

The logo features the text 'ROYAL NAVY MUSEUMS' in a bold, dark blue, sans-serif font. The text is arranged in three lines: 'ROYAL' on the top line, 'NAVY' in the middle, and 'MUSEUMS' at the bottom. The text is set against a white, wavy banner that curves upwards at the top and downwards at the bottom, giving it a sense of movement. The entire banner is centered on a dark blue background.

**ROYAL
NAVY
MUSEUMS**

STRATEGY 2025-2030

Fire! (But hold on to the plates)

The guns on HMS M.33 could hit a target seven miles away. But the recoil would shake the boat so badly decks would flood and crockery would smash.

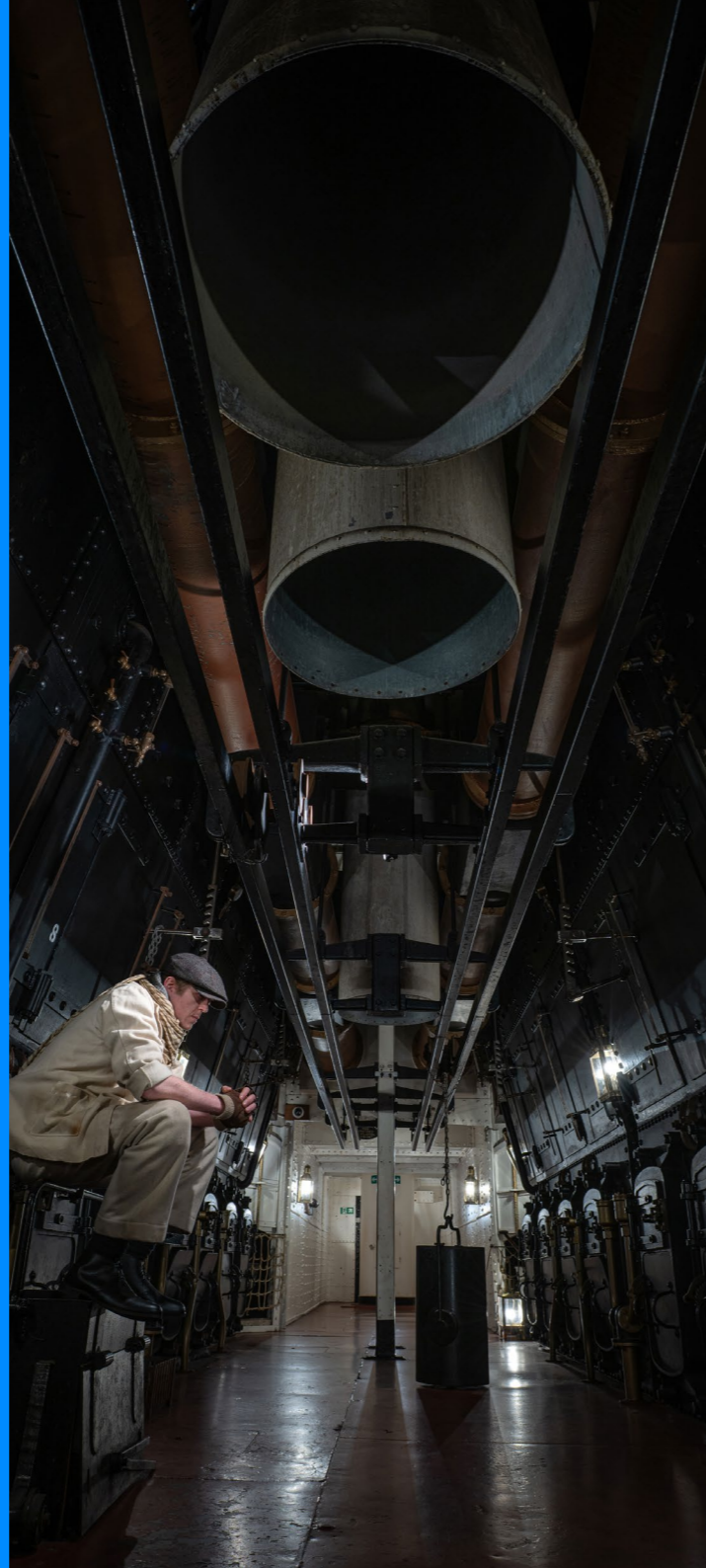


CONTENTS

2	Our vision
3	Setting a new course
4	Welcome aboard
6	Stories that shape a nation
8	The pillars of our strategy
10	The foundation we will build upon
12	Onsite, offsite, online
14	Our transformative projects
20	Our unique places
30	What we value most
32	Our people

OUR VISION

Linking Navy
and Nation with
inspiring stories
and experiences



SETTING A NEW COURSE

We are publishing this strategy at a time of profound change. We can all feel the shifts in politics, society, culture and technology which are transforming our lives and communities. Our strongly held view is that a museum must both embrace that change – and itself change – to meet new challenges and seek new opportunities.

