AMOT ANNUAL CONFERENCE
2026

STANDING OUT



THURSDAY 8TH OCTOBER 2026
VICTORY SERVICES CLUB, LONDON

WWW.ARMYMUSEUMS.ORG.UK

THANK YOU

TO OUR CONFERENCE SPONSORS

AMOT is grateful to the organisations supporting this year's conference and the wider Army museums network.

Holts Military Banking

Holts Military Banking provides financial services expertise to the Royal Navy, British Army and Royal Air Force. They offer access to an expert team with both the knowledge of the military and financial services, to help you meet your goals and aspirations.

www.holtsmilitarybanking.co.uk

PLB

PLB is a creative design and heritage consultancy based in York. We work with museums, heritage sites and cultural organisations across the UK, offering consultancy, funding support, interpretive planning, exhibition design, branding and project management. We have extensive experience in British military history, including award-winning museums and gallery installations. From early visioning to final delivery, we create sustainable, high-impact experiences that bring stories to life and connect people with the military, past and present.

plbltd.com

Trinity Insurance Services Ltd

Trinity is a veteran-led UK military insurance broker, providing bespoke cover for serving personnel since 2000. Products include tailored kit, contents and personal possessions, buildings and contents, personal accident and life insurance. Since 2021, Trinity has extended support to UK veterans and families, offering lifelong service to the Armed Forces community.

Through Insignia, it also covers military units, messes, clubs, welfare, adventurous training, winter sports groups and military museums and heritage collections.

talktotrinity.com/insurance

WELCOME
FROM THE CHAIR



Welcome to the AMOT Conference 2026

This year's theme, Standing Out: Visible, Relevant, Memorable, reflects a challenge shared by museums across our network. We care for significant collections and tell powerful stories, but we must also make sure those stories are discovered, understood and remembered by the people we serve.

Today's programme brings together perspectives from within the Army museums network and the wider cultural sector. Our speakers will explore how museums can raise their profile, connect their collections to contemporary audiences and shape visitor experiences with lasting impact. Just as importantly, the conference creates time to learn from one another, meet specialist suppliers and strengthen the relationships that sustain our network.

I hope the day gives you practical ideas, useful new connections and renewed confidence in the distinctive contribution Army museums make.

Thank you for joining us.

Lieutenant General Sir Philip Trousdell KBE CB
Chair, Army Museums Ogilby Trust



ABOUT AMOT

SUPPORTING ARMY MUSEUMS
BUILDING A STRONGER FUTURE FOR ARMY HERITAGE

The Army Museums Ogilby Trust is the independent Army Heritage Charity supporting and connecting the UK's Army museums and collections. Our network brings together more than 140 organisations, from volunteer-led regimental collections to major visitor attractions, each preserving distinctive collections and stories.

As Army museums respond to changing audiences, resources and expectations, AMOT is evolving as well to provide a stronger voice for Army museums. We are strengthening our practical support, professional development, shared learning and advocacy, whilst building stronger connections and strategic relationships across the Army and the wider cultural and heritage sectors.

How AMOT can support you

- Promote your exhibitions, events and programmes through our rapidly expanding newsletter, social media channels and wider networks.
- Share job vacancies and professional opportunities across the Army museums community.
- Offer advice and practical support as you develop projects, programmes and visitor experiences.
- Connect you with colleagues through specialist networks supporting Army museum staff and volunteers.
- Create opportunities to exchange knowledge, share good practice and learn from others.
- Work alongside wider sector partners to identify shared priorities and strengthen collaboration.
- Provide access to AMOT project grants and other funding opportunities.
- Champion the work of Army museums and help build a stronger collective voice for Army heritage.

Whether you would like to promote a programme, discuss a challenge, find specialist support or connect with colleagues, speak to the AMOT team today at our conference, or email the team: info@armymuseums.co.uk

Explore the Army Museums network

Sign up to the AMOT Newsletter

MEET AMOT

HERE TO SUPPORT THE ARMY MUSEUMS NETWORK

Based at Robertson House at the Royal Military Academy Sandhurst, our small team works closely with AMOT's Chair and Trustees to represent, connect and champion the UK's independent Army museums and collections.

