



ROYAL ENGINEERS  
**MUSEUM**



# Trustee Recruitment Pack

January 2024



# Welcome from our Chair

Thank you for your interest in becoming a Trustee of the Royal Engineers Museum.

We are entering a truly groundbreaking time at the RE Museum as we build our first independent Board of Trustees. We are looking for dedicated, energetic and engaged people to help shape our future. By 2025 the Museum will have concluded its transfer from charitable trust governed by a one hundred year-old constitution into a new Charitably Incorporated Organisation, fit for an ambitious, modern organisation. This change is fundamentally driven by the need to diversify the background and experience of our Board of Trustees and ensure that we are best placed to realise our ambitions; improving our public offer, our care for the heritage of the Corps and ultimately the positive impact we can have on the lives of our growing audiences.

We are dedicated to strengthening connections between the military and civilian communities, enabling both to thrive, and are keen to attract people with a range of backgrounds, experience and skills to drive change and develop at the Museum.

Our board of ten Trustees is entrusted with the stewardship of both the intangible traditions, culture and identity of the Corps of Royal Engineers as well as the tangible assets and physical Collection. Whilst you do not need to have past Board experience, we hope to recruit Trustees with a passion for heritage, the history of the British Armed Forces, engineering and/or business development.

This pack provides some background to the Museum and our current aspirations as well as details of the terms of service and how to apply. If you have any further questions and would like to apply do get in touch via the details at the back.

Maj Gen. David Southall CBE



# The Collection

The Royal Engineers Collection encapsulates a fascinating and challenging 300 year history of British military and technological development alongside the personal experiences of 100,000s of men and women who served. Combining an Archive and Library collection that was founded in 1813 and a Museum collection started in 1832, the whole is Designated by the UK government, acknowledging its national and international significance.

The Collection remains open and actively acquires new material, including digital assets, through donation and purchase. Recently, items reflecting the Corps's involvement in the national Covid 19 response, building of Nightingale Hospitals and testing, have joined material relating to the Mulberry Harbours and the invasion of France in 1944 as new acquisitions.

Our most significant material includes 25 Victoria Crosses, the map used by the Duke of Wellington at the Battle of Waterloo, First World War unit war diaries, D Day planning and logistics archives and Cold War armoured vehicles.

Through a perpetual loan agreement, the RE Museum is responsible for the stewardship of the entire Collection, which remains owned by the Institution of Royal Engineers (charity no. 249882).

## About Us

In 2023 the Museum engaged with approx. 150,000 people through a variety of visits, event and learning outreach and virtual interactions.

Operating across 2.5 acres of buildings and grounds we present the history and heritage of the Corps in displays, exhibitions, special events and activities, all of which are designed to offer an entertaining and informative visit to the Museum for all ages and backgrounds. 2023 has seen a recovery of our pre-Covid 19 visitor numbers as we welcomed over 21,000 people to our main site. The quality of the current visitor experience is extremely high and was, in 2023, recognised by the award of Visit England's Hidden Gem accolade.

The Museum team is experienced and professional comprising 25 staff members, including a management and curatorial team of 9 who develop and run our services and programmes. The Visitor Services staff have an extremely strong customer service ethos. Together the team is committed to delivering a memorable user experience.

Despite extensive public displays, much of the Collection is held in storage and work on improving access to this through research, digitisation, online catalogues and inter-museum loans is a constant. Research facilities add a further opportunity for users, including serving Royal Engineers, to engage with the Collection and we have a strong relationship with a number of academics and the Royal Engineers Historical Society, sharing in-depth research into the Collection. Our work with universities has included interpretation and research projects as well as regular undergraduate student work placements.

A schools Learning Service connects the Corps's heritage with National Curriculum teaching in numerous subjects and the Museum is recognised for its expertise in museum based STEM teaching. We also offer special pre-booked sessions for both Special Educational Needs and Early Years groups and run a number of one day engineering challenge events. We aim to work in partnership with our local community and support a number of activities for adult education, local artists, the Army Welfare Service and our local service families. Our volunteering opportunities help to promote the health and wellbeing of participants as well as providing training and skills development opportunities. In 2023, 29 volunteers donated over 3,800 hours of work.

We welcome partnerships and have worked regionally and nationally with a number of other museum and heritage organisations including the National Army Museum, AMOT and the Arts Council.

With annual running costs of approx. £600,000 the Museum receives substantial financial and in-kind support from the Ministry of Defence and Corps of Royal Engineers. In addition to this, REM raises its own income through ticket sales, room hire, café, gift shop and digital image licensing. We have been successful at building these income streams over the past years with an average growth in net sales of approx. 50%. We maintain an entrepreneurial approach to the commercialisation of Museum operations whilst also ensuring that our charitable object remains central.