Fortunately, our history shows that transformation is not new. We are honoured to care for and curate the Royal Navy's heritage. Our Museum's ships, aircraft and collections are themselves a record of the past change navigated and shaped by the Royal Navy and its people.

We are privileged to tell the greatest of all stories, *the centuries-old marriage between the Royal Navy, Britain's identity as an island nation and its lasting impact on the world*. And as we illuminate, share and question this on-going history through the coming years, we are committed to seeking the resonance and relevance which will inspire all who engage with the Museum.

With your support we will achieve our vision of *linking Navy and Nation with inspiring stories and experiences*.

Admiral Sir Philip Jones, Museum Chairman

“The Museum's ships, aircraft and collections are themselves a record of the past change navigated and shaped by the Royal Navy and its people.”

WELCOME ABOARD



**ROYAL
NAVY
MUSEUMS**

As our 20th birthday approaches in 2029, it is time to look at both our name, and our brand.

The last two decades have seen great growth and changes to our 'fleet' of museums. As our 20th birthday approaches in 2029, it is time to look at both our name, and our brand.

The first stage of that process is to simplify our name to **Royal Navy Museums**. The second is to introduce a new symbol and design style which enable us to speak more clearly, and more loudly, with a truly national voice. The months ahead will see us launch and commence the roll-out of this work.

As a national museum, sponsored by the Ministry of Defence and receiving Grant-in-Aid from the Royal Navy, we have benefited from this support. But alone amongst all national museums we are not funded to allow free admission – so the 75% of annual revenue generated through admissions, commercial activities, grants and fundraising is essential for us to deliver on our charitable purposes. Our 10-year financial plan – as well as our new Museum values – stresses how important it is to grow our commercial and enterprise income.

From our national headquarters in Portsmouth we develop projects and programmes which reach outwards. And as a multi-site national museum with

destinations in Belfast, Gosport, Hartlepool and Yeovilton, we can reach even further, to varying and diverse communities. The strength of stakeholder support and our partnerships will be key to our success nationally, and our *impact* locally.

This document sets out a *framework* for our choices up to 2030 and sets out a *vision* for our places and projects. Our priorities and strategic objectives are supported by our pillars (*audiences, collection and stories*), and by strengthening the *foundations* which underpin all of this, we will adapt to this period of change.

Some specific choices for the next 5 years are already clear, such as using transformative projects to drive our strategic objectives and ensure the sustainability of the Royal Navy Museums Historic Fleet. However, some choices remain. This will be a rolling strategy, with a flexibility appropriate to this period of change.

Progress will be reviewed, reported on and measured, reflected upon in future annual reports and resourced from within our corporate plans.