We provide advice, advocacy, grants and opportunities to share knowledge, helping museums strengthen their resilience and increase their impact. Please come and introduce yourself during the day, we would be delighted to hear about your museum, your current work and where AMOT may be able to support you.



Clarinda Snowball

Business Manager

Clarinda keeps AMOT's day-to-day work moving, supporting the Trust's administration, finances, grants, projects and events - including the organisation of today's conference. She brings experience from project management, public events, education and the charity sector, together with a strong personal connection to military life in both England and Scotland.

Talk to Clarinda about: AMOT administration, grants, conference arrangements and general enquiries.



Helen Potts

Museums and Heritage Adviser

Helen works directly with museums across the network, providing advice and support around audience development, interpretation, programming and organisational resilience. She brings more than 17 years' experience from the heritage and museums sector, including leading visitor experience at the National Trust's Mottisfont.

Helen is particularly interested in helping museums become more inclusive, relevant and welcoming, and in creating experiences that build lasting connections between people, collections and place.

Talk to Helen about: museum development, audiences, interpretation, visitor experience, partnerships and network support.

GUIDING & SUPPORTING

AMOT's Trustees bring together wide-ranging experience from the Army, museums, heritage and beyond. Collectively, they provide strategic direction and oversight, helping the Trust respond to the network's needs, strengthen support for Army museums and ensure their collections and stories continue to reach future generations.



Lt Gen
Sir Philip Trousdell KBE CB
Chair

Sir Philip Trousdell is a retired infantry officer who commanded the Gurkha Brigade in Hong Kong and served as GOC Northern Ireland. A long-standing AMOT Trustee and its current Chair, he has a deep interest in British and military history and strongly believes in the value of regimental museums to the Army, serving soldiers and their local communities.



Maj Gen
Celia Harvey OBE QVRM TD
Vice-Chair

Major General Celia Harvey retired from the Army Reserve in 2022 as Deputy Commander Field Army and Defence Sikh Champion. A former senior lecturer, Celia is now a Tribunal Member of the War Pensions and Armed Forces Compensation Chamber and Patron of the Sikh Military Foundation. An AMOT Trustee since 2021, Celia is Vice-Chair and chairs the Governance Committee.



Dr Francesca Benetti
Trustee

Francesca is an archaeologist specialising in cultural policy and strategic collaboration. She manages a Historic Environment Forum task group, is a director of heritage consultancy Hild and has worked with museums in the UK and Italy. She also volunteers with Waterloo Uncovered. Francesca serves on AMOTs Grants Committee.



Caroline Cary
Trustee

Caroline brings extensive experience in fundraising, marketing, strategic planning and event delivery. Her work has included major military heritage and memorial projects, including the £15 million Remembrance Centre. She chairs AMOT's Communications Committee and serves on the Finance and Governance Committees.



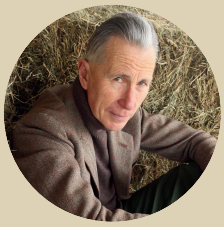
Keith Durward FCA
Trustee

A chartered accountant and former KPMG partner, Keith brings considerable experience in finance, organisational growth and business transformation. He served in both the Regular and Territorial Army and is also a director of Museum of London Archaeology. Keith serves on AMOT's Finance Committee.



Colin Elwell TD
Trustee

Colin is an experienced investment manager and a Fellow of the Chartered Institute for Securities and Investment. He served in the Army Reserve for 23 years and supports several military charities and associations. Colin chairs AMOT's Finance Committee.



Brigadier
Allan Mallinson
Trustee

A former Army officer and military museum trustee, Allan is an acclaimed author and military historian. He has served as an AMOT Trustee since 2010 and has chaired the Grants Committee since 2015, overseeing support for projects across the network.



Angela Gill
Trustee

Angela is a qualified curator, heritage practitioner and Senior Lecturer in Project Management. Angela is Director of the Heritage Rescue Agency, bringing expertise in project delivery, visitor experience, partnerships and sustainable engagement with collections. Angela serves on the Governance Committee.



Ed Sayer
Trustee

Ed brings extensive experience from senior roles across television, digital media and streaming. He founded Amazing War Stories, which works with military museums to bring collections and stories to wider audiences through accessible digital storytelling. Ed serves on AMOT's Communications Committee.

