

THE MARY ROSE TRUST

Annual Review 2016





CLARENCE HOUSE

As President of the Mary Rose Trust I am so pleased and proud that you are celebrating the completion of this notable chapter in the Mary Rose's history. My wife and I had the great pleasure of visiting Portsmouth in February 2014 when we were enormously impressed with the creation of the Museum. I can only imagine what a splendid sight it must be now that the ship is stable in her controlled, air-drying phase and the walls have been removed.

This is the culmination of over fifty years of work and I congratulate you all on reaching this remarkable milestone. I would particularly like to express my thanks to, and admiration for, all those people who have worked so hard, and donated so generously, to bring the Mary Rose Trust to this exciting stage – including, for example, some remarkably kind donors such as the Heritage Lottery Fund and the Garfield Weston Foundation, as well as the contractors, the design team, the staff and volunteers who have all been involved to ensure that this phase of work has been successfully completed.

Needless to say, I am greatly looking forward to having the opportunity to see the new arrangements for myself before too long. In the meantime, I send you my warmest congratulations.



Foreword

Helen Bonser-Wilton,
Chief Executive, Mary Rose Trust

I first visited the Mary Rose in 1983 and was awestruck by the hull of Henry VIII's flagship and the personal items of the crew. The Mary Rose story is the ultimate testament to the power of human endeavour and taking the helm as CEO is therefore both humbling and exciting. I am delighted to be leading the Trust into the next chapter of its long and distinguished history.

And what a year it has been! We completed the Museum project, re-united the conserved ship with her collection and unveiled wonderful views of the hull from all nine galleries. It is truly thrilling to see the vision of our founders completed in such spectacular fashion. For many people at Mary Rose, this project truly has been a life's work and I would like to pay particular tribute to three people who have retired during this year. Firstly, John Lippiett, former Chief Executive, who led the Trust's fundraising campaign so successfully. Secondly, Michael Aiken, who guided the Trust so ably as Chair of Trustees. And crucially, Professor Mark Jones, whose work to care for our unique collection has safeguarded it for future generations. Robert Lapraik, Deputy Chief Executive also retires in October 2016 after successfully leading the project to design and build the Museum. We owe Robert a huge debt of thanks for his skilful navigation of the multiple challenges of an enormously complex project.

We are enormously grateful to all of the institutions and individuals who have supported us so generously over the years. Of particular note are the Heritage Lottery Fund, without whose support the Museum would never have happened, and Garfield Weston Foundation, whose tremendous support at key times tipped the balance towards success. We have been pleased to designate the 'Weston Ship Hall' in recognition of this. We were also delighted this year to receive a Special Commendation from the 'European Museum of the Year' competition in recognition of the quality of the Mary Rose Museum experience.

So, what's next for Mary Rose? With our recent Museum relaunch we have taken big steps towards becoming a 'must experience' British icon. Working with our partners at Portsmouth Historic Dockyard, we will continue to develop the Museum and our stories to ensure that we are at the top of the list for both UK residents and tourists. Our next priorities will include establishing the future structural support needs for the hull, revealing the starboard side of the ship to visitors and building on our international reputation for expertise in maritime archaeology and applied conservation science. The future is bright for Mary Rose Trust and we hope that you will join us on our journey as the story continues.

The Living Ship

Over the last three years, while the ship has been carefully air dried, visitors have been able to see the hull only through a series of small windows. However the removal of the Hotbox presented an extraordinary opportunity to turn the 'wreck' of the Mary Rose back into a living ship. Visitors now enjoy uninterrupted views of the hull from all nine galleries with the Main and Lower Deck walkways fully glazed. At the Upper Deck, visitors pass through airlocks and are separated from the ship only by a glass balustrade; together with the dry ship for the first time in 471 years.

