LOCAL
RESIDENTS

BOUGHT A
BESPOKE LOCAL
ANNUAL PASS



140 MUSEUM
VOLUNTEERS
8 WITH SPECIAL NEEDS



IT TAKES



**1 CRANE
BASKET AND A
BACKPACK
HOOVER**

20 HOURS

TO CLEAN THE SHIP



23

VISITORS RECEIVED A
**VIP SHIP
HALL TOUR**

14

PARTICIPANTS DID

**YOGA
IN THE
MUSEUM!**



tripadvisor®

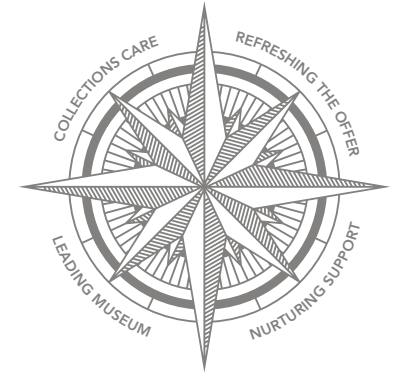
REVIEWS

EXCELLENT/5*

SCORES WERE 84%



Setting the direction 2016-26



Mary Rose Trust's 'Setting our direction 2016-26' strategy confirms our vision as follows:

'To become a must experience British Icon; at the forefront of learning about Tudor life, maritime archaeology and applied conservation science'.

The Trust delivers its vision through four strategic objectives. These are; caring for the collection, refreshing the offer, nurturing support and acting as a leading museum, underpinned by focus on financial sustainability and being a great organisation to work for and with.

OUR FOUR KEY PRIORITIES TO DELIVER THIS ARE:



CARING FOR THE COLLECTION

- Effective conservation and storage of the collection
- Investigate new support structure for the hull
- Progress digitisation of the archive
- Research conservation treatments



ACTING 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



CONSOLIDATING FINANCIAL SUSTAINABILITY

- Drive visitor business revenue and contain costs
- Build permanent endowment
- Develop long-term base of philanthropic support



REFRESHING THE OFFER

- Collections story research
- New experience annually to refresh story
- Compelling family programming
- World class service



NURTURING SUPPORT

- Embedding our cause messaging in everything we do
- Build engagement with local community
- Extend reach of learning programme
- Nurture new generation of donors



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

Visitor Business Performance

2019/20 was the second year of independent trading for Mary Rose and was a positive year of visitor revenue growth, sadly undermined by the devastating impact of COVID-19 in March 2020. Mary Rose visitor numbers were 177,884, an underlying 5% fall on 2018/2019, due to loss of March 2020 business from the COVID-19 crisis. Retail spend per head was £1.85, an increase of 13% versus previous year of £1.65.

The year started well, using a two-pronged marketing campaign, focussing on Shipwreck Explorers for the families and The Many Faces of Tudor England for the adult demographic. Partnership marketing increased with partners like Tesco Clubcard and Picniq.

We also introduced VIP Tours and specialist experiences such as Yoga in the Museum and Painting Parties. Customers could choose from a Premium Pass (including a personal guided tour), a Platinum Ship Hall Experience and a Christmas Experience with King Henry VIII.

We were involved with the inception of the Portsmouth Pass, a joint initiative with Portsmouth City Council, The Spinnaker Tower, and NMRN, to provide a one-price destination ticket aimed at long-weekend/short stay visitor market.

Work commenced on a new immersive experience '1545 When Their World Ended', fully funded by Foyle Foundation. The launch has now been delayed to Easter 2021, due to coronavirus closure.

We were also pleased to conclude negotiations successfully with the National Museum of the Royal Navy to reinstate joint ticketing to Portsmouth Historic Dockyard from August 2020.

“I’ve visited the Mary Rose 4 times over the years and each time sends a shiver down my spine. The displays and stories behind it are fantastic.”

