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THE MARY ROSE TRUST

# Annual Review

2015









CLARENCE HOUSE

I have been delighted and enormously proud to hear of the incredible success of the Mary Rose Museum since my visit with my wife last year. I retain vivid and wonderful memories of my dives to the site of the wreck nearly forty years ago, and so it has been a joy to know many others are gaining great pleasure from seeing the Mary Rose too.

I was deeply saddened to learn of the recent death of Dr. Margaret Rule, who played such a pivotal and important role in the excavation of this wonderful ship. Her inspirational, dynamic leadership at a vital moment in the project's early days was a key ingredient to its success, and I am so pleased that she lived to see her dream of opening a world-class museum come true.

As President of the Mary Rose Trust, I fully recognize that it has a mission well beyond the operation of the museum. For a small charity, the Trust is leading the field in the areas of education and outreach, in maritime archaeology and in scientific research. It is truly heartening that all these aspects have been recognized internationally and that the European Museums Forum nominated the museum for the European Museum of the Year 2015 Award. That it lost out to the Rijksmuseum in the Netherlands gives a hint of the level at which it is regarded, and I can only congratulate all the staff and volunteers on the award of a rare and much-prized Commendation.

There are exciting developments ahead, and I would like to record my thanks and admiration to all those people who have worked so hard, and donated so generously, to bring the Mary Rose Trust to this remarkable pinnacle. My particular thanks go to Michael Aiken, who is standing down after completing eight successful years as Chairman, and over twelve as a Trustee, during a particularly challenging period in the project's history.

# Foreword

John Lippiett, Chief Executive Mary Rose Trust

Like any good thriller (witness as example the Shardlake novels of Henry VIII's turbulent reign by C J Sansom), as the Mary Rose Trust comes towards the end of one sensational chapter, we look ahead with eager anticipation to the next.

Building on the successes of the first year of operating the new museum, we have continued making a number of small but significant improvements to both the operation and interpretation aspects. Visitor feedback is exceptionally encouraging, as are the numbers arriving at Portsmouth Historic Dockyard - now at record figures which stand to go on rising as the whole site continues to improve. Our recent nomination for the European Museum of the Year 2015 Award resulted in their Special Commendation, being pipped to the post by the Rijksmuseum in the Netherlands.

So it comes as a surprise to most people when they hear that we will be closing the exhibition later this year for some eight months. This is in order to take the museum through to the final design, where the "Hot Box" is removed together with all the black tubing drying equipment within it. When we reopen, the sight of the hull, seen from virtually every angle and level, will be sensational. Other improvements to the interpretation are in hand, so we can promise our visitors stunning new experiences on their return.

In parallel to all this activity, our highly innovative learning and outreach programmes continue to inspire both young and old – of all abilities – by using our collection to bring history alive, to reveal unexpected things, to excite, and to have fun. The Stavros Niarchos Foundation Learning Centre has proved its great value and will continue to operate through the period of closure, as will the shop and café in the Entrance Pavilion.

Conservation and research remain core activities of the Trust and there remains a great deal of exciting work yet to be completed.

I remain indebted to everyone who works so well as a team to make all these things happen with such success. We have a strong Board of Trustees which has been closely engaged in the strategic development of the Trust's activities, and an exceptional team of staff and volunteers which acts as one to deliver a joined up operation of the highest standards. Professionalism and passion are the words that best describe what drives them. It is a winning team and I congratulate and thank every individual.

Michael Aiken stands down this summer having been Chairman of the Trust for over eight years. He has played a pivotal role in leading the Trustee Board and the Trust through the development and opening of the new museum. His significant personal support for the project came at a critical time in the museum's development when funds were crucial if the project was not to be delayed. Through his philanthropic giving he created momentum for others to help. The Trust owes Michael a debt of gratitude for all that has been achieved through his chairmanship, and the creation of the museum and the successes won in the first two years of its operation are a testament to his leadership.



HRH Prince of Wales with Michael Aiken

# Dr Margaret Rule CBE

(1928 - 2015)



In April we were deeply saddened by the death of Margaret Rule. For 50 years, her name has been synonymous with the Mary Rose project.

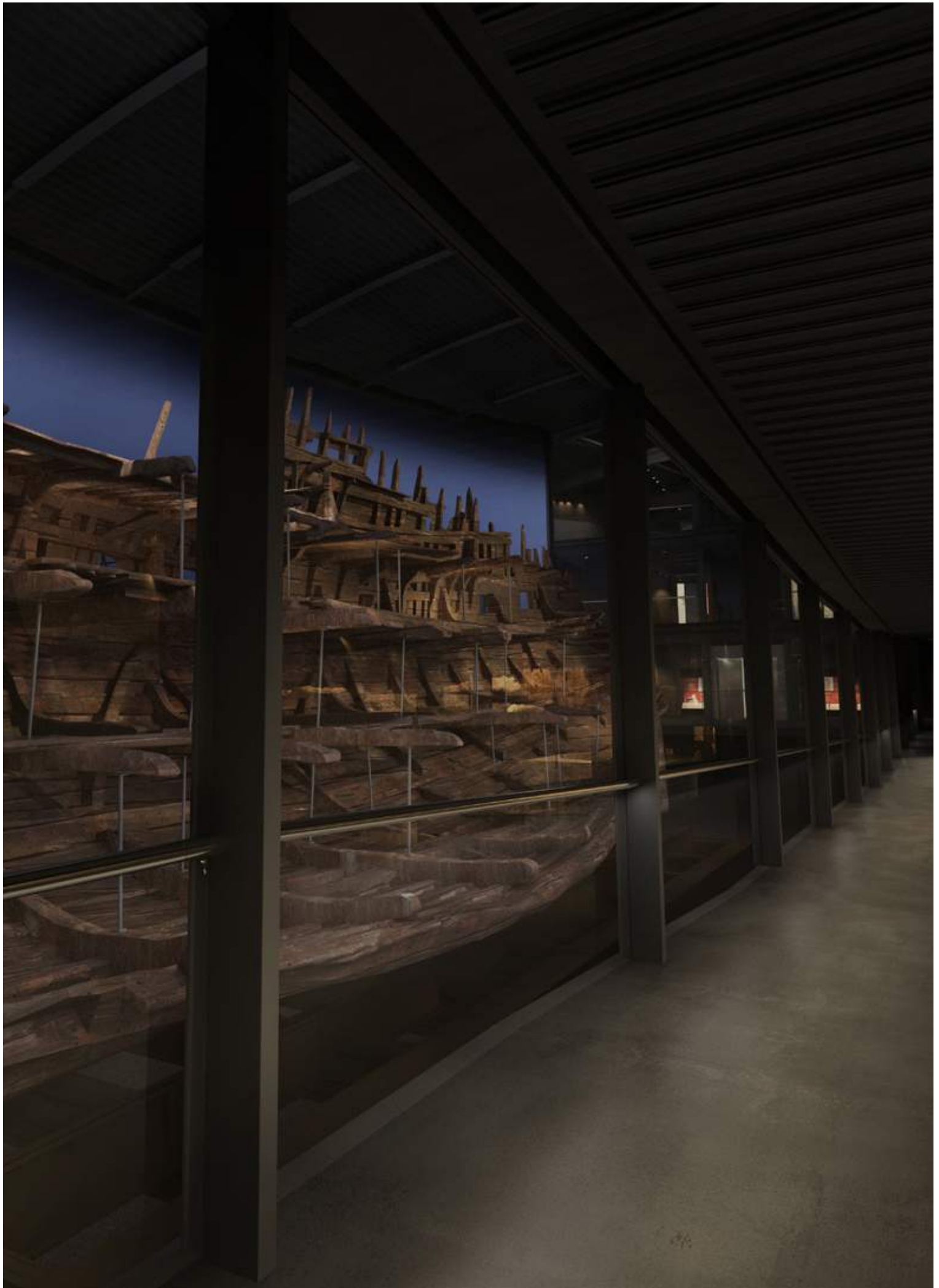
Margaret Rule, an experienced land archaeologist, was invited by Alexander McKee to join the team in 1965. Her role was fundamental to the success of the excavation and recovery of the ship. To begin with she wondered whether the professional standards of land archaeology could be maintained under the sea. "But I learnt you work underwater with the same care and ingenuity as you do for a land dig. There you put your site to bed; you put a tarpaulin over your work... You do the same underwater. You don't leave your site open to be disturbed by currents".