Matthew Sheldon, CEO, December 2025

STORIES THAT SHAPE A NATION

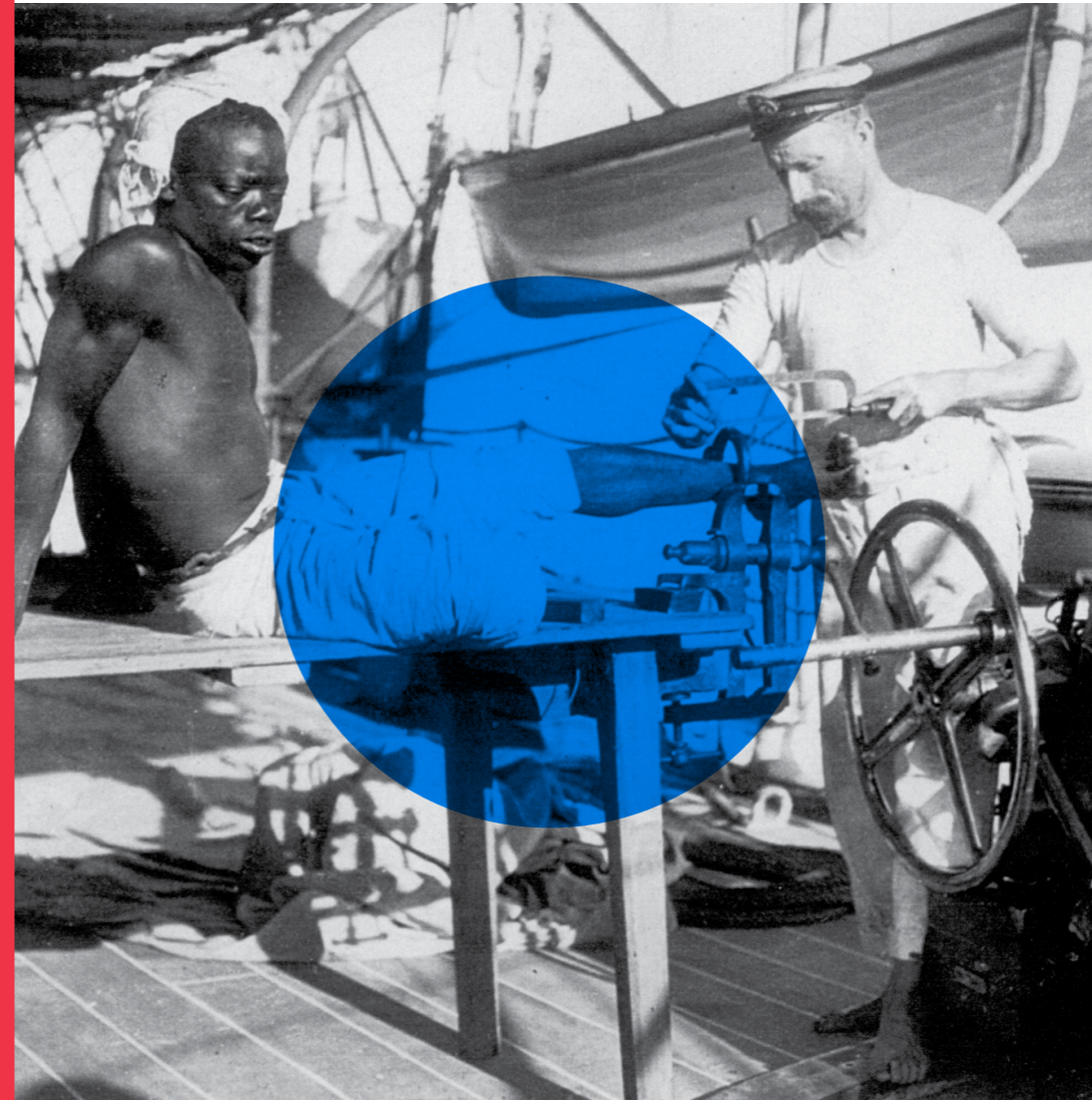
Through times of war, peace and uncertainty, across eras of expansion and exploitation, spanning moments of national jeopardy and jubilation, the Royal Navy has been ever-present. Our museums and ships bring to life the centuries-old marriage between the Royal Navy, Britain's identity as an island nation and its lasting impact on the world.

We reveal the untold adventures and unvarnished realities of the men and women who have served on, below and above the waves. The pirates, pioneers, sea soldiers and aviators, the explorers, commandos, citizen sailors, submariners and scientists who operate now from seabed to space. We capture their courage, sacrifice, humanity and fallibility – told in the very ships, planes, boats and places where history happened.

Guided by our commitment to excellence, authenticity and inclusion, we engage audiences with the stories that continue to shape our diverse culture – and which belong to everyone. By sharing, questioning and illuminating this on-going history, we invite people to climb aboard and be part of it.

As part of the work we've been doing on vision and values, we've developed this core brand narrative that will frame our future brand identity and brand language.

“Our collections reflect the Navy's complex relationship with the slave trade from beginning to end.”



The Sphinx that freed the shackles

When six men escaped by canoe from enslavement in Oman in 1907, they were picked up by HMS Sphinx. The ship's carpenter Joseph Chidwick remove their shackles and they were free.

VISION

Linking Navy & Nation with inspiring stories and experiences

PILLARS

Understanding our audiences

Celebrating our collections

Sharing our stories

FOUNDATIONS

People & Culture

Reputation & Brand

Financial Resources

Sustainability

Estates & Sites

Our Governance

VALUES

Teamwork

Impact

Discovery

Enterprise



THE PILLARS OF OUR STRATEGY

Understanding our audiences

After comprehensive research and analysis, the motivations and potential of our different audiences are clearer than ever before. From now on, our projects and our sites will be *shaped by what inspires them*. Within our charging model, we will continue to develop targeted free and reduced admission, and programmes which have social impact.

