THE MARY ROSE TRUST

Annual Review
2017
I can hardly believe that we are approaching the 35th anniversary of the Mary Rose being raised from the Solent after 437 years underwater. I remember clearly making my final dive on the wreck in the Summer of 1982 and then joining the Mary Rose team for the tense, but thrilling, moment when King Henry VIII’s flagship was raised to the surface on the 11th October 1982 - and very nearly sank back again!

I am extremely sorry that I cannot join the Mary Rose divers at their October reunion, but I know that the Trust will recognise their achievements appropriately. Without the time and dedication that they gave, the Mary Rose would still be languishing in the muddy waters of the Solent.

It has been wonderful to hear how popular and highly-rated the new Mary Rose exhibition has been since the Museum re-opened in July 2016. I look forward very much to visiting again soon so that I can see the transformation with my own eyes. The Mary Rose story continues to hold a very special place in people’s hearts, none more so than in my own. Therefore, as president of the Mary Rose Trust, I remain immensely proud to have played a part in her recovery for the nation.
Foreword
Helen Bonser-Wilton,
Chief Executive, Mary Rose Trust

How time has flown! It is hard to believe that Mary Rose Museum has already been open for over a year. We have been completely bowled over by the reaction to the new experience, with comments such as ‘awe inspiring’, ‘breathtaking’ and ‘world class’ appearing regularly in reviews. It really is a privilege to be involved with a genuinely iconic heritage asset that remains close to the hearts of so many people.

Aside from the important business of welcoming visitors to Mary Rose, we have also made great progress on our new ‘Setting our Course’ strategy during 2017. As part of our strategic focus on becoming a ‘Must Experience British Icon’, we have sought to raise our profile in the media, using successful initiatives such as “Virtual Tudors” website, large scale events featuring the Mary Rose crew, cooking on the galley and shipwrighting.

Great progress has been made on digitising the Mary Rose archive and establishing a new collections management system, thanks to transformative funding secured from the Arts Council.

We were pleased to receive a Special Commendation at the 2017 Museums and Heritage Awards for ‘Best Permanent Exhibition’ and to be one of three finalists for ‘Best Large Visitor Attraction’ in the Visit England awards. As I write, we also are awaiting a judges’ visit as part of our application to be European Museum of the Year 2018.

As time marches on, we sadly lose old friends and supporters. We were sorry to bid farewell to Trevor Sapey, our Outreach Officer, who has retired this year after 10 years of reaching out to communities who would not usually visit Mary Rose. He leaves a great legacy of outreach and rehabilitation work, which we will seek to continue, as well as a team of volunteers with special needs, who enrich the experience of our visitors. We were delighted that Trevor was recently awarded an MBE in the Queen’s Birthday Honours in recognition of his wonderful work at Mary Rose.

We were also sad to hear of the death of veteran actor and longbow specialist, Dr Robert Hardy, in August 2017 at the age of 91. Robert worked alongside the Mary Rose team from the moment that the first Tudor longbow was excavated and gave generously of his time and expertise over the years to conserve and interpret the unique longbow collection. Robert kindly recorded the narration for the 2016 ‘Mary Rose Revealed’ Museum relaunch and we were delighted that he could join us on the launch day. He will be greatly missed.

2017 also marks the 35th anniversary of the raising of Mary Rose and we will be celebrating the occasion with a Divers Reunion, two days of anniversary lectures and a commemorative dive in October. I know that many of you will remember the momentous day of the raising well and hope that you will celebrate this significant milestone with us.
The Year at Mary Rose

We have been pleased to welcome over 380,000 visitors in the 12 months after re-opening. Reviews of the new experience have been exceptional, with 92% of TripAdvisor reviews rating Mary Rose as Excellent. The Museum has now become the top attraction to visit in Portsmouth on TripAdvisor.

As part of the relaunch, we introduced projections of the Mary Rose crew, using the dry ship as the stage on which their everyday activities, in peacetime and in wartime, can be re-enacted and understood. Every five minutes, short 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 onto the timbers of the ship, directly opposite where the original artefacts are displayed. Both for visitors and school groups, this has been transformational in understanding the link between the Mary Rose collection and the ship, as well as bringing the crew to life.