The Mary Rose story is, above all, about people - the 500 men who worked, ate, relaxed, fought and died on board. The museum is dedicated to these men and the dry ship now presents the stage on which their daily activities, in peace or war, can be re-enacted, understood and celebrated. Every five minutes short filmed vignettes, representing all levels of society, from wealthy officer on the Upper Deck to common sailor in the dark of the Lower Deck, are projected into the ship using six carefully positioned projectors. Sound appropriate to the deck level emanates from the ship. This combination of sound and projection not only brings the ship to life, but also re-establishes the relationship between the ship and the thousands of real objects in the context gallery.

On the back wall, projections of the gentle seascape in peacetime transforms to a background of wartime with the invading French fleet, the French galleys firing their guns and the Mary Rose engaging.

This major change in the internal architecture has allowed us to transform the visitor experience using the ship as the focal point – the jewel at the centre of the museum. The dramatic new interpretation gives visitors a better understanding of this unique collection and at the same time brings the stories of the men of the Mary Rose to life.





Learning & Outreach

The Mary Rose Learning team has had a busy and challenging year, with over 448 workshops delivered at the Stavros Niarchos Foundation Learning Centre, despite the ship and museum being unavailable to learning participants for 8 months. We developed new approaches for STEM (Science, Technology, Engineering and Maths), including a STEM day for home educator families, along with a popular primary maths challenge.

We received two major awards during this year, with our STEM volunteers winning the 'Marsh Volunteers for Museum Learning' (South East) and the Learning team receiving a prestigious 'Sandford Award for Heritage Education'. We were delighted with the citation which stated; 'If you are looking for excellence in heritage education, you need look no further... Mary Rose offers outstanding programmes in a perfect setting.'

School previews of the new Museum demonstrated increased engagement with the collection, due to the new crew projections in the ship. We anticipate strong bookings for the new academic year.

Our highly rated Outreach programme continues, with loan boxes containing teaching materials and replica artefacts

despatched regularly to those schools that cannot visit and Skype sessions are also available.

Our dedicated Outreach Officer reached over 10,000 people across the South of England this year, working through day centres, support groups and hospices, to engage those with Alzheimer's, visual impairments, stroke and Parkinson's disease. Many general interest groups also welcomed us, including community groups, history societies and WI Groups. Donations from these varied talks help to support our work to promote well-being and inclusion, and help to break down barriers to access. Many supported, guided tours of the Museum happen as a consequence of these initial outreach visits.

Our reach into the community extends to the diversity of our volunteers, who bring widely different employment and life experiences that enhance the experience of our Museum visitors. We continue to welcome a number of people with disabilities, injuries and life changing illnesses as volunteers in the Museum, which has helped to boost their personal confidence and skills, with several going on to full time employment again.





Conservation of the Ship & Collection

The drying of the ship's timbers within the Hotbox is now complete, and we have removed the drying ducts in and around the hull and replaced them with air diffusers, which will gradually reduce remaining moisture in the larger timbers over time. This major milestone in the conservation process has meant we can open up the Upper Deck walkway to visitors, within the same environmentally controlled space as the ship. To care for the ship, this environment is held at a steady 19°C and a Relative Humidity of 54%, closely monitored and maintained by a complex system of environmental systems in the Museum.

The hull continues to be monitored for structural movement using local tags and a total station to look at global movement, sponsored by Leica Geosystems. Complete laser scans of the hull have recently been completed by BAE Systems and will be correlated to previous scans to assess movement of the entire structure over time. A Hull Advisory Committee is advising on the long term structural needs of the hull, drawing on specialists in the fields of wood science, structures and ship architecture.

Research is underway to assess compounds in the timbers, which can become problematic over time, alongside developing tailored remedial treatments. This involves programmes of work at both 'Diamond Light Source' and the 'European Synchrotron Radiation Facility'.

Artefacts within the museum are inspected on a regular basis and their environment carefully maintained through individual display cases. We continue to work on the remaining unconserved objects through our dedicated conservation centre and plan to reunite items such as the stem post, pump and anchors with the ship once their conservation treatment is complete.