Our strategic objectives are to:

- ♦ Grow our audiences
- ♦ Build communities and senses of place
- ♦ Diversify our audiences

Celebrating our collections

Building on the items in our origin museums, our collections have become a national collection of exceptional breadth and richness. We are an Accredited Museum and an Accredited Archive – with two of our sites designated as Places of Deposit for Public Records.

Next, we will invest in systems to support better engagement, access and use. We will build collections which reflect a modern and contemporary Navy, including digital material. We will further develop our care of these collections

Our strategic objectives are to:

- ♦ Share our world-class collection
- ♦ Develop our world-class collection
- ♦ Care for our world-class collection

Sharing our stories

Our audiences connect best with our collections when we share inspiring and authentic stories. Which stories we choose to tell, which *partners* we work with, and *how* we tell those stories will define our future, and we will emphasise stories of contemporary relevance, and diversity.

Our strategic objectives are to:

- ♦ Share relevant and inspirational stories
- ♦ Tell the Royal Navy's contemporary story
- ♦ Uncover diverse stories that have not been told before

THE FOUNDATIONS WE WILL BUILD UPON



People and Culture

We are cultivating an inclusive, high-performing culture where people are empowered, stories inspire, and impact endures. Through curiosity, collaboration, and innovation, we connect Navy to Nation and drive pride, performance, and purpose.

Our People Strategy will:

- ◆ Build an inclusive, empowering culture where our people feel valued, connected and inspired to excel.
- ◆ Foster accountability, continuous improvement, and recognition to deliver meaningful results.
- ◆ Develop future-ready, digitally confident, and adaptable people with strong leadership and storytelling capabilities.
- ◆ Create a safe, supportive, and welcoming environment that promotes wellbeing and enables everyone to thrive.

Reputation and Brand

We will invest to transform the positioning and profile of our Museum group.

Our Brand Strategy will:

- ◆ Create a clear brand hierarchy and refreshed visual and verbal identity.
- ◆ Boost strategic investment in our brand, elevate its impact.
- ◆ Use targeted audience development to optimise site master planning, and align consumer marketing with a ten-year admissions growth strategy.
- ◆ Support the forging of strategic partnerships which enhance reputation, strengthen community ties, and generate sustainable income.

Financial Resources

We are a national museum, but we are not funded for free admission. So we must generate the majority of our own revenue. Financial sustainability must lie at the heart of everything we do.

Through our Finance Strategy we will:

- ◆ Develop our sustainable finance culture.
- ◆ Plan strategically to maintain a balanced budget and establish an appropriate level of free reserves.
- ◆ Develop our revenue streams – increasing and diversifying our income sources to reduce reliance on any single source of funding.
- ◆ Engage with strategic partners, the public and stakeholders to increase support, funding and efficiency.
- ◆ Support our sustainability foundation through investing in sustainable practices and infrastructure to ensure our long-term viability.

Sustainability

We will embed sustainability into all we do, building requirements into all our projects, policies, processes and procedures that set the tone for lasting change.

Grounded in baseline data our Sustainability Strategy will:

- ◆ Focus on achieving financial, environmental, and social sustainability – in turn contributing to the United Nations Call for Action and Sustainable Development Goals.
- ◆ Take a strong stance on the climate emergency, with the goal of achieving the sustainable development targets set by Government policy.
- ◆ Foster sustainable communities by addressing poverty, education (in particular STEM education), equality, and inclusion.
- ◆ Guide and motivate staff – through education and training – to work in an environmentally responsible manner. They will play a full part in developing new ideas and initiatives, reflecting sustainability in our culture and values, ensuring that everyone is part of the solution.

Estates and Sites

We will review the Museum's estate, making choices to invest, rationalise or de-invest based on the outcomes for our audiences, collections and our stories.

The approach will:

- ◆ Ensure that financial and environmental sustainability underpins the investment decisions for our physical and digital estate and sites.
- ◆ Make planning and investment decisions in collaboration with the Museum's key strategic partners at different sites.
- ◆ Align our capital projects to invest in all infrastructure, including our digital presence, site security and internal exhibition spaces.
- ◆ Investment in Estate and/or Asset Management Systems to create a comprehensive long term Infrastructure Maintenance and Management Plan.
- ◆ Develop an 'innovation first' culture when infrastructure reaches the end of its life.

Our Governance

We will respond to external recommendations and deliver the next steps to integrate our governance structure, making it fit for our purpose and enabling the next phase of the Museum's growth.

