



Department  
for Culture,  
Media & Sport

**ROYAL ARMOURIES**

# **The Royal Armouries**

## **3 Trustee roles**

**Information Pack for Applicants**

## **Introduction**

The Secretary of State for Culture, Media and Sport is seeking to appoint three outstanding individuals to join the Board of Trustees of the Royal Armouries, the nation's museum of arms and armour.

Reflecting the Royal Armouries' status as one of the country's great collections (and indeed as the world's oldest museum), we are seeking Trustees who combine exceptional experience within their fields (including museum policy and governance, finance and commercial) with a breadth of understanding and vision that will help guide the museum within a national and international context.

## **Introduction from the Chair**

[Welcome to the Royal Armouries \(introductory film\)](#)

The Board of Trustees of the Royal Armouries is tasked by Parliament, under the terms of the Heritage Act (1983) to care for, preserve and add to the nation's collection of arm and armour and to promote its public enjoyment and understanding.

To meet this duty, we have a mission to be 'Armed with Hope and Understanding'. We use our collection to explore the complex role of arms and armour throughout humanity's past and present, sharing expertise, encouraging discussion and creating engaging experiences, to inspire a safer and more hopeful future.

We are looking for exceptional people in their field who want to work collaboratively with people from all manner of backgrounds and perspectives to help us achieve our mission. We need Board members who can help ensure we bring high ethical and professional standards to collecting, caring for and interpreting arms and armour; who can help give us the confidence to be fearless in our strategy and planning; who can inform resilient commercial activity; who foster debate, critical thinking and creativity and who bring a diversity of experience, outlook and imagination to an organisation where every day can uncover a new challenge or an undiscovered treasure.

## **The Role Description**

The Board of Trustees is responsible for overseeing the affairs of the Royal Armouries and determining its overall strategy. The key role of a Trustee is to play a collective part in the governance of the Royal Armouries in ensuring it meets its duties as set out in the National Heritage Act (1983).

As a Trustee, you will share ultimate responsibility for ensuring the Royal Armouries continues to be a sustainable, well-run organisation, focussed on delivering its mission. You will combine the legal duties of a Trustee, to ensure compliance, prudence and care, with the ethical values of the organisation, to serve its public, to be inclusive, empathetic and forward-looking and to help unlock ways in which the nation's collection of arms and armour can help unlock wider community benefits and ensure richer and larger lives for all.

Generally, all Trustees will, through either the Main Board or the delegated activities of its sub-committees:

- Contribute actively to the Board of Trustees role in giving a clear steer in relation to the strategic direction of the museum
- Oversee the risks and opportunities for the Royal Armouries' main activity
- Oversee the financial stability of the Royal Armouries

- Protect the assets of the Royal Armouries
- Ensure the museum's performance is properly evaluated and recorded, setting appropriate targets and reporting in line with its duties under the Act and Framework Agreement
- Demonstrate an energetic commitment to the Royal Armouries' mission, brand and values
- Actively support the Royal Armouries' public fundraising and campaigns
- Act as positive champions and advocates for the Royal Armouries and its work
- Comply with the intentions of Corporate Governance in Central Government Departments: Code of Good Practice 2011 in so far as they are relevant to a NDPB and Charity Commission governance rules etc;
- Embody in all respects the Seven Principles of Public Life

More specifically, the Board of Trustees is intended to offer the skills and expertise which DCMS and the museum believe will be needed to guide the strategic direction of the Royal Armouries in the foreseeable future, particularly for the successful completion of the current Corporate Plan (2023 - 2028), roll-out of the next 5-year plan (2029 – 2034) and the development of the museum's Armouries 700 masterplan. The required skills and experience are intended to complement and amplify rather than replicate those of the Executive Board.

The current vacancies are prompted through the conclusion, due in September 2026, of the terms of office of three of our long-serving Trustees, Neil Grant, Jonathan Sands and Paul Kirkman. These three, respectively, brought wide-ranging skills and experience in Finance, Marketing and Brand Development and Museum Management and Governance, all of which we would like to ensure are represented in the Board. In addition, looking to our future plans, we are keen to grow the breadth of skills and expertise in areas of placemaking, development and international engagement.