By 1978 the initial excavation work had uncovered an intact ship structure. However, a full excavation also meant removing the protective layers of silt that prevented the remaining timbers from being destroyed, an expensive operation that would have to be completed within a short timescale. The decision was made to raise the ship and in 1979 the Mary Rose Trust was formed, under the presidency of the HRH The Prince of Wales, to provide the funding for a full-time salvage operation, with Margaret Rule as its chief archaeologist.

Between 1979 and 1982 Margaret Rule and the team made an estimated 26,640 dives. Over 19,000 artefacts were recovered over the years, leading to the eventual raising of the ship on 11 October 1982. The project remains to this day the world's largest underwater excavation and recovery and is a testament to the hard work and dedication of Margaret and the team.

Margaret was an inspiration to everyone involved both then and ever since. She was the public face of the project, and successfully managed not only the archaeology but also the vital support and funding.

The new museum was the fulfilment of her ambition and many others going back some 50 years. The Mary Rose is very much her legacy to the nation.





# Museum Review

Yet again we have had an exciting and inspiring year at the Mary Rose Museum. Before we go on to look at the detail of this, it is important to thank our team of enthusiastic and dedicated staff and volunteers who are largely responsible for the successes we have had this year, and indeed since the new museum was opened.

Visitor numbers continue to be high and above pre-opening predictions; in the last 12 months we have welcomed 400,000 guests and at the time of writing we have received 890,000 guests since opening.

Our museum and work continues to be recognised for awards in all areas. In 2014 alone we received 20 awards ranging from those for the building, architecture and installation, to customer service and visitor experience in the museum and tourism sector. The highlights this last year included the 'Large Visitor Attraction of the Year' Award for South East England, and the commendation received at the European Museum of the Year Awards.

We have continued to invest in the development of our amazing team of staff and volunteers. Throughout the year we have expanded our lecture programme to enhance the knowledge of the team about the collection and other related subjects. By focusing on the development of our staff we have been able to give staff 'champion areas' to improve key business aspects, promote innovation and also assist with their continued professional development. Champion areas include retail, health and safety and our on-line shop.

Although customer service standards have always been high at the Mary Rose Museum - a fact proven by our consistently high scores on our weekly satisfaction reports and Trip Advisor - in 2015 we have invested in World Host Training. This is recognised as the industry gold standard in Customer

Service, showcased by the 'Game Makers' at the 2012 Olympic Games in London. Since launching this programme early in the year we have so far trained over 85% of our front of house staff and volunteers. We are the first recognised World Host organisation in Hampshire and one of the first Museums in England to achieve this status.

As the world becomes more digital we continue to lead the way for museums in this area. Our Facebook and Twitter feeds are followed by over 20,000 people, and key staff members now have Twitter feeds to talk about their work at the museum. In 2014 we formed the Digital Content Creation Team to utilise the skills of our team to develop new digital projects and content for our social media channels and website. We have seen many key initiatives from this approach; not least the revamp of the on-line shop.

We have continued to develop current, and to build up new partnerships over the past year. We have an ongoing partnership with Southampton Solent University in a number of areas and we have built our links with the Hampshire Chamber of Commerce. We greatly value our continued relationship with the Hampshire Solent Museum Development Team on funding and project work, and this has included funding towards our exciting Peer Development and Review programme with the Vasa Museum in Stockholm. We have also developed links with the British Museum, being one of 5 museums selected to take part in their funded Knowledge Exchange programme.





# Mary Rose

## Learning Department

Education has been at the heart of the Trust since its inception in 1979 with formal and informal teaching and learning for all ages and abilities. The Learning team aspires to be a national centre of excellence for museum education.

We deliver a teaching programme for children and young people aged 5–18 in the Stavros Niarchos Foundation Learning Centre. History and science are the mainstays of this work. Teaching takes place in the classroom, and the laboratory, and Gun Drill in the Admiral's Gallery. All sessions are clearly related to the Mary Rose and offer pupils and teachers experiences which they cannot have in school. The new National Curriculum, which was introduced in September 2014, posed a real challenge as it involved the removal of the Tudors as a compulsory unit from primary history in state schools. However, the team was quite undaunted. We had already diversified the programme and these new workshops meet needs across the curriculum from local history to maths and science. In parallel with the schools programme, we offer workshops for both teacher training students and serving teachers. Completely new audiences include very young schoolchildren and home educator families. Feedback is universally enthusiastic. One child wrote: 'I am writing to thank you for teaching us: how to load a cannon, how to invade England and how to be a scientist. I would, without a doubt, come back to the Mary Rose Museum. You made this the best school trip ever!'