ET - Facebook



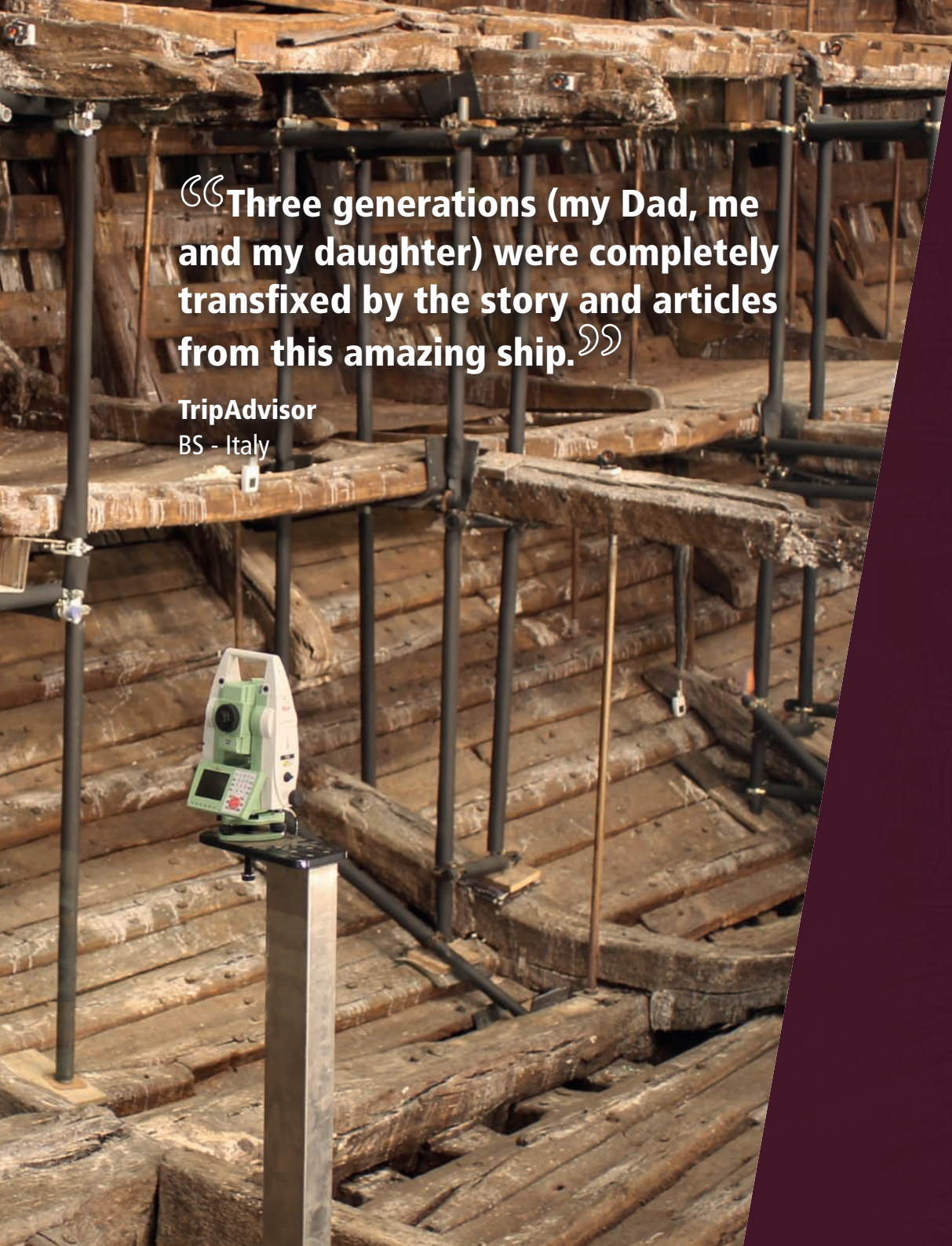
Caring for the Collection and Archive

Work continues to populate the Collections Management System to provide a holistic and accurate view of our collections holdings.