To complement the new interpretation, we have also introduced regular ‘Meet the Crew’ events and interactive themed programmes, such as Tudor Cooking on the Galley, Tudor Shipwright and Archaeology Week.

To give a better welcome to international visitors, we also upgraded the Mary Rose app, which is now available in six languages.

In addition to visitors, we reached 120,000 people through our “Pop-up” Museum, 9,000 through Outreach work and 12,500 children with our schools programme.
Learning & Outreach

The new museum has transformed children’s engagement with the collection, with the crew projections successfully engaging and inspiring a younger audience. Our workshops and museum visits are now both consistently evaluated as Excellent. New workshops introduced during 2016/17 to complement the existing History and Science provision include Primary Maths (Feed the Fleet), Home Educator workshops and practical sessions for adult learners using microscopes to understand more about Mary Rose. We have also trialled a new session for the International Baccalaureate (Theory of Knowledge) on the sinking of Mary Rose.

We have now reached over 75,000 education visitors since the museum opened in 2013. Mary Rose Learning also received a prestigious ‘Sandford Award for Heritage Learning’ in recognition of the outstanding contribution made to heritage education within the historic environment.

We continue to develop our outreach and access offer, with ‘Lights Up’ mornings in the museum for those with visual impairments. A mobility buggy service has been introduced to transport those who struggle with the long distance between Victory Gate and the Museum.

Our volunteer force has increased to 130, working mainly in the museum, but also in digitising the Mary Rose Archive and on the Trust’s Board. Volunteers are aged from 17 to 85 and include people with disabilities and life changing illnesses.

We continue to reach schools across the country for whom it is too far to visit, through Skype sessions and loan boxes, which contain teaching materials and replica items.

Our Outreach Officer has engaged with over 9,000 people this year, visiting groups across the south of England, including those with Alzheimer’s, visual impairments, stroke and Parkinson’s. This service often inspires museum visits by hard to reach groups.
Conserving the Collection

Our work on conserving the ship continues, with BAE Systems recently carrying out a full laser scan of the Mary Rose through their apprenticeship programme. BAE have also overlaid the new scans onto previous scans of the ship, with a student from Imperial College commencing analysis of data this summer to identify structural movement and inform our work to devise a new support structure for the decks of the ship. Monitoring and control of environmental conditions continue to be a key focus of our work, to ensure that the ship and artefacts are safeguarded for the future.

Work has commenced on digitisation of the extensive Mary Rose Archive, with Arts Council funding a new collections management system and materials for digitising the 15,000 image photo archive. Over 9,000 images have already been scanned, a new Collections Management System selected and we will progress onto other component parts next, with the aim of making our archive as widely available as possible online. We have been pleased to recruit a team of volunteers who are carrying out digitisation work, building their skills and knowledge of the archive and helping the Trust enormously.

A large tranche of collections items are now coming out of conservation and planning is underway for installing them into the galleries in the Museum. This includes items such as birch logs from the galley, which will be used to supplement the existing artefacts in the museum context galleries.

Conservation of the ship’s stem post and pump will shortly be complete we plan to air dry the items in the Ship Hall over time, before mounting them in position when sufficiently dry.

We are working on identifying the next tranche of artefacts to be conserved, with focus on items (e.g. additional barrels) that can be introduced into the Museum when conserved.
Scientific Research

Applied conservation science has underpinned our work at Mary Rose Trust from the beginning and we continue to insist on academic rigour and work done to the highest professional standards. Dr Alex Hildred, Head of Research, takes the lead in researching the collection and identifying new stories to tell about Mary Rose. Dr Eleanor Schofield, Head of Conservation and Collections Care, takes the lead on commissioning scientific research to inform current and future conservation treatments for the ship and individual artefacts.

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

In Conservation, we continue to research treatments for our archaeological artefacts, including assessment of acidic compounds in ships’ 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’.

We are also researching corrosion of archaeological iron shot (with University College London) which has deteriorated significantly, with the aim of developing treatments to combat this. We are researching pollutants in the museum environment (also with University College London) and developing sensors to detect them. We also continue to monitor moisture content, structural movement and material properties of the hull as it dries (with University of Portsmouth).