A distinctive characteristic of our work is community outreach spearheaded by Trevor Sapey. He takes a wealth of replica artefacts far and wide to those who cannot come to the museum. Those who benefit from this service include hospices, day centres, residential homes, and groups for people with dementia, visual impairment, head injuries, learning difficulties and those recovering from strokes. One user said 'Thank you so much for coming to the Dementia Café yesterday. It was a real success, the feedback was all positive. One gentleman who often finds difficulty in saying what he is thinking said how he had enjoyed listening to you. It is always heart-warming when a person living with dementia says that the café has been enjoyable and gives the impression that they still feel included in the world!'

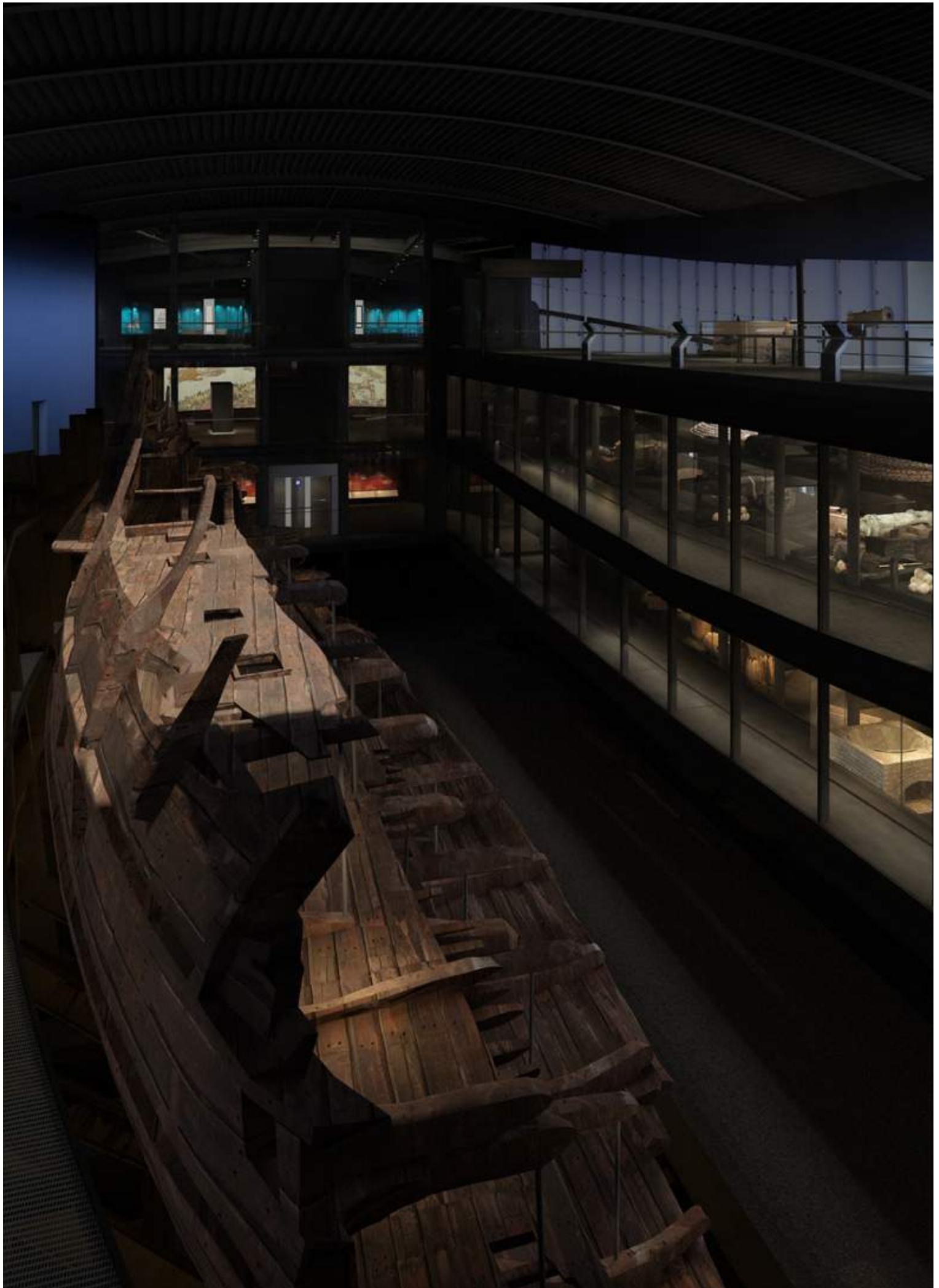
Outcomes include return visits by groups to the museum and individuals joining the volunteer force. Our pioneering work has featured in the *Museums Journal*, *Primary Teacher* and *The Educational Supplement*. This interaction with a wide variety of groups informs our access strategy and contributes to training for staff and volunteers. Adult and family learning takes place in the Learning Centre and at other venues, such as libraries.

A hallmark of the Learning Department is its partnership work. Within the Dockyard, the team regularly works with HMS Warrior 1860, contrasting Tudor and Victorian life as well as delivering specialist sessions for GCSE History of Medicine. Other key partnerships include the Vasa Education Department Stockholm, the Shakespeare Birthplace Trust, Education Business Partnership South and Chichester Cathedral.

We take every opportunity to raise the profile of the department in the press and on social media. The learning programme has featured in *Primary Teacher* magazine and both Mary Kinoulty and Trevor featured in *The Times Educational Supplement*. A Mary Rose cannon was chosen as a lead object in the British Museum and Department for Education's 'Teaching History in 100 Objects' national scheme and this has been integrated into our secondary history teaching.

Clare Barnes was chosen to spend a week with the British Museum Learning Department as a part of their Knowledge Exchange scheme. We seize every opportunity to learn from other museums and attend relevant courses, meetings and conferences. Other museums in the UK and worldwide regularly visit the department to gain an understanding of our work.

In December 2014, the team won Best Leisure Product at the British Youth Travel Awards. We were delighted with this accolade but are committed to continual innovation.



