



THE ROYAL NAVY AND ROYAL MARINES CHARITY

APPOINTMENT OF CHIEF EXECUTIVE

APPOINTMENT BRIEF

MARCH 2018





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AN INTRODUCTION FROM THE CHAIRMAN, BILL THOMAS

The Royal Navy and Royal Marines Charity has a clear vision of a world in which sailors, marines and their families are valued and supported for life. Putting these words into practice every day places our beneficiaries at the heart of everything we do.



The Royal Navy is central to Britain's past and critical to Britain's future. As a maritime nation, which conducts 95% of its trade by sea, our safety and security rests heavily on the men and women of the Royal Navy and Royal Marines, who deliver the highest operational tempo of any Navy in the world. But it is not just those who wear the uniform that need our support; we firmly believe that "one person joins, the whole family serves" and our work encompasses the dependants of our naval family; that's around 750,000 people, whose legacy stretches from the Second World War to the present day.

The Charity has just marked its tenth anniversary; a decade that has seen us emerge from a concept to our position as the National charity of the Royal Navy and the strategic partner of the Navy Board. Our brand and reach has grown inside the Service from new entrants to the highest levels. As a Group we have delivered over £55m to our beneficiaries and built a new capability to fundraise. We represent the voice of naval charity in both the military charity sector and to government and we have a crucial role to play in shaping the sector. It has been an extraordinary period of growth and we have a clear view of how our role as a fundraising and grant-making charity will build on strong foundations.

An exceptional CEO is retiring and the Board seek a replacement to lead the charity through an exciting and stimulating next phase of the Charity's development. If you have passion and empathy for our cause, can demonstrate a track record of successful general management, are an excellent relationship builder, have the skill to convince donors to join us, and have the emotional intelligence and resilience to lead in the third sector, then we very much look forward to hearing from you.

Bill Thomas
Chairman of Trustees

ABOUT THE ROYAL NAVY AND ROYAL MARINES CHARITY

The Royal Navy and Royal Marines Charity is the principal charity of the Royal Navy.

Beneficiaries lie at the heart of what we do, and our role is to be utterly focused on their needs. Since 2007, we have funded projects and facilities that boost morale for those who serve today. We also distribute millions of pounds annually to military charities which care for the children, families and veterans of the Royal Navy and Royal Marines.

Our Charitable Objects that give the Board their direction are:

- The relief in need, hardship or distress of beneficiaries
- The assistance with the education and training of children
- The promotion of efficiency of the Royal Navy and Royal Marines by way of the enhancement of morale
- The relief and encouragement of serving men and women

We have encapsulated these Objects into two core statements

Our Vision:

“A world in which sailors, marines and their families are valued and supported, for life”

Our Mission, which brings the vision to operational reality:

“To raise and deliver resources, working with others, to provide the best support to serving and former members of the naval service and their families”

In practical terms, the Royal Navy and Royal Marines Charity (RNRMC) is a fundraising and grant-making charity. This means that our Outcomes are focused on how we change people's lives through the block grants that we make to:

- Naval charities
- Military charities who have naval beneficiaries
- Other charities with naval beneficiaries
- Ships, units and personnel of the Royal Navy and Royal Marines, Reserves and Auxiliaries

Through our Group charities we also support individual serving personnel and veterans through the Royal Navy Officers Charity (RNOC), Royal Marines Charity (RMC) and the Naval Service Sports Charity (NSSC).

The centralised nature of the RNRMC allows extensive almonisation* of funds by our grants team. This team has access to various funds within the RNRMC Group and has excellent connections with Service funds and wider networks.

**Almonisation refers to the process of sourcing and combining funds from different benevolent organisations to pay them as a single grant to the beneficiary. By working together we can achieve and deliver more.*

OUR GROUP

In 2007 the RNRMC formed through the coming together of over 74 charities, funds and trusts into a coherent structure aligned to our beneficiary needs.

We believe firmly in the principles of cooperation, consolidation and convergence where it makes sense for beneficiaries to follow this path. A good way of looking at us is that we recognise individual brands but we all recognise that we are here for common beneficiaries – we are “all together, not the same”.

The RNRMC has consolidated multiple back and middle office functions into an efficient and cost effective structure that provides “invisible” support to the other charities within our Group and also to a number of other organisations with similar objects. We are thus able to provide the economies of scale to non Group members such as the Royal Naval Association by investing their funds in our portfolio, or the efficiencies and expertise of our finance team to a number of volunteer-run sporting associations.