Brigadier
Bruce Dair Gray
Trustee

Dair joined the AMOT Board of Trustees in 2022 and contributes his experience and perspective to the Trust's strategic oversight and its support for the Army museums network. Dair serves on the Governance Committee.



Allison Spark
Trustee

Allison is Heritage Manager for The Royal Regiment of Scotland and Curator of its museum. A qualified museum professional, she specialises in museum management, collections, interpretation and community engagement. She is also an Accreditation Mentor and serves on AMOT's Communications Committee.



Jolyon Jackson CBE
Trustee

Following a 30-year Army career, Jolyon held senior transformation and public-sector leadership roles. He has extensive experience of regimental museums, having chaired the Rifles Museum Trustees and the Rifles Heritage Committee and helped secure museum accreditation. Jolyon serves on the finance Committee.



Paul de Zulueta
Trustee

A former Welsh Guards officer, Paul subsequently worked in international training and development before becoming an author of military history. His published work includes histories of senior military figures and the Household Division. Paul chairs AMOT's Nominations Committee.

MEET OUR EXHIBITORS

Our exhibitors offer specialist products, services and expertise for museums and heritage organisations. Visit their stands during registration, the morning break and lunch to discover new ideas, ask questions and make useful connections.

Bruynzeel Storage Systems Ltd

Our vision is to be the world leader in space creating solutions contrubuting to a sustainable planet. This vision shapes our actions, innovations, and operations. As the “footprint reduction company”, we assist museums worldwide in utilising space in the most efficient and effective manner.

A special thank you to Bruynzeel Storage Systems Ltd who have sponsored today's conference lunch.

bruynzeel-storage.com

Automated Document Services Ltd

Specialises in creating high-quality digital archive copies for museums and the wider cultural heritage sector, offering consultancy, specialist handling of fragile material, on- or off-site digitisation, and heritage imaging equipment and software to help preserve collections and improve access.

autodocs.co.uk

Carlton Thermal Systems Ltd.

Based in rural Oxfordshire, with over 30 years in business, and a member of the Museums Association. Carlton Thermal Systems Ltd, provide and manufacture, conservation heating systems to control Relative Humidity in heritage settings and either simple or cloud based environmental data logging, monitoring, and reporting systems for museums, archives, and heritage spaces.

carltonthermal.com

GEM (Group for Education in Museums)

Supports everyone involved in learning across museums, heritage and cultural settings through professional membership, training, mentoring, events, publications and advocacy, helping practitioners connect, develop their skills and create inspiring, inclusive experiences for all.

gem.org.uk

Kelly's Storage
Provides secure vault storage for museum items, artefacts and collections, with temperature and humidity controls and dedicated fire suppression systems. Our wider services include document and archive storage, removal services, digitisation and scanning, scan-on-demand, secure retrieval and delivery, and confidential destruction. With robust security and experienced handling procedures, we provide museums with a trusted, end-to-end solution for protecting, managing, moving and accessing their collections and records.

kellystorage.co.uk

Preservation Equipment Ltd

Preservation Equipment Ltd supplies specialist materials and equipment for the conservation, preservation, storage and display of collections. Combining extensive stockholding with in-house manufacturing and bespoke solutions, we help you protect objects of all types. From archival storage materials and conservation supplies to custom-made boxes, folders and protective enclosures, PEL provides trusted products and responsive service for collection care professionals.

www.preservationequipment.com

Squeaky Pedal

Squeaky Pedal is an award-winning heritage film, animation, and TV production company specialising in military history led by Pete Roch and Jason Davidson. We work with regimental and national museums, cultural institutions, and broadcasters to bring military stories to life through powerful, human-focused storytelling. From documentary films to animated interpretation and immersive gallery media, we transform archival material into compelling narratives. Recent projects include work with the National Army Museum, Imperial War Museums, and the D-Day Story Museum.

www.squeakypedal.co.uk

TownsWeb Archiving

TownsWeb has over 20 years' experience helping heritage organisations preserve, digitise and share their collections. We have worked extensively across the military heritage sector, supporting organisations including the Royal Military Academy Sandhurst, Royal Dragoon Guards, Royal Logistic Corps Museum, ParaData, and more. From specialist digitisation and object photography to our PastView digital collections platform, we help military museums safeguard their archives, improve access and bring regimental stories to life for future generations.

www.townswebarchiving.com

SPEAKERS & SESSIONS



Bernard Donoghue OBE
Chief Executive, Association of Leading Visitor Attractions
Association of Leading Visitor Attractions: Heritage Sector Insights

Bernard will place the day in the wider context of museums and visitor attractions, examining changing audience expectations, current pressures and the opportunities for organisations that understand what makes them distinctive.