# 2016 Developments – Fully Revealing the Ship

## **Introduction**

Owing to the length of time needed to conserve the hull of the Mary Rose, the new museum project is uniquely long in reaching its final phase. The museum was opened to the public at the end of May 2013 and it was necessarily constructed around the old Wemyss Building, the tensile structure containing the 'hotbox', within which the ship is being conserved. With the end of formal air drying now programmed for late 2015, the stage is set to remove the air drying ductwork, the hotbox and the Wemyss Building, revealing the ship from all galleries.

## **Taking Down the Walls**

The first stage will be to remove the wall that has separated visitors from the ship, replacing this with glazing along the lower two walkways but at the upper deck there will just be a glass balustrade. Visitors will be entering the same space as the ship itself with nothing in between at the upper level except thin air.

The environment around the ship will be maintained by vents in the barge deck and surrounding structures providing conditioned air at exactly the right temperature and relative humidity, compensating for the heat and humidity given off by the thousands of visitors.

The hold and main decks will therefore maintain their enclosed feel, like being in the ship, while the upper deck gives the sense of being in the open with the sound of the wind in the rigging and providing the most stunning views into the ship.

## **Fully Revealing the Ship**

So, with the removal of the conservation 'hotbox' which has cocooned the Mary Rose hull during the preceding stages of the conservation, the museum will undergo a dramatic change in 2016. This will give uninterrupted views of the dry hull for the first time in nearly 500 years and re-establish the relationship between the objects and the Mary Rose itself. New vistas from both bow and stern, and onto the starboard side of the hull will be opened up, and these will allow the ship to act as a reference point from all nine of the major galleries – the jewel in the centre of the museum.





# Mary Rose

## Research Associations

From the start Margaret Rule insisted that everything would be undertaken with the same intellectual and academic rigour and discipline as the best standards of terrestrial archaeology. When the search for Mary Rose began fifty years ago it began with historical research – what was the Mary Rose? What was her construction? What was she carrying? Where to look? What were the underwater conditions? What might survive which could be recognised? Individuals, institutions or companies with specialist knowledge or equipment were targeted; many are still within our research framework. Sourcing the most advanced technology available to facilitate the search, sometimes for the first time on an archaeological site, soon followed. Since then the Trust has raised the standard and now, to fulfil the obligations of being the lead UK Museum for Maritime Archaeology and Conservation [UKMCS], we have a worldwide research strategy. Wherever new relevant technology is developed we dig deeper to find out more about the lives of the crew and how to care for the ship and our unique collection.

### Human Remains

University of Bradford – *Isotope/chemistry*  
University of Birmingham – *Teeth*  
University of Cape Town – *Isotope*  
University of Oslo – *mt DNA*  
Simon Fraser University – *Isotope*  
University College London – *DNA*  
University of Swansea – *DNA, Biomechanics*  
University of Oxford – *Barber-Surgeon, DNA*  
Royal National Orthopaedic Hospital – *Bones*

### Animal Remains

University of Portsmouth – *Dog DNA*  
Kings College London – *Dog's teeth*  
Royal Veterinary College – *Dog*  
University of Oxford – *Pig*

### Museum Partnerships

NM Denmark – *Freeze drying*  
Royal Armouries – *Gun firing*  
Vasa – *Acid/sulfur/iron*  
WA Maritime Museum – *Acid/sulfur/iron*

### Conservation

University of Bristol – *Chemistry*  
University of Cambridge – *Freeze drying, new treatments*  
University of Cardiff – *Conservation, metals*  
University College London – *Dendrochronology, conservation*  
University of Ghent – *Metals*  
Imperial College London – *Chemistry*  
Kings College London – *Archive digitization*  
University of Kent – *Chemistry*  
University of Manchester – *Imaging*  
University of Nottingham – *NMR imaging*  
University of Portsmouth – *Marine biology, metals, engineering*  
University of Oxford – *Animal DNA, metals*  
University of Southampton – *Textiles, Marine Science*  
University of St Andrews – *Conservation*  
University of Stockholm – *Chemistry*  
University of Surrey – *Metals*  
University of Warwick – *Solid state NMR, metals*

### National and International Facilities

Argonne National Laboratory, USA  
Diamond Light Source – *XANES*  
Historic England – *Conservation*  
Rutherford Appleton Lab – *Metals*  
ESRF – *X-ray Microscopy, Tomography*  
RARDE – *Gun powder*  
Stanford – *XANES*  
National Physical Laboratory – *Environmental chemistry*

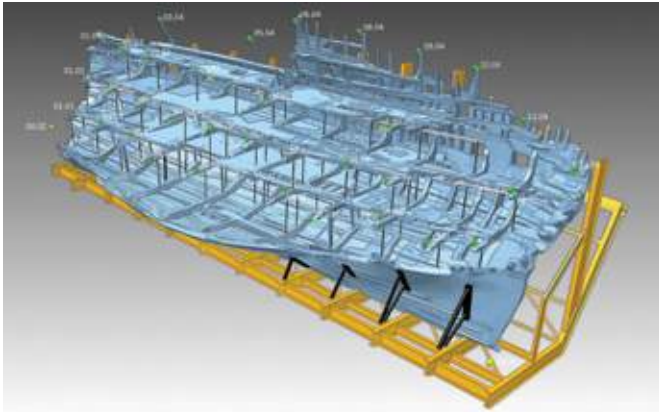




© MRT  
(Left to Right: HRH Prince of Wales, Dr Margaret Rule, Andy Elkerton)



# Care of the Ship & Conservation



We have reached another milestone in the process of securing the ship for the future. All the hull timbers are now surface dry. The higher parts of the ship are generally drier than the lower sections. Based upon current drying rates the larger timbers will take at least another five years to reach the target 10% moisture level.

We are using a Leica laser scanner to monitor any movement of the hull during the drying period. Movement is compared to a benchmark scan taken before drying began and in most cases is below 5mm. A temporary support system has been added to inhibit movement of the large deck beams. We are planning to replace these structures with a permanent titanium support system in due course.

Artefact conservation continues in our dedicated Chain Test House Conservation Centre within the Naval Base. Objects currently being treated include: the anchors, the large stem timber, the pump, barrel staves, a wooden bucket, iron shot, partition timbers, cabins and various ship timbers. These artefacts and ship timbers will eventually be re-united with the ship.