This focus gives us the ability to deploy our brands in such a way as to maximise the impact of our message for fundraising.

Across the Group we employ over 50 staff in the UK with RNRMC and Royal Marines Charity staff based on Whale Island, Portsmouth. Day-to-day operations and administration is managed across five departments; grants, fundraising, marketing, finance and operations.

The RNRMC Group contains a number of subsidiary charities, which are legally owned by the Board of Trustees and operate with degrees of autonomy according to the wishes of the individual boards. To appreciate the full governance structure please refer to our Report and Accounts, which can be located at the [Charity Commission website](#) under our charity number 1117794.

With the full encouragement of the Second Sea Lord, Chairman of Greenwich Hospital, we work closely with our important partner at the Hospital, part of whose funds we distribute to our mutual beneficiaries. We look forward to developing an ever closer and mutually supportive relationship.



OUR STRATEGY

The Board signed off a Strategic Framework that gives the executive its direction for 2015-2020. We are in mid-delivery of the plan, which has two guiding principles:

1. Refocus on our beneficiary-focussed charitable objects by refining grant giving and associated fundraising in the light of better research and understanding of current and future beneficiary need, and, in support of these functions, to
2. Develop a way of working across the Group and the Family that best (most effectively and efficiently) delivers focussed outcomes to beneficiaries, current and future.

Our six Strategic Objectives are to:

1. Develop a comprehensive understanding of need in order to deploy resources effectively
2. Raise funds in an expert and professional manner
3. Achieve world-class grant making, delivering against need
4. Make best use of all of our resources, financial and human, and demonstrate impact through their delivery
5. Be the prominent advocate and national voice on Naval Service matters across the military charity sector and beyond
6. Lead an efficient cost effective and sustainable organisation

THE DIFFERENCE WE MAKE

We organise our delivery of grants through four pathways:

- Through Life – to support the charities that provide benevolent help across the whole spectrum of life from young children, through working age and into the late stages of life.
- Quality of Life – our phrase for the grants we make to improve life in Service. This includes both large and small grants to operational units and through the Prizes and Awards Fund that we operate to recognise excellence and efficiency
- End of Life – in the event of death whilst in uniform, on operations or any other reason, we pay an immediate grant. We also operate the fund for the Fleet Air Arm established to support the aviation community.
- Fit for Life – our Sports subsidiary enables multiple interventions to give the maximum opportunity to those who wish to participate in a wide range of sporting activities – all contributing to our “morale and efficiency” charitable object.

For our full Impact Report please [see our website](#)

HOW WE RAISE OUR FUNDS

Over the past decade the RNRMC has developed a fundraising capability to enable us to meet identified need and to diversify away from reliance on investment income. Our principal income streams are

- Voluntary
 - Payroll Giving
 - Major donors
 - Corporates
 - Trusts
 - Individual giving
- Grants received – specifically that in the form of the Greenwich Hospital grant
- Investment Income

Full details of our income and expenditure can be found in our Report and Accounts

Fundraising has become a core income stream for us and will expand in the years ahead.



THE ROLE

The Royal Navy and Royal Marines Charity is looking to appoint an outstanding individual to this important and influential position. The Chief Executive will have overall responsibility for all of the charity's activities. Working closely with the Trustees and senior staff, the new Chief Executive will help set and implement the next phase of the strategic direction for the charity and provide inspiring, enabling leadership to the charity's highly capable employees.

The senior management team consists of four direct reports: the Chief Financial Officer, the Director of Relationships and Funding, the Director of Fundraising and Marketing, and the Director of Operations.

KEY ACCOUNTABILITIES AND RESPONSIBILITIES

Leadership

- Embody and demonstrate the charity's values to the whole organisation, leading and promoting a culture of continuous improvement and on-going development that demonstrates the positive difference which the organisation makes in the lives of its beneficiaries;
- Actively lead, develop and mentor the team to maximise performance and engagement and ensure employees are motivated;
- Work with the Navy Board and Service leaders to maximise the charity's impact; and
- Work with sector charity leadership to shape the best outcomes for beneficiaries.