Emma Mottram
Head of Marketing and Audiences, Imperial War Museums
Understanding Audience Needs and Perceptions to Drive Visitor Growth

Emma will explore how museums can use digital platforms and audience insight to make complex stories of conflict visible, accessible and meaningful, while remaining sensitive to the histories and people represented.



Nik Wyness
Marketing Director, The Tank Museum
The Creator Economy

This session will consider what museums can learn from creators who build loyal audiences around distinctive content, personality and participation, with ideas that can be adapted by organisations of different sizes.



Marie Woods
Chief Executive, The Green Howards Trust and Museum
Redefining the Golden Thread: Relevance, Relationship and Regiment

Marie will examine the relationships that connect a regimental museum to its serving regiment, regimental family and local community, and how those connections help the museum remain useful, trusted and relevant.



Gillian Kirkbride
The Light, Durham
We Are the Durhams: Building an Exhibition with Its Community

Gillian will share the development of the new permanent exhibition We Are the Durhams, including how the team worked with communities and the regimental family to create something new, rooted in place and shaped by lived experience.



Alan Islay Carmichael
The Argyll and Sutherland Highlanders Regimental Museum
Delivering Memorable Experiences

Islay will share how the museum continues to develop its visitor experience through different layers of interpretation, including its interactive map and Bloomberg Connects app.



Lisa Ollerhead
Director, Association of Independent Museums
AIM: Visible, Relevant & Memorable

Drawing together the themes of the day, Lisa will reflect on what it means for independent museums to be visible, relevant and memorable today. She'll offer a wider sector perspective and some practical thoughts for museums of all sizes to take away.



Maj Gen Celia Harvey OBE QVRM TD
Vice-Chair, Army Museums Ogilby Trust
AMOT Looking Ahead

Celia will share AMOT's developing priorities and how the Trust plans to support, connect and champion Army museums in the years ahead.

CONFERENCE PROGRAMME

TIME	SESSION	SPEAKER
09:00 - 10:00	Registration, refreshments and meet the exhibitors	AMOT team
10:00 - 10:05	Welcome	Sir Philip Trousdell, AMOT
10:05 - 10:15	Exhibitor Introductions	Allan Mallinson, AMOT
10:15 - 10:30	Army Heritage Branch Update	Brigadier Hannah Stoy Graeme Green, AHB
10:35 - 11.05	Association of Leading Visitor Attractions: Heritage Sector Insights	Bernard Donoghue, ALVA
11:10 - 11:40	Coffee break, networking and meet the exhibitors	
11:45 - 12.05	Understanding Audience Needs and Perceptions to Drive Visitor Growth	Emma Mottram, IWM London
12:10 - 12:30	The Creator Economy	Nik Wyness, The Tank Museum
12:35 - 12:55	Redefining the Golden Thread - Relevance, Relationship and Regiment	Marie Woods, The Green Howards
13:00 - 14:15	Lunch kindly sponsored by Bruynzeel Storage Systems Meet the Sponsors and Exhibitors	
14:20 - 14:40	We Are the Durhams: Building an Exhibition with Its Community	Gillian Kirkbride, The Light, Durham
14.45 - 15.05	Delivering Memorable Experiences	Alan Islay Carmichael, The Argyll & Sutherland Highlanders
15.10 - 15.30	AIM: Visible, Relevant, Memorable	Lisa Ollerhead, AIM
15:35 - 15:45	AMOT Looking Ahead	Celia Harvey, AMOT
15:50 - 15:55	Closing reflections	Sir Philip Trousdell, AMOT

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THANK YOU FOR ATTENDING THE AMOT CONFERENCE 2026



Keep up to date with our work and opportunities across the Army museums network:

- www.armymuseums.org.uk
- AMOT - The Army Heritage Charity
- Army Museums Network