## **Andrew Elkerton (1954 - 2014)**

Andy died in December 2014 after a short illness. He spent his entire working life at the Mary Rose Trust, joining in 1979. He was Margaret Rules' first appointment. He started as a Finds Assistant, on board *Sleipner* and recorded every find. Information concerning each object was written on archaeological cards designed by Andy and entered into a database which he designed. He played a leading role in obtaining museum Accreditation and Designation for the Trust. Andy was also a major contributor to the Mary Rose archaeological publications and numerous articles. In 1997, he was appointed Collections Manager and was very involved in the design of many of the new display cases. In particular, he chose the objects to illustrate the stories of officers and crew who lived and worked on board Mary Rose.

The Mary Rose Museum will be an enduring reminder of his outstanding contribution to the Mary Rose project.



© Marc Atkins





# Every Visitor & Volunteer is Special

At the Mary Rose Museum we understand that with the many cultures and types of disabilities in our society, and with the need to deal with illnesses and injury, that people will look for and require different ways to learn about the Mary Rose and her artefacts.

Our belief therefore is that every visitor to our museum is special and that they will always be treated in this way. The understanding of the demands and the sometimes challenging needs of the visitor is gained through disability awareness training.

Delivery to all our visitors of exemplary customer service is what we aspire to, and to realise this vision we have invested in the industry recognised World Host programme to be delivered to all staff and volunteers. We have now successfully completed the 'World Host – Principles of Customer Service' and we have trained 85% of all Front of House Staff, Museum Managers and Volunteers. This has been a huge undertaking and required us to provide supported sessions for members of our team with learning difficulties. In addition we have completed the course with an extraordinary different range of delegates, from different departments within the museum and external backgrounds, for ages from 17 years to 92 years.

As a result of this success we have become the first major museum in England to be recognised as a World Host organisation. We have received and are displaying the World Host recognition plaque proudly in the museum entrance pavilion as a statement of intent to our visitors to deliver exceptional customer service.

Many varied groups are also visited by our Community Engagement Officer to support their individual aims, and those of national charities. They include the visually impaired, stroke, Headway, Autistic Society, Alzheimer's, hospices, residential homes, day centres and those with learning disabilities. Many of these groups who may previously have thought that a museum was not for them now visit and return on regular occasions, voicing glowing

feedback and thanks. They are confident, through this partnership, that the museum staff and volunteers have empathy for their needs and will welcome them along with the many other visitors to the museum.

*Thanks again for your help and support in making it such a special day for us. I think the feeling generally is that it was the best outing yet! I have a lot to live up to for next year!!*  
– Onward Stroke Club, Salisbury.

*Thank you so much for today, everybody really enjoyed it and all are commenting so much on how brilliant the Mary Rose will look next year, so you may get us asking for another visit and look round next June.*  
– Blind Vets UK.

Through these community partnerships the Mary Rose has also attracted many volunteers with special needs or seeking work through volunteering whilst recovering from injury or illness. These valuable opportunities have driven a noticeable rise in their confidence; allowed real life experiences, and promoted a greater quality of life and well being. Several of our volunteers have successfully gone on to full time employment. Many visitors have commented on the professionalism, enthusiasm and knowledge of these volunteers.

Our staff and volunteers with special needs, whilst working and volunteering together, have a greater understanding of each other and a confidence in doing so. They are then united in delivering a world class experience to our diverse range of visitors whilst continuing to break down the barriers both in society and in learning.



# Business Review

The past year has been another exciting one for the trading company, with a number of key achievements and success stories for our business areas.

The success of our commercial operations has been recognised by our peers from other museum and professional bodies. As such we have been asked to speak at a variety of conferences including the Association of Cultural Enterprises, the Museum Store Association in America, Business South and at the Visitor Attractions Conference this coming October.

## Retail

During the last 12 months we have continued to improve our retail offering with some core changes taking place within the shop. We have refined a number of operational processes and set ourselves a clear strategy: that our stock should be high quality, relevant and, where possible, local.

We have built up our range of replica items which are selling well and clearly something which our visitors, inspired by their tour of the museum, want to take home with them.

With great effort from the team, and with thanks to assistance from Southern Co-Op we have developed an excellent network of local suppliers for the shop. This is popular with our customers and we will develop this further over the coming year.

Our online shop has seen a dramatic re-launch in 2015. It now contains nearly all Mary Rose products which we stock, it is customer friendly and far easier to navigate. 2015 has also seen the launch of our Mary Rose eBay shop.

As with any retail business it will always remain a 'work in progress' and it is essential we continue to develop and adapt with consumer trends and best practice within the industry. To this end we have also initiated a series of sales-led learning events with 100% of our sales staff having completed customer service sales training.

## Events

Our busy events team have continued to build on the success enjoyed during the first year of opening. Much of the time spent at networking events and trade shows is now starting to pay dividends and we have hosted a number of key high profile events such as the Hampshire Chamber of Commerce CEO Connect dinner held in February. We are building up a core clientele of repeat business, with both BAE and Estee Lauder holding events with us.

In the last 12 months we have hosted 150 events at the museum including: grand dinners for 120 guests, drinks receptions for 300, intimate lunches in the wardroom and dinners in the wardroom, our new afternoon tea package, specialist talks and recently a sold out 'Museums at Night' event.

## Café

In April 2014 we agreed a new deal with Ampersand to run the Mary Rose Café and also be a key supplier for our events business. Ampersand have continued to develop the café, starting with the implementation of new signage in 2014.

Over the past year we have introduced a number of new lines to the café to keep the offer fresh, and introduced a new range of hot sandwiches at lunchtime to compliment the ever popular carvery roll.

However, the main improvement has been the jointly funded installation of a retractable canopy which allows visitors to sit outside even on wet days and remain dry, effectively doubling the number of covers during light rain.

## Mary Rose Archaeological Services

We are in the final stages of completing the stabilization of the Roman well casing from Wickford for Southend Museum. Our relationship with Southend Museum has developed as a result of Historic England's request for them to take curatorial responsibility for all the Thames Estuary maritime archaeology. During the year we have helped them compile a register of the location of all the known archaeology from the Thames. They are now planning a new Museum to present the growing collection of Thames maritime archaeology; in particular artefacts from HMS London which sank in 1665 off Southend. We have been commissioned to start making display mounts for a number of small finds that have recently been recovered. Historic England are sponsoring further wreck site dives and we look forward to the recovery of more material.