In Collections Research, we continue to work sensitively with the human remains from Mary Rose. Significant advances have been made this year in the area of human DNA research. Substantial amounts of genomic DNA were extracted and screened at University of Oxford, which will provide more complete information on individuals. University of Portsmouth was successful in using mitochondrial DNA to match samples from the same individual, which will enable us to match bones to individuals and re-assemble more skeletons.

Other Collections projects currently underway include tomography and study of composite shot with the University of Huddersfield, analysis of lead objects with University of Warwick, study of Mary Rose sails and rope and analysis of knitted caps.

‘Virtual Tudors’ website was created in September in partnership with Swansea University to showcase photogrammetric images of the Carpenter’s skull and artefacts. Part of this was an academic website, which invited osteo-archaeologists to provide feedback on the use of the photogrammetric images. It has been heavily visited by the public, with over 3 million hits to date. The outcomes from the project will form the basis of a paper on the use of photogrammetry for the analysis of human remains.
Supporting Underwater Cultural Heritage Sector

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

Mary Rose Archaeological Services gives advice, supervises excavations and carries out conservation work for other organisations. Advice was provided to HMS Hazardous and Dr Alex Hildred was seconded to work with an Anglo-Dutch team on investigations of the Dutch East Indiaman ‘Rooswijk’, (wrecked on the Goodwin Sands in 1739/40). An Anglo-Dutch excavation took place in summer 2017, the largest planned excavation since Mary Rose, which Alex supervised as nominated archaeologist.

Mary Rose was asked by the Ministry of Heritage and Culture in Oman to assess the ordnance recovered from the Portuguese Esmerelda wreck of 1503. Two vessels of Vasco Da Gama’s fleet were wrecked together off the coast of Oman and assemblage excavated from one vessel includes bronze ordnance and substantial amounts of shot. The long term plan is to build a Maritime Museum in Muscat for this important collection.

MRAS undertook work for Wessex Archaeology, passively storing guns and anchors found during dredging of Solent, South West Heritage on materials characterisation of neolithic wood samples and National Museum of the Royal Navy on care of Victory Sail and conservation of the HMS Hood Bell for display in ‘Jutland, 36 Hours’ exhibition.

Mary Rose staff presented at a number of prestigious underwater archaeology conferences, including IKUWA in Perth, Australia, Underwater Heritage Museum Forum in Taiwan, UNESCO Scientific Colloquium in Access to Underwater Cultural Heritage, Copenhagen, International Congress of Maritime Museums and Association of Mediterranean Maritime Museums Conference in Genoa.

Specialist advice has been given to ICMM and JNAPC (the UK’s Joint Nautical Archaeology Policy Committee) on the high-profile Titanic collection court case and to the Expert Panel that advises MoD and HMG on the management of the wreck site of HMS Victory (1744).

In the fields of conservation science and research, lectures were given at New Scientist Live, Royal Society of Chemistry, International Council of Museums conference on Wet Organic Materials and the International Council of Museums conference on Metals.

Advice has also been given during the year on the Ijssel Cog excavated in the Netherlands, we have joined the Newport Ship Advisory Panel and an international committee to discuss deformation monitoring of conserved ships.
Mary Rose Trading

Mary Rose Trading continues to form an important income stream for the Trust, donating its net profit of £130,000 for 2016/17 from Shop, Café and Functions to the Charity.

Shop

We have continued to work to increase the strong Sense of Place of the Museum within the shop, sourcing products that link to the stories told in the Museum, introducing more Mary Rose unique products and ‘dressing’ the shop to reflect the approach taken within the museum.

Focal tables are regularly re-merchandised with product relevant to the people who visit at different times of the year and we have introduced displays and product that complement key moments like Mothers’ Day, Fathers’ Day, Easter and school holidays.


The new ranges have led to a significant increase in profitability, with long term stock being cleared during our closed period and new stock with higher margins being introduced.

Cafe

During the year, Portsmouth Historic Dockyard moved to a new catering supplier, with Baxter Storey taking over the catering provision. The new team has introduced a number of improvements, including cakes that reflect the Mary Rose story better. (e.g. Plum Tart, reflecting the plum stones found on board). The new layout and furniture, introduced last July, and the covered outdoor seating area have increased all weather seating available and made it easier for customers to move around the café.