Strategy

- Provide clear strategic vision, direction and leadership, proposing to the Board long term strategies, business plans and annual budgets; and
- Ensure that the research commissioned by the charity offers best value and delivers clearly on the objectives and strategy of the RNRMC.

Management

- To execute the annual Delivery Plan;
- To lead the senior management team, supervise and support all senior staff, and delegate responsibilities to nominated senior staff;
- To supervise and support those responsible for grant making, fundraising and other programmes;
- To take overall accountability for the control of the charity's finances; its budgeting and annual expenditure;

- Responsibility for ensuring that the charity staff and staffing policies support its overall strategy; and
- To work internally within RNRMC, with the Group, and engage with the wider family of charities to effectively deliver for beneficiaries with appropriate governance and structures that achieve greatest impact and cost-effectiveness.

Fundraising

- Participate actively in the fundraising arena, supporting the team in every respect, particularly in developing strong relationships with high net worth and corporate donors; and
- Lead the charity's participation and ownership of key events.

Grant Making

- To support the Director of Relationships and Funding in delivering and monitoring the grant making programmes; and
- Direct the work of the charity to achieve maximum impact through the careful targeting of funds and close working with sister charities.

External Affairs

- Continue to grow the charity's reputation and public profile, acting as an effective ambassador and spokesperson, establishing and building positive relationships with stakeholders, donors and supporters, particularly in the Royal Navy and Royal Marines;
- Overall responsibility for the effective presentation of the charity's work to the world at large;
- Be alert to and exploit the potential for co-ordination, co-location (where appropriate) and convergence with other Armed Forces charities within and beyond the Group and Family that share similar objectives to the RNRMC; and
- As a Director of Cobseo – the Confederation of Service Charities, and Veterans Scotland – play an active role in strengthening the military charity sector and be the voice of naval charity to government.

Governance

- Support the Chair of Trustees and the Board to ensure the highest level of Governance is in place at all times with regular reviews to ensure its continuing effectiveness; and
- Work with the Chairman on the succession plan for Board and Honorary Officer appointments.

PERSON SPECIFICATION

ESSENTIAL KNOWLEDGE AND EXPERIENCE

- Proven track record of leadership within a comparably sized organisation that sits in a complex and ambiguous environment;
- Strong general management skills, the ability to build and motivate a mixed team and effectively to deliver through others;
- Evidence of strong stakeholder management;
- Track record of developing and delivering strategic plans;
- Excellent interpersonal and communication skills (both written and oral) and the ability to inspire;
- Ability to quickly gain credibility with a wide range of stakeholders, and to relate to all ranks and rates in the Naval Service;
- An excellent ambassador for the charity with the ability to engage persuasively with potential funders/donors and serving personnel;
- Strong change management skills;
- Evidence of valuing and actively promoting diversity and inclusion;



- Experience of working effectively with a Board and delivering upon their expectations; and
- Strong financial literacy - experience of financial management and commercial acumen.

DESIRABLE KNOWLEDGE AND EXPERIENCE

- Experience of charity governance at Board or Executive level;
- Military service experience, combined with an executive career in another sector;
- Knowledge of digital communications;
- Experience of corporate fundraising/ dealing with High Net Worth individuals.

PERSONAL SKILLS AND QUALITIES

- Commitment to, understanding of, and empathy with the Naval Service and our beneficiaries;
- Emotionally intelligent;
- Resilient;
- Determined;
- Adaptable and responsive;
- Politically astute; and
- Self-motivated with time, energy and commitment.

TERMS OF APPOINTMENT

This is a senior appointment in the organisation and appropriate remuneration will be negotiated with the preferred candidate.

This role will be based at our offices on Whale Island, Portsmouth.

This role will involve some national travel and frequent travel to London.

Benefits

- Holiday: 30 days plus Bank Holidays
- Immediate on employment: Free gym membership; free secure parking; Cycle to Work Scheme; Childcare vouchers; annual subs to one professional body
- After successful probation: 7% non-contributory pension
- After 1 year – Death in service benefits of three times salary; private medical care

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to the Royal Navy and Royal Marines Charity on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/jobs using code **UAVJA**.

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter, and complete the application and equal opportunities monitoring* form.

The closing date for applications is noon on **Tuesday 27 March 2018**.

If you are unable to apply through the website, please email belinda.beck@saxbam.com quoting reference UAVJA.

** The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*



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