The sheer breadth of our topic and our work across four sites (the Royal Armouries Museum in Leeds, the Tower Armoury at the Tower of London, Fort Nelson in Fareham and our non-public site, the National Firearms Centre) means that Trustees have the opportunity to attend numerous events throughout the year, to support and champion our work, but the core commitment is to four main Board meetings and to four sub-committee meetings annually, held quarterly.

**Location:** Board meetings are held at the Royal Armouries Museum in Leeds, the Tower of London and Fort Nelson. The option to attend virtually if required is also made available.

**Time Commitment:** 4 meetings a year, with additional time to review papers, attend committee meetings etc.

### **Body Description**

The charitable objectives of the Board of Trustees of the Royal Armouries are set out by Parliament (under the provisions of the National Heritage Act 1983) to preserve, add to and exhibit the national collection of arms and armour and promote its public enjoyment and understanding. It does this through operating the Royal Armouries Museum in Leeds, the Tower Armoury at the Tower of London, the Royal Armouries' museum of artillery at Fort Nelson near Portsmouth and the National Firearms Centre in Leeds.

The Royal Armouries is one of 23 Government-sponsored Arms-Length Bodies (ALBs) that enjoy certain operational freedoms, in recognition of the unique nature and value of their work. There is a Framework Agreement in place with the Department of Culture, Media and Sport and receipt of Grant-in-Aid is dependent upon the Royal Armouries' compliance with the agreement. The Royal Armouries is an exempt charity under the Charities Act 2011.

For more about the Royal Armouries and its governance, visit [Governance | Royal Armouries](#)

### **Board Composition**

The governing body is the Board of Trustees, established in 1984. Trustees are appointed by the Secretary of State for Culture, Media and Sport, apart from one appointed by HM The King and another, the Constable of the Tower of London, who is a member ex-officio.

For more about the Board of Trustees, visit [Board of Trustees | Royal Armouries](#)

There are five sub-committees of the Board of Trustees:

- Finance and Capital Development Committee
- Audit Committee
- Remuneration Committee
- Masterplan Committee
- Collections, Learning & Research Committee

### **Role Criteria**

#### **Essential Criteria**

The successful candidate will be able to demonstrate in their application the following qualities:

- **Knowledge:** a clear understanding of the work, priorities and challenges of Royal Armouries and the context within which it operates.
- **Relationship building:** ability to build strong stakeholder relationships, including with Ministers and Senior Government officials, with Local and Regional Government and external stakeholders.
- **Communication:** strong communication and interpersonal skills with the ability to listen, accept challenges and constructively challenge others in discussions with clarity and respect.
- **Judgement:** effective decision-making skills with the ability to critically analyse a wide range of information to make clear and objective evidence-based recommendations to support the delivery of the Royal Armouries' objectives.
- **Collaboration:** ability to work closely with the executive board and other key stakeholders, providing support, constructive challenge and assurance as appropriate.
- **Equality:** A demonstrable commitment to diversity, equality and inclusion; and improving opportunities for people throughout the UK.

#### **Desirable Criteria**

- **Experience/Cultural Heritage:** a strong track record of delivery on significant cultural heritage, leisure or tourism policy issues within the private, public or voluntary sectors, with the ability to apply this knowledge at Board-level to support the objectives of the Royal Armouries
- **Experience:** proven experience at a senior level in one or more of the following sectors:
  - Museums and Cultural Destinations
  - Place-making
  - Capital Development & fundraising

- **Lived Experience and Understanding:** a good understanding and/or lived experience of issues relating in particular to one or more of the following:
  - Disability/disability rights
  - Global majority communities
  - Under-served/working-class communities

**Term of Appointment**

The initial term of appointment is four years.

**Remuneration**

Trustees give their services on an honorary basis and receive no remuneration, except for expenses reasonably incurred in the performance of such services.