The approach will:

- ◆ Work with the Royal Navy Museums boards and committees to deliver their statutory duty.
- ◆ Ensure that there is clarity and accountability within the Museum's governance that reduces duplication.
- ◆ Empower the Executive to focus on performance and key strategic objectives, while managing risk across our boards and committees.
- ◆ Create an effective and streamlined structure, with a more efficient use of resources directed towards strategic objectives.
- ◆ Reflect the improvements within our governance and its impact across the museum group within statutory reports.

ONSITE, OFFSITE, ONLINE

Each of our sites has a unique history, and each makes a distinct contribution. Yet our Museum and our collection is so much more than the sum of these individual parts.

In the next five years, the most effective, flexible and best-value ways to 'link Navy to Nation' will often take place offsite, not onboard.

The Royal Navy story is both national and international, and relevant to those who may never visit our physical sites. So we must step off our ships and outside our walls to search for innovative ways to engage with new audiences.

Using our digital content will be central to this. We have a strong social media presence and have built-in the resources to create future digital content as we deliver the Royal Marines Experience and HMS Victory projects. Beyond these, deeper digital engagement will only come with increased resources, and opportunities will stem from purely digital projects, exhibitions, long-term loans and partnerships, enabling us to showcase our rich collections.

Greater digital engagement will not be delivered by our own teams alone. We have a strong record of co-creation and partnerships, and while our new brand will help us speak with a stronger voice, we also want what we say to be informed by others.

The best way for us to make a genuine impact and overcome barriers will be with the skills, perspectives and reach of new partners. So we will forge links with the Royal Navy, industry, universities, schools, and communities to create more effective exhibitions, programming, digital content, outreach and research – which will in turn drive engagement.

As we allocate our future resources, we will make our judgements on the outcomes they achieve for audiences, and how they deliver on our strategic objectives.



The unknown sailor.

Our South Asian community partners revealed that this unidentified portrait was actually Sub-Lieutenant Suresh Ahluwalia of the Indian Navy – one of many officers who trained in the UK after independence.



The best way for us to make a genuine impact and overcome barriers will be with the skills, perspectives and reach of new partners.

OUR TRANSFORMATIVE PROJECTS

“Our Royal Marines Commandos blend the best of human talent, selected and trained to operate independently in the harshest environments, with the very latest in technology.”

First Sea Lord General Sir Gwyn Jenkins, 2025



Walking across three generations

Paul ‘Buck’ Ryan wore these boots when a Sergeant Major in the Royal Marines, Afghanistan. He followed his father into the Royal Marines, and his son followed him.



The same, but different

HMS Victory’s Big Repair is being led by cutting-edge research and technology. But our shipwrights also know that no two timbers are ever actually the same.





ROYAL MARINES EXPERIENCE

This transformative £14.7m project will re-imagine the magnificent 1840's Grade II Boathouse 6 in Portsmouth Historic Dockyard as an activity centre for all ages. It will grow the Museum's audiences, build financial sustainability and reduce environmental impact.

The Royal Marines Experience will take visitors on a compelling journey through four centuries of Royal Marines' history. Through an active 'challenge' that will reflect life as a Royal Marines Commando and an object-rich multimedia exploration of the history of the Corps, their story will unfold. The Royal Marines' unique ethos will be at the heart of this, featuring operations past and present, at times of war, and times of peace.

Our vision is that by 2026 we will:

- Create a new place of belonging for the Royal Marines family and serving Corps.
- Present their history in an inclusive way to widen our audience.
- Reinterpret familiar artefacts, and feature new and untold personal stories.
- Create an active, engaging and memorable environment.

Around the heart of the experience we will open a new Special Exhibition Gallery, a family-focused Royal Marines-themed Laser Quest and a major flexible space to support programming and conferences. With £4.9 million funding confirmed in March 2025 by the National Lottery Heritage Fund, the project is a critical next investment in, and our first contribution to, the development of Portsmouth Historic Dockyard.

The helmet that halted a pirate

Worn by a Royal Marines Commando when stopping, boarding and searching Somali pirates in the Gulf of Aden, 2010.



HMS VICTORY

The Big Repair is a critical, transformative project for HMS Victory. The ship now requires, and has started, one of the most comprehensive repairs of her 260-year life.

With correct conservation, this £42 million project will ensure the nation's flagship's future, full public understanding of her significance, increased audiences and a sustainable place at the heart of our heritage.

Our strategy embeds a new 'Strategic Intent' and sets a course for her success.