Digitisation of the archive will commence this year, with initial work focussed on establishing a suitable system and developing a programme of volunteer assistance focussed on photography of the archive. This initial phase of work was made possible by a generous grant by the Arts Council.





Scientific Research

Applied scientific research has underpinned our work at Mary Rose Trust from the inception of the project and we continue to insist on academic rigour and work done to the highest professional standards in this area.

To recognise the importance of this area, we have now created a role of Head of Research, taken on by Dr Alex Hildred. Alex leads the Trust's work on researching the Collection and identifying new stories to tell about Tudor life, naval history and maritime archaeology.

Our Head of Conservation and Collections Care, Dr Eleanor Schofield, also takes an important role in commissioning scientific research to inform our current and future conservation treatments for the ship and individual Tudor artefacts.

We work with a broad range of partners in this area, including PhD Students, universities across the UK and commercial scientific organisations. This gives us a unique blend of professional insights and funding sources to enable our work to progress.

On the collections side, the research projects that are currently underway include tomography and study of composite shot with University of Huddersfield,

analysis of lead objects with University of Warwick, study of the Mary Rose Sail with independent researchers and University of Southampton, and analysis of knitted caps with Danish National Research Foundation's Centre for Textile Research.

We continue to work sensitively with the human remains from Mary Rose to understand more about human DNA (with University of Swansea), isotype analysis to understand origins of Mary Rose crew and trying new techniques for osteological analysis of human remains using 3D scanned images (with Oxford Archaeology). We also continue to work on characterisation of DNA from cow and fish bones found on board Mary Rose with the University of Portsmouth.

In conservation research, we continue to monitor the moisture content, structural movement and material properties of the hull with University of Portsmouth, monitor pollutants in the museum environment with University College, London and monitor evolution of iron and sulfur in the hull's timbers during drying process, along with the development of neutralisation treatments to address this problem. We also work with University College, London on analysis of corrosion products in iron

shot and studying corrosion rates in iron shot with Cardiff University.

We also undertake experimental research using elements of the Mary Rose collection, most recently research on impact, accuracy and speed of Tudor Artillery with Royal Armouries, the results of which will be published in the near future.

During 2016/17 we will be developing a longer term plan for research required to meet our future strategic goals and will update on progress in next year's Review.

Mary Rose Trading Company

Mary Rose Trading continues to form an important income stream for the Trust, donating its net profit of £152,000 for 2015/16 from the Shop, Café and Functions to the Charity. The project works and associated closure of the Museum gave us the opportunity to review our learnings in commercial trading and to introduce improvements in time for the July 2016 Museum Relaunch.

Our vision for the Shop is ‘to create one of the best retail experiences in the museum world and one admired by peers in the industry. The Sense of Place generated by focal items, images and merchandising will extend the immersive Mary Rose Museum journey into the shop area. This will maximise sales and provide an excellent customer experience”.

To realise this Vision, we worked with external designers to introduce new shop displays and ranges, reflecting Sense of Place and the Mary Rose story. Focal tables and walls have been introduced, with images depicting the story of the ship, her crew, her artefacts and the Tudor period. Replica items and models enhance the presentation and continue the immersive approach of the Museum.

Our product themes include ‘Hull & Ship’, ‘Ship’s Crew’, ‘Cowdray Engraving’, ‘1982 Raising’ and

‘Henry VIII & The Tudors’ and feature a broad range of products for all sizes of spend.

Post relaunch sales are encouraging and we will continue to develop ranges in response to customer feedback.

Cafe

The café has also undergone a refit, with a new layout that makes it easier to move around and new furniture that is more ‘in keeping’ with the Mary Rose look. We continue to work with our catering partner Ampersand to develop Tudor inspired treats for the menu.

Events

Over the past 12 months we have hosted over 140 events, including three dinners during the America’s Cup World Series, our first wedding ceremony and three Christmas parties.

While business inevitably reduced during the Museum’s closed period, income still exceeded budget and we are looking forward to realising the functions potential of the new look Museum, which is now one of the top hospitality venues on the South Coast.