In the past year we have completed both the ancient Greek trading vessel from Sicily and Romano-Celtic ship from Guernsey. Both ships have been returned and we are in conversation about reconstruction.

We continue to work closely with the National Museum of the Royal Navy particularly on HMS Victory. In the past year we have had several meetings with Chinese archaeologists about wreck sites across the South China Sea. The Chinese are developing an interest in their maritime cultural heritage and we look forward to joining them for a conference in November.

# Thank You

A huge thank you to everyone who has helped to make our museum possible

## Founding Flag Officer HRH The Prince of Wales

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Mr George Coppen  
Mr Matthew Coumbe  
Mr Alan Cowdrey  
Mr & Mrs Max Craft  
Miss Susan Crellin & Miss Jackie Goad  
Mrs Pam Crowe  
Mr Peter Cutmore  
Mr John Davies  
Mr Glenn Dawson  
Mr & Mrs Robin Dewhurst  
Dr Anthony Dickens  
Mr & Mrs Anthony Dignum  
Miss Gillian Drake  
Mr & Mrs Charles Drayson  
Mr Harry Eatough  
Mr John Edwards  
Mr & Mrs Brian Elliott  
Mr John Everitt  
Mr Charles Field  
Mrs Gaynor Garcia  
Mr Peter Gibson  
Mr & Mrs Roger Gladdish  
Mr John Gray  
Vice Admiral Michael Gretton CB  
Mr & Mrs Hallett  
Group Captain Peter Harris

Mr Richard Harrison  
Mr & Mrs Peter Hayward  
Mr & Mrs Peter Henshaw  
Ms Verina Horsnell & Mr Mike Smith  
Mr Kevin Howell  
Mr Richard Hughes  
Ms Ann Hunt  
Mr & Mrs Michael Hyde  
Mr & Mrs Peter Jackson  
Mr Gordon Jones  
Mr Robert Kearney  
Mrs Sue King  
Professor & Mrs Charles Korr  
Mr & Mrs Aubrey Lawson  
Mr & Mrs Mike Lay  
Mrs Katherine Lippiett  
Joan Littlefield  
Mr & Mrs Edward Marris  
Mr & Mrs Gordon Massie  
Mrs Margaret McColl  
Mrs Eileen Measey  
Dr & Mrs David Melzack  
Dr Kit Mitchell  
Mr Jeremy Montagu  
Mr John Morgan  
Commander Paul Murnane MBE RN Retd & Mrs Grace Murnane  
Mrs Anne Newton-Palan  
Lady Nixon  
Mr David Nye  
Mr Gerrit Orgers  
Mr Bruce Parker  
Mrs Anne Paterson  
Mr Vic Patterson  
Mr & Mrs Donald Payne  
Mr & Mrs Adrian Platt  
Mr Martin Powell  
Mr & Mrs Christopher Power  
Miss Kathy Powis  
Mrs Cheryl Price  
Mrs Gillian Price  
Mrs Margo Price  
Mr & Mrs J Pridmore  
Mrs Gina Priseman  
Mr Richard Rattle  
Mrs Lis Richards  
Mr Simon Robinson  
Mr & Mrs Brian Robinson  
Mr & Mrs Tony Roe  
Mr & Mrs John Rose  
Rear Admiral Sir Patrick Rowe KCVO CBE  
Dr Roger & Dr Rosemary Ryall  
Mrs Norma Savory  
Mrs Frances Scott  
Mr Christopher Shaw

Mr Julian Sheffield DL  
Admiral Sir Jock Slater GCB LVO  
Mr Geoffrey Smethurst  
Mrs Margaret Snowden OBE  
Mr Nicholas Somers  
Angela Southall  
Mr & Mrs Tim Southern  
Mr Derek Stanely  
Mr George Stephens  
Mr & Mrs Ninian Stewart  
Miss Gwenn Stubbington  
Mr Ray Sutcliffe  
Lord & Lady Swinfen MBE  
Mr & Mrs Edward Tew  
Mr Howard Thompson  
Lady Tidbury  
Mr & Mrs Steve Tiller  
Mr Alan Titchmarsh MBE DL  
Rear Admiral John Tolhurst CB  
Mr John Towse  
Mr & Mrs Jon Tyrrell  
Professor & Mrs Nicholas Vaughan  
Mr & Mrs Ian Walker  
Miss Phoebe Walker  
Mrs Phyllis Ward  
Mr & Mrs Fred Warner  
Mr Simon Watson  
Jan Webb  
Mr Roy West  
Mr & Mrs Peter West  
Mr M R White  
Dr Helen Williams  
Mr Michael Winter  
Mr Terry Wisdom  
Eur Ing Kevin Wright & Mrs Anna Wright

## MRIG

Mr Gerry Amos  
Mr Danny Banting  
Mrs Margaret Braddock  
Mr David Childs CBE  
Dr Ken Collins & Ms Jenny Mallinson  
Lieutenant Bill Davies RN Retd  
Mr Christopher Dobbs  
Mr Alan Eade  
Mr Harry Eatough  
Mr Peter Ellement  
Dr Dominic Fontana  
Mr Bob Foster  
Mr Colin Fox  
Mrs Carol Gillions  
Mr Carl Graham  
Mr Albert Granville CBE CLH  
Mr Steve Griffiths

Lieutenant Commander Mike Hill RN Retd  
Mr Eric Huke  
Mr Dennis Kelly  
Miss Annie Lagrue  
Mr Peter Lansdown  
Mr Gordon Massie  
Mr Alex McKee  
Mrs Anne Merrett  
Mr & Mrs Bill Moore  
Mr John Morgan  
Mrs Dawn Perrier  
Mr Phil Roberts  
Dr Lesley & Mr Ian Runnalls  
Mr Geoffrey Smethurst  
Mr Ted Sutton  
Mr & Mrs Alan Turton  
Mr & Mrs George Wade  
Mr Maurice Wakeham  
Mr Ewan Ward-Thomas  
Rev Dr Brian Williamson

## With Grateful Thanks

Roberto Avondo  
The Second Sea Lord and Commander in Chief Naval Home Command  
Dr Des Barker  
Molly Borthwick  
The Very Rev David Brindley  
Margaret Clegg  
Fernando Lai Couto  
Dr Paul Garside (British Library)  
Adam Grater  
Stephen Hearn  
Michael Hirst  
Historic Royal Palaces  
HMS Duncan – Ship's Company  
HMS Victory  
HMS Warrior 1860  
John Howard  
Helen Jones  
Maev Kennedy  
Dr Eric Kentley  
Claire Looney  
Campbell McMurray  
Michael Milburn  
Ministry of Defence  
National Museum of the Royal Navy  
Naval Base Commander, Portsmouth  
John Onslow  
Dr Sebastian Payne  
Philip Ponsonby  
Portsmouth Cathedral  
Portsmouth City Council  
Portsmouth Grammar School