By 2035 HMS Victory will:

- Have been conserved to the highest possible standards, requiring only routine maintenance for 50 years thereafter.
- Be recognised internationally as a quality benchmark for presentation and interpretation.
- Be able to see to 2085 and beyond, ensuring preservation in perpetuity, and access and enjoyment for future generations.

The resources for this have been managed to fund her repair, and to maintain the ship to 2085. But this alone is not enough – true success only comes if we engage, educate and enthral visitors with her story. To do this will require up to £10 million of external funding to 2035.

This places the jewel in the crown of our naval heritage – and the centre-piece of our museum – at the heart of our strategy. Our vision is of a fully-preserved, watertight, stable and sustainable ship, with flags fluttering – the immersive centrepiece of any visit, revealing her stories for the education and enjoyment of every visitor.

HISTORIC FLEET ENDOWMENT FUND

We care for the largest fleet of historic Royal Navy ships in the world, which makes our Museum unique. Our ships and submarines span nearly 275 years of naval history, including veterans of the Battle of Trafalgar, the Battle of Jutland and the D-Day landings.

Ongoing research into their history unearths the human stories that build our understanding of warfare at sea, how technology evolved and the realities of living and fighting on board.

These unique vessels become platforms for activities of every kind – performance, commemoration, and celebration. They are the original immersive experience and are enduringly popular with those who want to climb aboard.

To conserve this historic fleet, we have built the largest specialist team in the country that are constantly surveying, monitoring, repairing, painting,

caulking and rigging – while planning future re-wiring, dry-docking and hull strengthening.

But funding this work – and managing ever-fluctuating needs and demands – is challenging. So this Strategy and its accompanying 10-year financial plan have identified an urgent need to accelerate our **Royal Navy Museums' Historic Fleet Endowment Fund** in order to generate crucial income supporting conservation and long-term care.

To support this we will launch a new *Gifts in Will* service, build a *Giving Circle*, create a *Friend of the Fleet* scheme, and develop relationships with the individuals, corporate partners and organisations who wish to join us in becoming co-custodians.

Our aim is to transform the care of the Fleet, and our target is to achieve £10 million in pledges and income over the next three years.

Our ships and submarines now span nearly 275 years of naval history, and our ships are veterans of multiple operations and actions, including the Battle of Trafalgar, the Battle of Jutland and D-Day.



OUR UNIQUE PLACES



HMS Caroline

HMS Trincomalee

Naval Aviation

- Royal Navy Museum
- Royal Marines Experience
- Submarines
- HMS Victory
- HMS Warrior
- HMS M.33
- Explosion

PORTSMOUTH & GOSPORT

Our headquarters span Portsmouth Harbour and Gosport. It includes museum and archive collections, HMS Victory and HMS Warrior, and visitor experiences rooted in their original bases, such as the Submarine Museum and Explosion.

These attractions flourish within the Portsmouth Historic Dockyard destination brand, which also attracts visitors to the Mary Rose Museum, and Boathouse 4. The Dockyard sits within an operating naval base, giving visitors a unique opportunity to see active Royal Navy ships, up close. The site welcomes 600,000 visits each year, which we promote in an award-winning partnership with the Mary Rose Trust.

In the future we will develop these sites in order to further share our stories, and grow our audiences. Transformative projects such as the Royal Marines Experience and HMS Victory's Big Repair refurbishment are major investments, and we are planning others that will strengthen and establish the core of the Museum.

We will open a new Special Exhibition Gallery within Boathouse 6 in 2026 – a national-standard, flexible 400m² display space to support future programmes. We are also investing in transforming the arrival experience, exhibition gallery spaces, and facilities at our headquarters within Storehouses 10, 11 and 12.

Over the next five years, these headquarters will become the *Royal Navy Museum*, with our other Portsmouth and Gosport attractions and ships becoming:

- ◆ *Royal Navy Museums: Royal Marines Experience*
- ◆ *Royal Navy Museums: Submarines*
- ◆ *Royal Navy Museums: HMS Victory*
- ◆ *Royal Navy Museums: HMS Warrior*
- ◆ *Royal Navy Museums: HMS M.33*
- ◆ *Royal Navy Museums: Explosion*

Multiple partnerships will be central to both our success *and* that of Portsmouth Historic Dockyard. We continue our joint venture with our partners the Mary Rose Trust, and with them join with Portsmouth Historic Quarter to explore future projects and models to improve visitor experience and co-ordinate investment.