Digitisation of the Mary Rose archive continues with over 65,000 35mm slides now scanned and catalogued by our team of digitisation volunteers. Funding is sought to extend this work to the archaeological archive, (dive logs, videos, etc.), and make it eventually accessible online.

Mary Rose artefacts were loaned to the Glynn Vivian gallery in Swansea during summer/autumn 2019. This is the first time that artefacts from the ship have been on public display anywhere in Wales. The exhibition, 'Mary Rose; People and Purpose' was hosted in partnership with Swansea University and the Mary Rose Trust. The University has been working closely with the Mary Rose Trust for many years, examining remains of the sailors and the artefacts on board, shedding new light on the lives of a Tudor naval crew. The exhibition tied in with a UK-wide 'Being Human Festival', for which Swansea was one of the national hubs.





“Three generations (my Dad, me and my daughter) were completely transfixed by the story and articles from this amazing ship.”

TripAdvisor
BS - Italy

Scientific Research

Head of Research, Dr Alex Hildred, takes the lead on researching the collection. Head of Conservation and Collections Care, Professor Eleanor Schofield leads on commissioning scientific research to inform current and future conservation treatments for the ship and individual artefacts.

A new four-year PhD position is now in place at Imperial College to analyse movement of the hull and to correlate it to the material properties of the PEG treated wood. This is critical work to understand what future support and environment the hull will need.

Research continued on the Tudor iron cannonballs and Hayley Simon completed her thesis, achieving publication in specialist journals. Hayley's work has greatly improved the understanding of material properties of the iron cannonballs, and how different conservation treatments have worked. This crucial work now continues with Alex Ramsey, the new PhD student at Imperial College London.

Lianne Jordan is in the final year of her PhD at the University of Sheffield looking at the degradation of various organic materials.

Funded work will also shortly start to CT scan a selection of Mary Rose longbows at University of Southampton to gain more information about the provenance of these important artefacts.

Work also continues on investigating our environmental controls and how they could be optimised and made more efficient, aiming to save on running costs for energy and equipment. Research is underway with the University of Portsmouth on this topic.

PhD student, Ali Shomali, is working at EMPA (Switzerland) to model interactions between PEG, wood and moisture, to help us understand how material reacts in varying environmental conditions.

Sarah Hunt has successfully completed her PhD and is now preparing her work analysing pollutants in the showcases for publication. This has identified risks associated with our mixed displays and identified ways in which we can monitor them and potentially mitigate the impacts in future.



The Science behind the Stories of the Crew

Within our 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.

Currently there is research underway into three further DNA profiles of Mary Rose crew thanks to funding from Pilgrim Trust.

A sample has been taken from the Archer Royal (isotope reading suggested North African birthplace) and complex amplification of the DNA is underway.

Work is planned with the University of Lancaster on raman spectroscopy with bone samples, which will help with matching bones to skeletons and could provide non-destructive sampling for isotopes.



Image - Richard Madgwick

A PhD student continues the analysis of mitochondrial DNA of Mary Rose human remains, with the aim of matching more bones to skulls and re-assembling further skeletons.

Other research continues to identify signs of battle trauma on 92 fairly complete skeletons, which will provide a complete inventory of reconstructed remains.

The exciting launch of the Channel 4 documentary 'Skeletons of the Mary Rose' and the associated new exhibition 'Many Faces of Tudor England' drove excellent media profile and in turn brought strong visitor numbers.

Dr Alexzandra Hildred presented on the science behind 'The Many Faces of Tudor England' at New Scientist Live Exhibition and at the Maritime History and Culture Group in London, with Dr Richard Madgwick speaking on the 'isotopic analysis of Mary Rose skeletons' at the Current Archaeology conference.

Wreck Site Archaeology

We also continue to work sensitively to preserve the remains of the ship still contained within the wreck site.

During 2019, Dr Alexzandra Hildred and Christopher Dobbs worked with the Royal Navy survey vessel HMS Magpie, surveying the Mary Rose wreck site using sonar. We hope to achieve meaningful comparisons with previous years' survey data when this is processed by navy hydrographers.