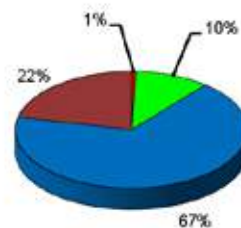
Portsmouth Historic Dockyard	TM Clothing	Stewart Aughey	Laurie Johnson
Portsmouth Naval Base	Wightlink Ltd	Su Axten	Trevor Jones
– Health Safety and Environment Group		John Bagnall	Ruth Justice
Portsmouth Naval Base Property Trust	Trusts, Foundations & Liveries	Janis Bagnall	Graham Keeping
Robert Robson	Heritage Lottery Fund	Dan Bailey	Ruby Kelly
The Royal Collections	The Band Trust	Jessica Baldwin	Tim Lambert
Stephen Shaw	The John Coates Charitable Trust	Danny Banting	Natasha Lane
Dan Snow	Coles-Medlock Foundation	Rachael Barnes	Wendy Martin
Southampton Solent University	John Ellerman Foundation	Moirra Bates	Roger Mawby
Dr Derek Stubbs	Eranda Rothschild	Fiona Batho	Marie Mollins
Sandi Toksvig OBE	The Allan and Nesta Ferguson Charitable Trust	Leslie Blackburn	Pam Morn
Professor Dominic Tweddle	Sir John Fisher Foundation	Ruth Blackburn	Hazel Morris
University of Cambridge	The Foyle Foundation	Mickey Booth	Christopher Morrison
University of Portsmouth	J Paul Getty Jr Charitable Trust	Wendy Callear	Maggie Mundell
University of Southampton	The Goldsmiths' Company Charity	Judith Carnt	Andy Newlan
University of Warwick	The Peter Harrison Heritage Foundation	John Carolan	Paul Nials
Dr Keith Watson	The Hartnett Conservation Trust	June Carroll	Cynthia Padgett
Philip Wise	The Charles Hayward Foundation	Pat Cave	Ali Peers
Tony Woods	The Headley Trust	Pat Churchill	Cheryl Price
Simon Wood	The Hobson Charity	Neil Clements	Gina Priseman
	The Worshipful Company of Art Scholars	Jonathan Collins	Barry Reah
Companies & Organisations	The Worshipful Company of Haberdashers	Georgina Cook	Elizabeth Rogers
American Friends of the Mary Rose	The Worshipful Company of Leathersellers	Alan Copsey	Sarah Rooke
Ampersand	The Worshipful Company of Shipwrights	Matthew Coumbe	Eleanor Say
B&Q plc	The Worshipful Company of Weavers	Joy Critcher	Margaret Shah
Barclays	Walter Lees Foundation	Stephanie Cruse	Hayley Short
Bouygues UK	Lloyd's Register Foundation	Alastair Cumming	Kate Shuttleworth
Chemring Group	Stavros Niarchos Foundation	Joe Dainton	Michel Sibille
Curzon Partnership	The Dr Mortimer and Theresa Sackler Foundation	Roger Dawson	Saanchi Singh
Danebury Vineyard	Salesforce Foundation	Keith Deadman-Nicholls	Simon Skuse
DHL International	Basil Samuel Foundation	Philip Dicken	Joe Slade
Diamond Light Source Ltd	The Scorpion Charitable Trust	Joy Dunn	James Smith
Greenhill & Co International LLP	The Bernard Sunley Charitable Trust	Sally Eastman	Jeanne Spencer
Hampshire County Council	John Swire 1989 Charitable Trust	Sarah Easton	Lynne Stagg
INEOS	The Corporation of Trinity House	Louise Eaton	Virginia Steel
Instron	Sir Siegmund Warburg's Voluntary Settlement	Simon Edwards	Connor Steel
JEOL UK Ltd	Wellcome Trust	Stuart Ellins	Carole Steele
Jungheinrich Ltd	The Welton Foundation	Megan Elm	David Stevenson
Kingfisher plc	Garfield Weston Foundation	Jan Evans	Colin Summerfield
Leica Geosystems	The Wolfson Foundation	Peter Fear	Richard Thomas
LV=		Corrine Firman	Glen Tibôt
Macmillan Publishers Ltd		Carole Frampton	Betty Trigg
Medieval Society		Jemma Gifford	Ian Wellington
MindWorks Marketing		Carl Graham	John White
Motivation		Tony Green	Lynne White
Nauticalia		Pam Groombridge	Rebecca White
Oxford Instruments		Jane Harrison	Mike Wyles
Pooley Swords Ltd		Irene Harvey	Maurice Young
The News Portsmouth		Roy Herbert	
Portsmouth FC		Lucy Hicks	
Reef Publications		Marge Hinton	
Screwfix Ltd		Ann Hunt	
Serco Marine Services		Ricky Hussey	
Southern Cooperative		Sue Hussey	
Southern Water		Roger Hyson	
	Volunteers	Barbara Janes	
	Jane Anderson	Abigail Jeffery	
	Laurie Arnell		

# Financial Summary

Statement of Financial Activities for the year ended  
31<sup>st</sup> March 2015

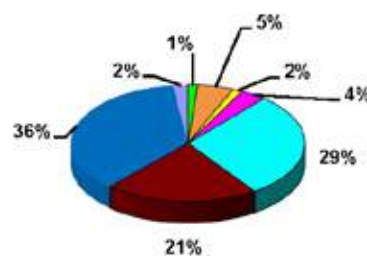
Income & Expenditure	15 mths to Mar 2015 (£)	Total 2013 (£)
<b>Incoming Resources</b>		
Visitor related	172,423	156,130
Commercial Trading Income	2,595,569	2,025,869
Grants receivable	885,891	1,511,482
Donations	430,093	488,975
Invested Income	12,019	11,932
Miscellaneous	9,576	837
<b>Total Incoming Resources</b>	<b>4,105,571</b>	<b>4,195,225</b>
<b>Charitable Activities Expenditure</b>		
Commercial Trading	2,097,062	1,420,717
Learning	79,503	143,947
Conservation	1,684,035	1,270,970
Collections	286,358	262,794
Maritime Archaeology	120,114	95,103
Museum Fitting & Design	1,226,577	689,443
	5,493,649	3,882,974
<b>Other expenditure</b>		
Fundraising and public relations	204,877	209,511
Governance Costs	77,094	56,859
	281,971	266,370
<b>Total Resources Expended</b>	<b>5,775,620</b>	<b>4,149,344</b>
<b>Net incoming/(outgoing) resources</b>	<b>-1,670,049</b>	<b>45,881</b>
Total funds brought forward	32,032,296	31,986,415
<b>Total funds carried forward</b>	<b>30,362,247</b>	<b>32,032,296</b>

