



# TRUSTEE RECRUITMENT PACK

June 2026





**Linking Navy to Nation  
with inspiring stories and  
experiences**

# ROYAL NAVY MUSEUMS

## Welcome on Board!

Thank you for your interest in becoming a Trustee of Royal Navy Museums. This is an opportunity to contribute to a nationally significant cultural institution that preserves and shares the story of the Royal Navy and its people.

The Museum is in a pivotal period of transformation with a newly introduced five-year strategy. New trustees will help to shape how future generations experience the Royal Navy's heritage — whether through immersive physical experiences at our sites, through ambitious digital engagement or creative programming.

Read our strategy here to find out more: [Royal Navy Museums Five Year Strategy 2025-2030](#)





# The Opportunity

The Board seeks to appoint up to six new trustees who can bring a combination of strategic insight, sector leadership, and lived experience. I

In particular we wish to strengthen our expertise in:

- Museums, history, heritage and cultural leadership
- Representation and understanding of serving and veteran Royal Navy communities, on this occasion particularly our aviator and submariner communities
- Artificial intelligence, digital products and innovation, and audience technology
- Commercial strategy, entrepreneurial growth and income diversification
- Fundraising, philanthropy, and strategic partnerships
- Governance, legal or organisational transformation
- Programme management
- Inclusion, public engagement and educational strategy leadership

New trustees will help ensure our relevance, accessibility, sustainability and impact

**ROYAL  
NAVY  
MUSEUMS**

# About the Museum

Message from Matthew Sheldon, Chief Executive Officer

[Hear from our CEO Matthew Sheldon](#)

[Discover the Royal Navy like never before | Royal Navy](#)

[Royal Navy Museums | LinkedIn](#)



# 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.

# OUR UNIQUE PLACES



HMS Caroline

HMS Trincomalee

Naval Aviation

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



# Our new brand



HMS TRINCOMALEE



HMS CAROLINE



EXPLOSION



SUBMARINES



HMS VICTORY



HMS M.33



NAVAL AVIATION



HMS WARRIOR



ROYAL MARINES  
EXPERIENCE



HARTLEPOOL



# Our New Strategy & Values

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



# Our Impact and Reach

735,841 visitors joined us at our sites during 2024-25

**We welcome over 36,000 pupils and 30,000 international students to our sites**

16,000 volunteer hours supported our visitors and staff

**Our media coverage reaches an audience in excess of 32 million people!**

The Museum's impact extends far beyond its physical walls.

Physical visitors experience nationally important collections, historic ships, exhibitions, and educational programmes that bring naval history to life. The Museum contributes significantly to the regional visitor economy and cultural identity at all of its site locations.

Digital audiences engage through online collections, virtual exhibitions, educational resources, livestreams, and social content. The next generation of museum engagement will depend on creating meaningful and accessible digital experiences for audiences who may never physically visit our museums.

Trustees will help ensure that both in-person and digital audiences are inspired, informed, and connected to the continuing story of the Royal Navy.

Please refer to our Trustee Annual Report: [2024-25 Trustee Annual Report and Financial Statements](#)

# The Role of Trustees

Trustees are responsible for the strategic oversight and governance of the Museum. They work closely with the Executive Team to lead long-term planning, financial sustainability, audience growth, and organisational performance.

Trustees are expected to:

- Champion the mission and values of the Museum
- Contribute to strategic discussions and decision-making
- Provide constructive challenge and sector insight
- Support fundraising and relationship-building
- Act as ambassadors for the Museum
- Uphold the highest standards of governance and public accountability

## Terms of Appointment

Being a trustee is a voluntary role and the initial term is for three years. Further terms are subject to review.



# Who We Are Looking For

We welcome applications from individuals with diverse backgrounds and experiences who can help drive change.

Your strategic guidance on the museum's direction and operations will support the future direction of the museum group.

Your current or recent leadership within the museum and heritage sector could enhance the Royal Navy Museums connections and support project and programme development.

You could help facilitate connections with other institutions and funders, fostering valuable partnerships.

You could be pivotal in overseeing the museums financial health ensuring resources are managed effectively and sustainably.

Your experience of commercial and revenue generating activities could help identify and develop new growth opportunities.

Your insight could enhance the visitor experience and support the museums growth and sustainability.



# What are the Benefits of Becoming a Trustee of the Royal Navy Museums?

Serving as a Trustee of the Royal Navy Museums offers a unique opportunity to contribute to a nationally significant cultural organisation while gaining valuable professional and personal experience.

Trustees will have the opportunity to:

- Shape the strategic direction of one of the UK's leading naval heritage organisations
- Contribute to the preservation and interpretation of the Royal Navy's history and heritage for future generations
- Develop and strengthen board-level governance, leadership and strategic oversight experience
- Work alongside senior leaders from the heritage, defence, business, education and public sectors
- Expand professional networks through engagement with national stakeholders, supporters, donors and partner organisations
- Gain experience across areas including governance, fundraising, public engagement, finance and organisational transformation
- Enhance your professional profile through supporting a nationally recognised institution
- Support impactful educational and public programmes for people to engage with the Royal Navy, that connect audiences with the Royal Navy's role
- Contribute to public service through meaningful voluntary leadership

You will directly contribute to our activities to support and inspire people in our communities including our people and volunteers who are at the heart of our vision.

Your support and leadership will help preserve important heritage and cultural assets, both physical and digital, and their stories for future generations.

The Royal Navy Museums contributes to local and regional economies through tourism and job creation, and your work will support these benefits!

# Time Commitment

Trustees are expected to attend Board meetings, committee meetings, and occasional strategic or public events. The estimated commitment is **approximately 8–12 days per year** but this could vary.

As well as the Royal Navy Museums Board, trustees usually join two sub-committees depending on skills and expertise. These include:

- Audit and Governance Committee.
- Collections, Research, Learning and Access Committee
- Nomination and Remuneration Committee
- Fundraising Committee
- Brand and Digital Committee
- Treasury and Investment Committee
- Youth Advisory Group

Trustees are currently implementing changes to governance to ensure our structure is effective and meets the Museum's future needs, so elements of this structure will change.

Trustee roles are voluntary; however, reasonable travel and subsistence expenses can be reimbursed. Board and Committee meetings are held both onsite and online.

The Board can be flexible to meet individual needs and are currently reviewing ways of adjusting how business is conducted to make this more inclusive and manageable



# How to Apply

We want to hear why you believe you are the right person for a trustee role and what you can contribute to changing Royal Navy Museums. Please consider how your skills, experience and perspectives align with those we are looking for and share your response in a cover letter, including your CV.

If you would like an informal discussion with the CEO in advance, or have any questions please contact Nicky Tregear, Head of Governance & Assurance, [governance@royalnavymuseums.org.uk](mailto:governance@royalnavymuseums.org.uk).

Please email your application to [governance@royalnavymuseums.org.uk](mailto:governance@royalnavymuseums.org.uk) The closing date for applications is 12:00 Friday 17th July

Interviews will take place during July and August

We believe that diversity and equality within our workforce, programmes and approaches are crucial to our mission of being inclusive, representative and relevant to the communities we serve. We want everyone to feel welcome and valued. We therefore particularly welcome applications from individuals currently under-represented within the heritage and museum sector.



**We Look forward to hearing  
from you soon!**