New multi-beam images of the site were reviewed and relative depth readings obtained. Measuring the relative depths and heights of the Mary Rose wreck seabed depression and the linear spoil mounds on either side suggests that the mounds are levelling off, with tidal deposition of the silt causing infill within the depression. This gives additional protection to remaining timbers/ artefacts contained within the depression.

Mooring for the historic wreck buoy is causing a huge erosion pit, which is merging with the north-eastern area of the bow, exactly where the starboard side bow castle remains could lie. This could affect the entire sediment dynamics in this sensitive area and needs regular monitoring.

“Probably the best museum I’ve visited, unbelievable, amazing, extremely interesting. The artefacts were fantastic and as for the Mary Rose; it was breath taking.”

TripAdvisor
JD - Wales



Learning and Volunteers

The Mary Rose continues to value the level of the commitment provided by our volunteers within the Museum. Currently the Mary Rose works with 140 volunteers, including eight with a disability.

We are proud of all our volunteers, and embrace the ability of all individuals, including those with disabilities, to become an active part of our Volunteer programme. Some may work in costume, some educate the young and some just talk passionately to the young at heart. Whatever the role performed, members of our volunteer team deliver a variety of skills that enable the daily routine of the Museum to run smoothly.

Within Learning, the team launched a Science Open House Day for Home Educator Families. Hosted by Professor Eleanor Schofield, our Head of Conservation and Collections Care who gave a fascinating talk to families from as far afield as Cambridge, Northamptonshire and Kent. The event was a great success, with future events being planned, once Covid restrictions will allow.

The learning team has also introduced more specialist content workshops. These included marketing and tourism events, for Portsmouth University and a workshop offer for language schools.

Online lessons continued, until Covid closure, allowing teaching sessions to be delivered and accessed by schools unable to visit the museum in person.

In total learning activities and workshops reached 12,054 children and 224 adults.

Refreshing the Experience

Two main programmes of new activity refreshed the offer during 2019/20.

The 'Many Faces of Tudor England' exhibition, based on new genetic research looking at the origins of eight of the Tudor crew, launched in March 2019 to widespread public acclaim and drove profile and visitor numbers significantly. This also led to a noticeable increase in adults visiting the Museum.

The family activity programme 'Shipwreck Explorers' launched in May 2019 and delivered an interactive trail for families to follow via treasure chests positioned in each gallery of the museum. These included Tudor smells, handling items, assembly of a skeleton and excavation in sand. On presenting a completed trail card, participants received a collectible pop badge that was regularly updated to encourage repeat visits. It was noticeable that the programme drove a higher number of family visitors than the previous year.

Over the summer we ran a programme of free interactive events in the dockyard arena under the Shipwreck Explorers banner, including Tasty Tudors (cooking), Gruesome Gunners (weaponry) and Savvy Shipwrights (carpentry).



Acting as a Leading Museum

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. Mary Rose staff present at specialist events to further this role, as well as publishing research in academic journals and raising profile through mainstream media.

Professor Eleanor Schofield has spoken at numerous international conferences (conservation, scientific & leadership), delivering invited keynote and plenary lectures. She organised an exhibition at New Scientist Live and an international conservation conference in Portsmouth (ICOM-CC Wet Organic Archaeological Materials). She has also served on a technical advisory group for the National Museum of American History

Further work is being prepared for publication in academic journals from projects looking at both the speed and the impact of drying the hull, the impact of drying the hull, problematic compounds discovered in the bricks/wood, and associated conservation treatments. A paper was accepted for publication in February on investigating conservation treatments on copper alloys.

Mary Rose will also be featured in the upcoming European Museum Forum's book on 'Museums of Influence'.

A peer-reviewed academic paper written by Christopher Dobbs and presented at the International IKUWA Conference on Underwater Archaeology will soon be published, entitled "It's Not About a Ship: Presenting the Mary Rose in a New Museum".