ROYAL NAVY MUSEUMS

HMS VICTORY



ROYAL NAVY MUSEUMS

HMS WARRIOR



ROYAL NAVY MUSEUMS

HMS M.33

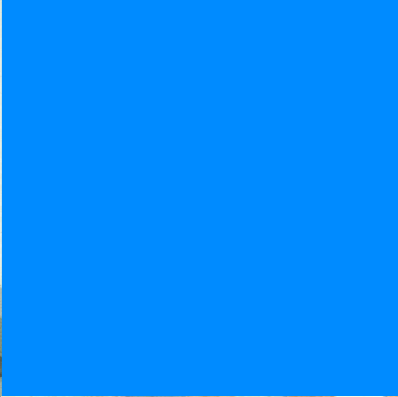


ROYAL NAVY MUSEUMS



ROYAL NAVY MUSEUMS

EXPLOSION



ROYAL NAVY MUSEUMS

SUBMARINES



ROYAL NAVY MUSEUMS

ROYAL MARINES EXPERIENCE





HARTLEPOOL

Today Hartlepool is home to our unique heavy frigate HMS Trincomalee, built in Bombay in 1817 by Parsee shipwrights but restored in the 1990s by the hands of Hartlepool's workers.

The Quay welcomes over 40,000 visitors every year to board the ship, walk the quayside, and enjoy our exhibition gallery, events and activities. We operate the wider site and provide free access to the Museum of Hartlepool, which tells the borough's rich maritime story, on behalf of our partner Hartlepool Borough Council.

In the future we will continue to work with the Council on the development and regeneration of the waterfront. We are actively supporting the NLHF-funded *Tides of Change* project which will create a new vision for the Museum of Hartlepool, and restore the paddle-ferry SS Wingfield Castle (the last ship built in Hartlepool).

Our future priority is to develop investment options to improve the site's financial sustainability, prioritising HMS Trincomalee and the Historic Quay. The continuing partnership with the Council and Tees Valley Combined Authority ensures that funding of up to £7.5m can be secured for capital investment. The establishment of the Royal Navy Museums' Historic Fleet Endowment Fund will also provide a secure future for HMS Trincomalee.

Over the next five years Hartlepool and the Historic Quay will be re-branded as *Royal Navy Museums: Hartlepool*.

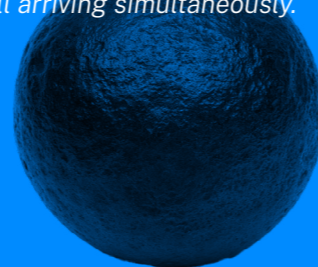


Home to our unique heavy frigate HMS Trincomalee, built in Bombay in 1817 by Parsee shipwrights but restored in the 1990s by the hands of Hartlepool's workers.



Just dropping in. Dozens will follow.

HMS Trincomalee could fire a 'broadside' of cannon balls weighing a total of 526 pounds. That's dozens of these, all arriving simultaneously.





NAVAL AVIATION

Today the Fleet Air Arm Museum tells the long and vital story of aviation in the Royal Navy, located directly next to the runways and hangars of HMS Heron, an operational Royal Navy Air Station. In 2024 the museum celebrated its 60th birthday and it now regularly attracts over 80,000 visitors every year to its exhibition halls, to *The Carrier Experience*, to see Concorde and to many successful events.

At the heart of any visit here is its incredible collection of nearly 100 naval aircraft. The Museum's team is uniquely skilled in caring for and conserving this collection – their latest conservation project (*Barracuda Live: The Big Rebuild*) reassembles the world's only surviving example of this torpedo bomber, piece by piece, rivet by rivet.

The Museum also includes Cobham Hall, which is home to the wider Royal Navy Museums' reserve collections. Since 2024 this has been fitted with major arrays of solar panels, reducing our carbon footprint and driving our financial sustainability.

In the future we will build on this site's success and work with defence partners to secure the Museum's future far beyond the expiry of its current lease in 2034.

The Museum's collections tell a long and combined history of air power at sea, more compelling even than the proud history of the Fleet Air Arm. We will reflect this in the next five years as we rebrand and rename the museum as *Royal Navy Museums: Naval Aviation*.



At the heart of a visit is its incredible collection of nearly 100 naval aircraft.





HMS CAROLINE

HMS Caroline is berthed in Alexandra Dock within Belfast's historic Titanic Quarter. As the only Royal Navy survivor of Jutland – the largest sea battle of the First World War – she is a both a unique time-capsule and visitor experience.

She has been a vital naval presence in Belfast since 1924, serving through the Blitz, the Battle of the Atlantic and the Troubles. Today the ship has become a memorial to all who served aboard, and a shared space to explore the stories of a crew drawn from across Britain and the island of Ireland.