Thank You

A huge thank you (including those who wish to remain anonymous) to everyone who has helped to make our museum possible

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Founding Flag Officer

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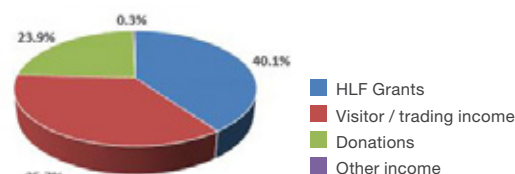
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Financial Summary

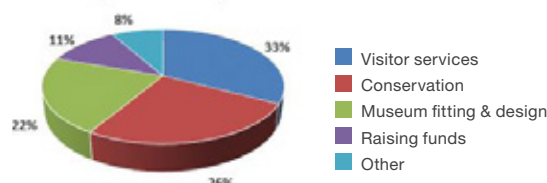
Statement of Financial Activities for the year ended 31st March 2016

Income & Expenditure	Total 2015/16 (£)	15 mths to Mar 2015 (£)
Income		
Visitor income	2,452,509	0
Income from trading subsidiaries	591,633	2,595,569
Grants receivable	3,420,589	885,891
Donations	2,040,791	430,093
Other charitable income	9,447	172,423
Invested Income	12,918	12,019
Miscellaneous	5,930	9,576
Total Income	8,533,817	4,105,571
Expenditure		
Visitor services	1,515,334	0
Conservation	1,203,659	1,742,779
Museum fitting & design	1,007,300	1,226,577
Collections	185,510	296,855
Maritime Archaeology	114,574	124,939
Learning	83,886	82,531
	4,110,263	3,473,681
Raising Funds		
Fundraising	99,964	204,877
Commercial trading operations	428,671	2,097,062
	528,635	2,301,939
Total Expenditure	4,638,898	5,775,620
Net incoming/(outgoing) resources	3,894,919	-1,670,049
Total funds brought forward	30,362,247	32,032,296
Total funds carried forward	34,257,166	30,362,247

Income 2015/16:



Expenditure 2015/16:



2015/16 saw a rise in income to £8.5m, representing an increase of £4.4m over the prior 15 month year. This was due primarily to Heritage Lottery Fund grants and other donations to support the 2016 Capital Works, as well as a major donation of £1m to create an operating reserves fund. Visitor Services income moved from Mary Rose Trading to the Trust from 1 April 2015, which enabled the Trust to claim Gift Aid on ticket income for the first time. Visitor related income increased during 2015/16 due to Gift Aid and the first year of a 3 year preferential ticket share agreement with

Dockyard Partners, although this was partly offset by total lower site income.

Visitor income for the year was affected by Museum closure from December to complete Project Works, by which time we had welcomed 272,000 visitors (397,000 in 2014/5). Expenditure was £4.6m, including depreciation at £1.1m. Net income resources for the period were £3.9m, with underlying surplus, excluding capital income, depreciation and reserve donation was £0.3m.

These summarised accounts are extracted from the Trustees' report and Financial Statements for the year ended March 2016, which received an unqualified auditor's report. The accounts have been complied in accordance with Charities SORP 2015 (FRS 102). They were approved on 29 July 2016 and submitted to the Charity Commission and Companies House.

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

Alan Lovell
Chairman

The Mary Rose Trust

Reference 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

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Hampshire (ex-officio)
The Right Worshipful, The Lord Mayor
of Portsmouth (ex-officio)
The Lord Brabourne
Admiral Sir Kenneth Eaton GBE KCB
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The Rt. Hon. Lord Iliffe DL
Paul Jackson
Dr Christopher Moran

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Mrs 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
(until September 2015)
Helen Bonser-Wilton (from October 2015)

Secretary

Susan Wright ACMA

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Kerry Lawrance ACA

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Insurance Brokers

Miller & Co Insurance Brokers
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Blake Morgan
New Kings Court,
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Chandlers Ford,
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