Our media profile featuring Dr Alexandra Hildred included Channel 4 documentary 'Skeletons of the Mary Rose'; a programme of Tony Robinson's 'History of Britain' focussing on the crew of the Mary Rose, and featuring in the Spanish Armada episode of National Geographic's 'Drain the Oceans'.

Dr Hildred also featured on BBC Radio Solent's 'Tracks of My Years' and Radio 4's 'Woman's Hour' talking about her 40-year career in archaeology with the Mary Rose. Dr Hildred presented on the science behind 'The Many Faces of Tudor England' at New Scientist Live Exhibition and at the Maritime History and Culture Group in London.

Helen Bonser-Wilton presented at Association of Independent Museums conference on the topic of world class customer service, and gave keynote address at the International Tourism Conference at Portsmouth University, sharing learnings from Mary Rose's approach. Helen also acted as a mentor for Crossness Engines Trust and Folkestone Museum projects.

Helen became Chair of the Portsmouth Destination Marketing Group and is steering a new, experience-led approach to destination marketing in the City.

Mary Rose Archaeological Services (MRAS), which carries out consultancy and conservation work for others, remained in profit during this year. They provided advice and are currently conserving the Kite Anchors from Mulborough Harbour, the dredged cannons from Portsmouth Harbour, a wooden coffin from Museum of London Archaeology (MOLA), the Highball Bomb for the Royal Navy and a wooden barrel from MOLA.





“The photos online do not do this place justice, it’s absolutely fascinating.”

TripAdvisor
HY - Staffordshire

Financial summary

2019/20 was the second year of independent trading and saw significant improvements in revenue and profitability, due to trading changes and strong cost management. The Trust was therefore making excellent progress on its 3-year turnaround plan before the wholesale loss of income from March onwards due to the coronavirus crisis and extended closure.

Agreement has now been reached for a viable joint venture to offer combined ticketing and operations at Portsmouth Historic Dockyard, which has been implemented on re-opening in August 2020.

NOTES

1. The accounts have been compiled in accordance with Charities SORP 2015 (FRS 102)
2. Expenditure includes total depreciation of £1,093,568 (2018/19 £1,116,687)
3. Total funds includes Museum fixed assets of £29,245,786 (2018/19 £30,348,511)

These summarised accounts are extracted from the Trustees' Report and Consolidated Financial Statements for the year ended March 2020, which received an unqualified auditor's report and were approved by the Board on 2 October 2020.