The Museum's lease with the MOD provides secure tenure of the four buildings and their grounds as well as all services, utilities and maintenance. An additional lease for 900 m<sup>2</sup> of display/storage space within Chatham Historic Dockyard provides security for the vehicle and large equipment collection.

## Vision and Strategy

As a Trustee you will have a substantial role in shaping the future of the Museum with new and uniquely exciting opportunities ahead.

In 2021 and 2023 two critical developments came to fruition. The first was the completion of the Archive Transformation Project. Over 10 years in its gestation, this £1.8 million investment in the storage, condition and accessibility of our archive has revolutionised the management of the Collection, enabling a significant improvement to accessibility, condition and our understanding of the heritage we hold.

The second is the current process of governance change that sees the Museum become a new CIO, developing its own board of Trustees. This change will complete over the next year and is ongoing with a variety of programmes and projects that also enhance the future shape of the Museum.

The initial focus of the Board will be to review our vision and set long term strategic objects and priorities that will allow the Museum to develop and thrive. Central to this is the need to modernise and evolve our visitor experience, redesigning our permanent galleries to ensuring that the story of the Corps is told in a thought provoking yet engaging and accessible way for contemporary audiences.



## Equality and Diversity

The Royal Engineers Museum is committed to diversity, equality and inclusion. We recognise that a diversity of backgrounds, skills and experience on our Board is critical to the development of services and experiences that are accessible and welcoming to all of the communities we serve.

We are an equal opportunities employer, actively supporting Human Rights and all Equality legislation. Our ethos is to respect and value people's differences, to help everyone achieve more at work as well as in their personal lives so that they feel proud of the part they play in our success. We believe that all decisions about people at work should be based on the individual's abilities, skills, performance and behaviour, our business requirements. Our Policy must be strictly adhered to by all of our team.



# Governance

By the end of 2024 the Museum will have its own Constitution and be steward for the historic collection through a perpetual loan agreement with the Institution of Royal Engineers. Trustee meetings will be held four times a year in either in Chatham or remotely (the expectation is for at least one committee per year to be held in person at the Museum). The term of office will normally be for three years, but this may be adapted for the new Board.

In the months leading to the completion of the governance change, newly recruited Trustees will form a Shadow Board. They will be introduced to the work and ethos of the Corps of Royal Engineers, engage with the management team to review the Museum's vision and strategy, help to shape process and ensure a smooth transition.

## Role Description

### Trustee Responsibilities:

- Pro-active engagement with the Museum's business, ensuring compliance with the REM's Constitution, preparing for and attending Board meetings, reading papers and proactively engage in regular review of Board effectiveness.
- Contribute actively and give a clear steer with regard to strategic direction of the Museum, setting overall policy, contributing on issues of particular special expertise, defining goals and targets, evaluating performance.
- Oversight of risks and opportunities for the Museum's main activity, including safeguarding the good name, ethos and values of the Museum.
- Oversight to ensure the financial stability of the Museum and (where it arises) the proper investment of the Museum's funds.
- Oversight of the effective and efficient administration of the Museum, ensuring that the Museum applies its resources exclusively in pursuing its objectives and complies with statutory accounting and reporting requirements.
- Act with integrity in the Charity's best interests and declare any conflict of interest or loyalty in carrying out the duties of a Trustee.
- Work within the Charity Commission's guidance, Museum Association Code of Ethics and any Code of Conduct (or standards) for Trustees adopted by the Museum.

### Person Specification:

- Understanding and commitment to the work of the Museum and its charitable objects.
- Recognise the ambassadorial role of a Trustee and positively promote the Museum whenever possible.
- Display commitment in keeping up to date with relevant changes in the internal and external environment.
- Be willing to challenge constructively Board meeting presentations and analysis.
- Stimulate robust, high level thinking to develop ideas and strategies.
- Regard being a Trustee as a learning opportunity to develop new knowledge and skills.
- Take responsibility as a Trustee for all aspects of the Museum's work and performance, including those outside their own area of expertise.

We are very happy to hear from all who may be interested in becoming a Trustee and are particularly keen to hear from those with a background in finance, fundraising & sponsorship, digital transformation, marketing and engagement, education and learning as well as those with a strong regional network.

Further information on these roles are available, see below for details.



## How to Apply:

We hope that you are keen to apply for the role. If you require any further information or have any queries about the position please contact Rebecca Nash, Museum Director, on:

[r.nash@re-museum.co.uk](mailto:r.nash@re-museum.co.uk) or 01634 82 2229

A competitive three stage recruitment process will include the initial submission of CV and covering letter sent to the Museum Director, a familiarisation visit to the Museum and Royal School of Military Engineering as well as a one to one meeting with our Chair.

Closing date for initial submission is the 14th April 2024, visits will be scheduled throughout May & June. We aim to have the new board in place by July.

Royal Engineers Museum  
Brompton Barracks  
Chatham  
Kent  
ME4 4UG

# ROYAL ENGINEERS MUSEUM