The endowment that supports her care and operation secures the future of HMS Caroline as a unique experience for those living in or visiting Belfast.

In the future we will build Caroline's status as a five-star, must-see visitor attraction to support her ongoing sustainability. We will elevate her profile in Belfast by strengthening local partnerships, and integrate her story into the city's thriving cultural programme, in which the Titanic Quarter plays a crucial role. As an early twentieth century example of technological and engineering achievement, the ship will play a key role in the delivery of our STEM learning programme.

Caroline has always been a place for team building and entertainment, and we will continue to promote her as a unique venue to hire for private occasions and entertaining.

We are exploring options to locate *The Memorial to the Irish Sailor* alongside, commemorating service at sea from across the island of Ireland in the First World War.



She has been a vital naval presence in Belfast since 1924, serving through the Blitz, the Battle of the Atlantic and the Troubles.



WHAT WE VALUE MOST



Working together

To create a community - a sense of place, purpose and belonging. We actively collaborate, find joy in working together and put visitors at the heart of our teamwork.

We want to be:

a welcoming and inclusive museum prioritising partnerships, shared experiences, stories and camaraderie.

We believe in:

- ♦ A collaborative first approach - working together to achieve a shared purpose, participating in a friendly, positive and respectful way and creating a safe space.
- ♦ Being generous with our knowledge and time, welcoming ideas and contributions from others, respecting difference of opinions and being open to feedback.
- ♦ Acting with integrity and professionalism.
- ♦ Celebrating success together.



Making a difference

To develop our reputation and relevance as a trusted voice of authority, we focus on what matters and getting results.

We want to be:

driving change, delivering outcomes and goals, making a genuine difference to our communities, audiences and partners.

We believe in:

- ♦ Being risk aware, not risk averse.
- ♦ Embracing opportunities to adopt new approaches and adapt to changing conditions.
- ♦ Focusing on what matters above our own interests, adding value and making an impact and outcomes are measurable.
- ♦ Taking accountability for our actions, and we learn from our mistakes.



Being open-minded

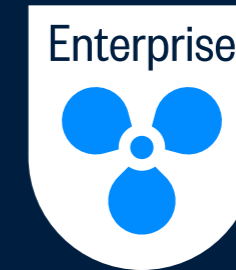
To grow and diversify our audiences we ignite curiosity, encourage new ideas and perspectives.

We want to be:

inspiring our audiences with authentic stories and why they matter, offering experiences and opportunities for discovery.

We believe in:

- ♦ Sharing authentic, meaningful, diverse stories that inspire, have relevance and resonate.
- ♦ Being curious, exploring, learning and embracing new things and stepping outside of our comfort zones.
- ♦ Objectivity in our research and judgement, and we challenge convention. Continually learning and developing our skills and knowledge.
- ♦ Championing individuality and quirkiness.



Embracing opportunity

To build a stronger financial future we are resourceful, robust in our assessment of return on investment, and seize commercial opportunities.

We want to be:

a thriving sustainable commercial museum delivering value for money for our audiences and partners.

We believe in:

- ♦ Taking the initiative to discover new commercial and funding opportunities that support sustainability.
- ♦ Being resourceful, assessing opportunities for growth and maximising impact.
- ♦ Finding new ways to create value for money and improving efficiencies.
- ♦ Considering financial, social and environmental factors in our decision making.

OUR PEOPLE

Patron:

Her Royal Highness The Princess Royal

Trustees

Chairman Admiral Sir Philip Jones GCB ADC DL

Rear Admiral Mark Anderson CB

Ms Katherine Biggs

Dr Andrew M Burnett CBE FBA

Mr Philip G Dolling

Mr Colin M Evans

Ms Helen M Jackson

The Hon. Mrs Mary Montagu-Scott DL

Rear Admiral Jonathan P Pentreath CB OBE

Mr John Michael E Scott

Mr Ged Salzano

Mrs Alison R Start

Mrs Sarah Witcher

Mr Thomas C K Wright CBE

With thanks to all our dedicated staff
and hundreds of fantastic volunteers,
present, and future.



Just sixteen. But fought at Trafalgar.

Nearly 700 sailors or Royal Marines were 16 or under at the Battle of Trafalgar in 1805, including Midshipman John Dalling, pictured here.



Contact information

023 9289 1370

enquiries@nmrn.org.uk

Address

HM Naval Base

Portsmouth, PO1 3NH

Registered Charity No.

1126283