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

Alan Lovell
Chairman

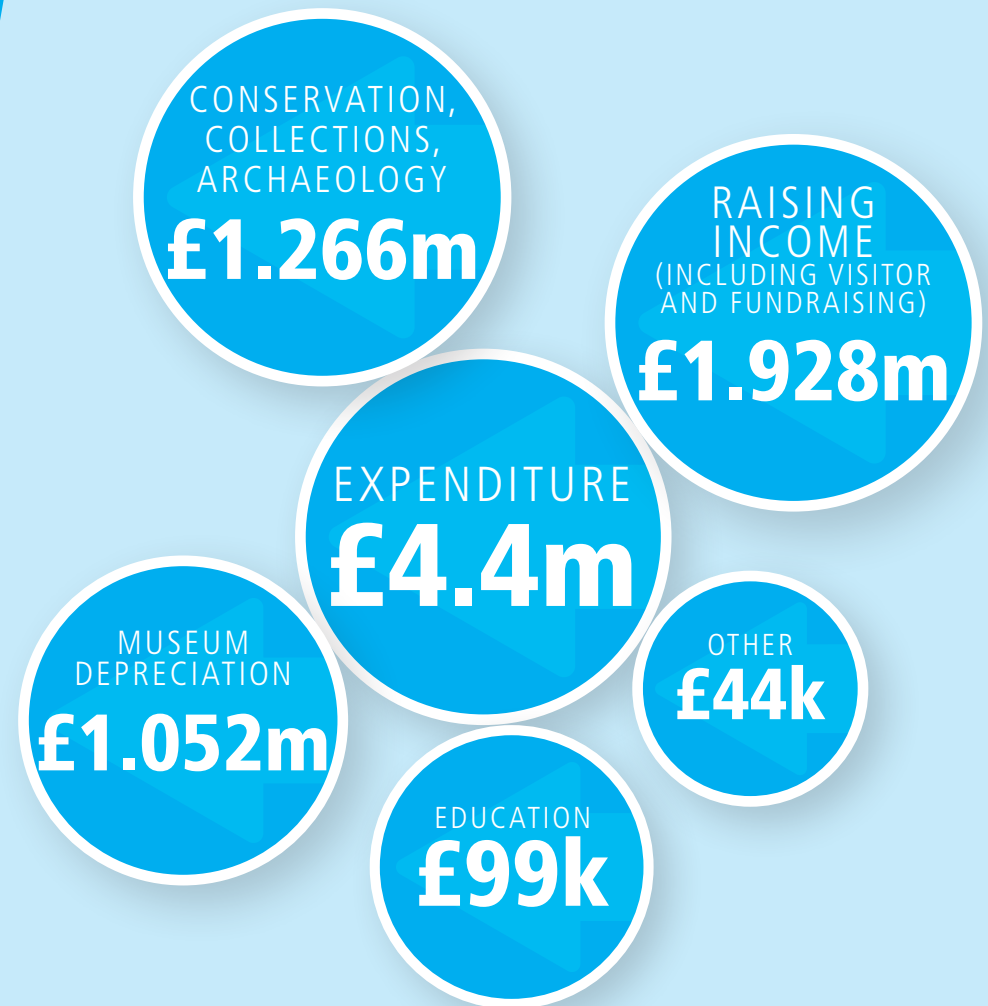
Statement of Financial Activities for the year ended 31 March 2020

Income & expenditure	2019/20	2018/19
Income	£	£
Visitor income	1,876,803	1,871,509
Income from trading subsidiaries	495,073	576,742
Donations	486,771	498,827
Other charitable income	32,151	42,264
Invested Income	1,679	4,301
Miscellaneous	47,876	40,442
Total Income	2,940,353	3,034,085
Expenditure		
Charitable activities		
Visitor services	1,522,128	1,592,501
Conservation & collections	1,173,762	1,357,364
Museum depreciation	1,052,084	1,074,456
Maritime archaeology	91,725	105,348
Learning	99,211	101,706
Restricted expenditure	44,467	77,981
	3,983,377	4,309,356
Raising funds		
Fundraising	99,664	103,734
Commercial trading operations	306,231	346,747
	405,895	450,481
Total expenditure	4,389,272	4,759,837
Net income/expenditure	-1,448,919	-1,725,752
Total funds brought forward	31,315,548	33,041,300
Total funds carried forward	29,866,629	31,315,548

Income - Where it came from:



Expenditure - Every pound we spend:



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 COVID19 crisis.

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Reference and Administrative Details

Status Company Limited by Guarantee

Charity Number 277503

Company Registration Number 1415654

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The Right Worshipful, The Lord Mayor of Portsmouth (ex officio)

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Lionel Allery (appointed October 2019)

Professor Sir Barry Cunliffe KB CBE FSA FBA (appointed October 2019)