Functions

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 bookings are buoyant for the coming year.
Thank You

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

Flag Officers
Founding Flag Officer
HRH The Prince of Wales

Admiral
Mr Michael Aiken MBE
Sir Michael Cooksey GBE
Mr Michael Donovan
Mr Alexandre Gaydamak
The Honourable Charles Harris
Lord Iliffe DL
Mr Mark Loveday
Mr Alan Lovell DL
Mr Rich Ricci
Mr Clive Richards OBE DL

Rear Admiral
Mr Richard Atterbury
Mr Julian Cazalet
Mr Simon de Zoete
Mr Roger Eaton
Lord Fink
Mr Jonathan Gestetner
Mr Geoff Hunt
Mr Robert Legget
Mr Peter Wilson

Commodore
Mr Lionel Allery JP
Mr Peter Andreae DL
Mrs Samantha Axtell DL
Mrs Carolyn Balfour
Mr David Barnett
Mr Mike Blinco
Mr Thomas Bolt
Lord Brabourne
Mr Chris Brandon
Mr John Brookes OBE
Mr Keith Brown
Mr Andrew Brownword OBE
Mrs Jennifer Brzozowska OBE
Mr Michael Bunn
Mr John E Butler
Sir Ian Cheshire
Dowager The Countess of Clarendon DL
Commodore Jonathan Cooke OBE RN
Sir David Davies DL
Mr Michael Deeny
Mr Peter Dobbs
Dame Amelia Fawcett DBE
Mr Colin Field DL
Mrs Caroline Godden
Ms Jennifer Green
Mr Matthew Grinnell
Mr Rob Hales
Mr Adam Humphries
Mr Andrew Joy
Mr Terry Kerr
Mr David Kowitz
Mr Ian Laing CBE DL
Mr Michael Langdon
Rear Admiral John Lippiett CB CBE DL
Miss Emma Lovell
Miss Lucinda Lovell
The Hon Virginia Lovell JP DL
Viscount Lymington
Mr John McCarthy
Mr Neil McGrigor
Mr Michael Meacock
Mrs Sarah Green
Mr Colin Murray
Mr Tim Oliver
Mr Finian O’Sullivan
Mr David Palmer CBE
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Countess of Portsmouth
The Rt Hon the Earl of Portsmouth DL
Mr David Price CBE
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Mrs Stella Reeves
Mr Russell S Reynolds, Jr
Lady Rivett-Carnac
Mr Keith Roberts
Mr James Roe RIP
Mr Alex Roe
Mr Ian Ronald
Mr Christopher Shaw
Mr Andrew Speirs
Mr Nicholas Stanley
Mr Alan Stannah
Sir Hugh Stevenson
Dr Derek Stubbs
Mr Tom Sweet-Escott

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Mr Peter Ellement
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Mr & Mrs Simon de Zoete

Mr Peter Dobbs
Mr Michael Dobbs
Mr Geoffrey Dobbs
Mr Derek Drake
Commander Rod Edwards RN Retd

Mr Alan Egerton
Mrs Margaret Fisher
Mr Jonathan Gestetner
Mr Jonathan Gibbs
Ms Jennifer Green
Mrs Sarah Green
Mr David Hagan
Dr Robert Hardy CBE D Litt RIP

Mr David Bailey
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Mr Michael de Carvalho
Mr Damon De Laszlo DL
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Mr Peter Dobbs
Mr Michael Dobbs
Mr Geoffrey Dobbs
Mr Derek Drake
Commander Rod Edwards RN Retd

Mr Alan Egerton
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Mr Jonathan Gestetner
Mr Jonathan Gibbs
Ms Jennifer Green
Mrs Sarah Green
Mr David Hagan
Dr Robert Hardy CBE D Litt RIP

Life Patrons
Mr John Adams
Mr Michael Aiken MBE
Mr Lionel Allery JP
Mrs Heather Allery
Lord Ashburton KG KCVO DL
Financial Summary

2016/17 was an unusual year, with Mary Rose closed for project work until July. By the end of the financial year, we had welcomed 260,000 visitors, which represents a 7% increase on the same period in our last full year of trading in 2014/15.