Income 2014/15:



- Other Income
- Donations
- Commercial Income
- HLF Grants

Expenditure 2014/15:



- Governance
- Collections
- Learning
- Fundraising & PR
- Conservation
- Museum Fitting & Design
- Commercial
- Maritime Archaeology

Note:

1. 2014/15 is for a 15 month period, as the Mary Rose financial year end has been moved from December to March to align with our partners in the Portsmouth Historic Dockyard.
2. The accounts have been compiled in accordance with the latest SORP.
3. The new Museum opened 31 May 2013, therefore commercial income and expenditure is higher in 2014/15 which reports a 15 month period with the new Museum fully open.
4. The Grants receivable from the Heritage Lottery Fund have reduced now the building project has been largely completed.
5. Expenditure includes depreciation of £1,463k (2013 £945k), the new Museum was depreciated from 1 June 2013.

These summarised accounts are extracted from the Trustees' report and Financial Statements for the 15 month period ended March 2015, which received an unqualified auditor's report. They were approved on 31 July 2015 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.

Michael Aiken  
Chairman

# The Mary Rose Trust

## Legal and administrative information

### 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)

The Lord Brabourne  
Admiral Sir Kenneth Eaton GBE KCB

### Trustee Directors

Michael Aiken MBE (Chairman)  
Dr Robert Bewley (from December 2014)  
Christopher Brandon RIBA FRSA FSA  
John Brookes OBE (until June 2014)  
Professor Sir Barry Cunliffe KB CBE  
FSA FBA

Caroline Dudley OBE

Rupert Grey

Adam Humphries

Rear Admiral John Lippiett CB CBE DL  
(from February 2015)

Alan Lovell DL (Vice Chairman)

Dr Janet Owen

David Palmer CBE

Dr David Starkey CBE FSA

Professor Van Gore CBE (from April 2014)

### Members

Lionel Allery JP

Sir Ian Cheshire

Ian Dahl

Dame Amelia Fawcett DBE

### Councillor John Ferrett (PCC)

Sir David Hardy

Dr Robert Hardy CBE

The Rt. Hon. Lord Iliffe DL

Paul Jackson

Dr Christopher Moran

Russell Reynolds Jr.

Robert Robson

Coral Samuel CBE

Lynne Stagg

Councillor Linda Rae Symes (PCC)

Daniel Thorne

Fred Warner CEng MIEE

### Chief Executive

Rear Admiral John Lippiett CB CBE DL

### Secretary

Susan Wright MBA ACMA

### Registered Office

1/10 College Road,  
H M Naval Base,  
Portsmouth,  
Hampshire, PO1 3LX

### Senior Statutory Auditor

Kerry Lawrance ACA

### Auditors

Compass Accountants Limited

The Tanneries,

East Street,

Titchfield,

Hampshire, PO14 4AR

### Bankers

Lloyds TSB Plc

Commercial Banking Service Centre,

23/35 Castle Way,

Southampton,

Hampshire, SO14 2BW

### Insurance Brokers

Sutton Winson Ltd

Town Hall Chambers,

Heath Road,

Petersfield,

Hampshire, GU31 4TF

(from January 2015)

Miller & Co Insurance Brokers

High Street,

Hambledon,

Waterlooville,

Hampshire, PO7 4RS

### Solicitors

Blake Morgan

New Kings Court,

Tollgate,

Chandlers Ford,

Eastleigh,

Hampshire, SO53 3LG



**European Museum of the Year finalist 2015** Council of Europe  
**UK Top Tourism Project 2013** British Guild of Travel Writers · **Image Winner** Shaping the future of Portsmouth ·  
**Best Educational Product (Silver)** British Youth Travel Awards · **Large Visitor Attraction (Gold)** The Beautiful South Awards for Excellence  
2013–2014 · **Civic Trust Award winner 2014** · **Michael Middleton Special Award winner 2014** · **Best Public Building** Lighting Design  
Awards (DHA) · **Project of the Year** Building Magazine · **Design Through Innovation 2014** RICS South East Awards · **Tourism and Leisure**  
**2014** RICS South East Awards · **RIBA South Regional Award 2014** · **RIBA Client of the Year Award 2014** · **Museums + Heritage Award**  
**2014 (Permanent Exhibition)** · **Museums + Heritage Award 2014 (Restoration or Conservation)** · **ICE South East England Engineering**  
**Excellence Awards 2014** (Bouygues UK) · **RIBA South National Award 2014** · **Management Team of the Year** Hampshire Business  
Awards 2014 · **RICS National Awards 2014 (Design Through Innovation)** · **Best New Building** Portsmouth Society Design Awards ·  
**SBID International Design Awards 2014 – Public Space (Pringle Brandon Perkins+Will)** · **People's Choice Award 2014** Solent Design  
Awards · **Large Visitor Attraction (Gold)** Beautiful South Awards for Excellence · **Best Leisure Product (Gold)** British Youth Travel Awards

Special thanks to Pringle Brandon Perkins+Will

### The Mary Rose Trust

College Road, HM Naval Base, Portsmouth, Hampshire, PO1 3LX  
023 9275 0521 mail@maryrose.org www.maryrose.org

facebook.com/MaryRoseMuseum · twitter.com/MaryRoseMuseum · twitter.com/MaryRoseVenue  
instagram.com/maryrosemuseum · pinterest.com/maryrosemuseum · youtube.com/maryrosemuseum  
Registered No. 14115654 England Registered Charity No. 277503 Give as you earn No. 007352 US 501 (c) (3) certification



Supported by  
**The National Lottery**<sup>®</sup>  
through the Heritage Lottery Fund