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Susan Wright ACMA

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Kerry Lawrance FCA

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Titchfield, Hampshire

PO14 4AR

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Lloyds Bank

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Hampshire SO14 2AQ

Insurance Brokers

Noyce Insurance Solutions Ltd

Bassett House, 36 Leigh Road

Eastleigh, Hampshire

SO50 3DT

Solicitors

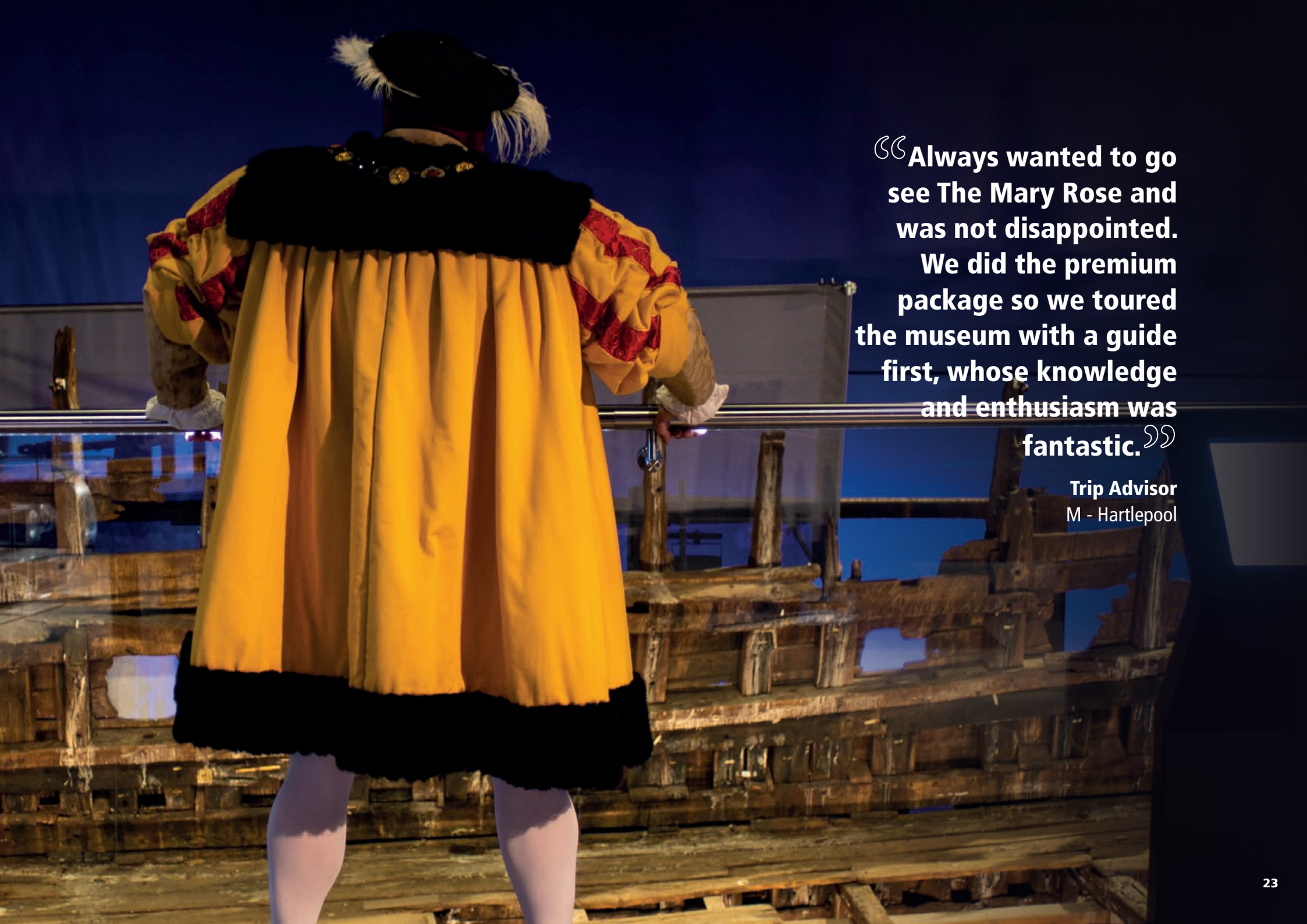
Blake Morgan

New Kings Court, Tollgate

Chandlers Ford, Eastleigh

Hampshire SO53 3LG





“Always wanted to go see The Mary Rose and was not disappointed. We did the premium package so we toured the museum with a guide first, whose knowledge and enthusiasm was fantastic.”

Trip Advisor
M - Hartlepool



The Mary Rose Trust

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Portsmouth, Hampshire PO1 3LX

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