2016/17 was the second year of the Mary Rose uplifted Ticket Share agreement with our Dockyard partners, and Mary Rose received 38% of all net income from ticket sales. A switch to Individual Ticket sales during the year and an overly ambitious visitor budget led to us finishing the year £365k adverse to budget on ticket income. Despite offsetting this through significant cost reductions we ended the year with an underlying operating deficit position excluding depreciation, capital income and project costs of £171k.

Group results were £284,452 (charity only £275,909) including £1,896,438 Museum restricted income (£1,725,258 related to capital).

These summarised accounts are extracted from the Trustees’ report and Financial Statements for the year ended March 2017, which received an unqualified auditors’ report. The accounts have been compiled in accordance with Charities SORP 2015 (FRS 102). They were approved on 28 July 2017 and submitted to 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

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### Financial Summary

#### Income & Expenditure 2016/17 (£) 2015/16 (£)

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<thead>
<tr>
<th>Category</th>
<th>2016/17</th>
<th>2015/16</th>
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<tbody>
<tr>
<td>Visitor income</td>
<td>2,177,063</td>
<td>2,452,509</td>
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<td>Income from trading subsidiaries</td>
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<td>Grants receivable</td>
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<td>3,420,589</td>
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<td>Donations</td>
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<td>Other charitable income</td>
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<td>Invested Income</td>
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<td>Miscellaneous</td>
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<td>5,930</td>
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<td><strong>Total Income</strong></td>
<td>4,911,072</td>
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#### CHARITABLE ACTIVITIES

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<td>Conservation</td>
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<td>Collections</td>
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<td>Maritime archaeology</td>
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<td>Learning</td>
<td>162,141</td>
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<td><strong>Total Charity Activities</strong></td>
<td>4,119,569</td>
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#### RAISING FUNDS

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<td>Fundraising</td>
<td>100,988</td>
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<td>Commercial trading operations</td>
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<td><strong>Total Expenditure</strong></td>
<td>4,626,620</td>
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#### Net income/expenditure

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<tr>
<th>Category</th>
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<th>2015/16</th>
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<td><strong>Net income/expenditure</strong></td>
<td>284,452</td>
<td>3,894,919</td>
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<td><strong>Total funds brought forward</strong></td>
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<td><strong>Total funds carried forward</strong></td>
<td>34,541,618</td>
<td>34,257,166</td>
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Notes

1. The accounts have been compiled in accordance with Charities SORP 2015 (FRS 102)
2. The Museum was closed for the completion of the 2016 Capital Works from December 2015 and re-opened to the public on 20 July 2016.
3. 2016/17 was the second year of the Mary Rose uplifted ticket share agreement with our Dockyard partners and Mary Rose received 38% of all net income from ticket sales.
4. Grants receivable includes £1.6m from the Heritage Lottery Fund towards the 2016 Capital Works. 2016/17 grants and donations are lower than 2015/16 as the capital project is now complete.
5. Expenditure includes depreciation of £1,146k (2014/15 £1,143k).
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
Lord-Lieutenant of the County of Hampshire (ex-officio)
The Right Worshipful, The Lord Mayor of Portsmouth (ex-officio)
The Lord Brabourne
Admiral Sir Kenneth Eaton GBE KCB
Michael Aiken MBE

Trustee Directors
Dr Robert Bewley
Helen Bonser-Wilton
Christopher Brandon RIBA FRSA FSA
Professor Sir Barry Cunliffe KB CBE FSA FBA
Caroline Dudley OBE
Professor Van Gore OBE
Rupert Grey
Vice Admiral Peter Hudson CB CBE
Adam Humphries
Alan Lovell DL (Chairman)
Sophia Mason
Dr Janet Owen
David Palmer CBE (Vice Chairman)
Dr David Starkey CBE FSA

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Dr Christopher Moran
Russell Reynolds Jr
Robert Robson OBE
Mrs Coral Samuel CBE
Lynne Stagg
Councillor Linda Rae Symes (PCC)
Daniel Thorne
Fred Warner CEng MIEE

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Helen Bonser-Wilton

Secretary
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