



THE ROYAL NAVY AND ROYAL MARINES CHARITY

APPOINTMENT OF CHIEF EXECUTIVE

APPOINTMENT BRIEF

JANUARY 2023





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INTRODUCTION FROM THE CHAIRMAN, DR BRIAN GILVARY

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 been established for over 15 years, created by the Navy Board in 2007 to represent the Royal Navy as the strategic partner of the Navy Board. Our brand and reach have grown inside the Service from new entrants to the highest levels. **We have delivered almost £82m to our beneficiaries and built fund raising capability.** We represent the voice of naval charities 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 moving on and the Trustee 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.

Dr Brian Gilvary
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 programmes, 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”

The Royal Navy and Royal Marines Charity (RNRMC) delivers its outcomes through a range of programmes and grants. We also raise funds to help deliver our charitable activity. Our grants are made 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

The centralised nature of the RNRMC allows extensive almonisation¹ 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.

¹ *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.*

We employ over 50 staff largely based on Whale Island, Portsmouth but with people in the South West and Scotland. Day-to-day operations and administration is managed across five departments; grants, fundraising, communications, finance and operations, and development and research.

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 a number of non-Group members by offering mid- and back-office services including finance, HR, Investments, and assistance with communications as a charitable service.

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”.

Our Group charities, the Royal Navy Officers Charity (RNOC), the Royal Marines Association The Royal Marines Charity (RMATRMC) and the Naval Service Sports Charity (NSSC), also support individual serving personnel and veterans. We part fund RMA and NSSC as well as other naval charities supporting individuals, notably the Royal Navy Benevolent Trust (RNBT) and the Naval Children’s Charity (NCC).

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.

OUR STRATEGY

The Board signed off a new Strategic Framework in 2020. The key tenets are:

THE CURRENT STRATEGIC CHALLENGE

Despite the impressive growth of the RNRMC both in terms of finance and profile, we are some way off honouring our vision. Collectively, within the naval charity sector (of which we are part), the level of support offered to our people could be higher.

Firstly, there is growing evidence that there is a substantial number of potential beneficiaries who are simply not aware of the support that the RNRMC and other charities in the sector can provide.

Secondly, in circumstances where a potential beneficiary does make an approach for support, it is not certain that their needs will be quickly and accurately determined. Instead, there is the risk they will be referred from one charity to another, wasting time and resource.

Thirdly, the amount of money made available each year for charitable output is insufficient to meet the needs of our beneficiaries in the way to which we aspire.

The strategic challenge now facing the RNRMC is how to improve this situation.

A GUIDING POLICY

Acting individually, it is unlikely that any single charity will be able to deliver the substantial increase in effectiveness to overcome these difficulties. Instead, the marked improvement in performance is more likely to come from a situation where the charities (and other key stakeholders) acting collaboratively leverage off their combined resources: By pooling knowledge and expertise, establishing shared processes for identifying and dealing with need, and directing financial resources towards common goals.

This will not be achieved overnight, but the RNRMC's strategy for the next five years is to work towards greater cohesion within the sector, and thereby deliver better outcomes for our beneficiaries.

ACTION – OUR STRATEGIC OBJECTIVES

Our strategic objectives seek to focus organisational energy on actions that will drive this greater cohesion. They are not a list of all the actions that will be taken but seek to provide sufficient clarity to bring concepts down to earth.

- 1) We will work with other charities operating in our sector to establish a confederation in order to provide those in need within our beneficiary group with a single point of access to the totality of state and charitable support available;
- 2) Acting with other naval charities and key stakeholders, we will ensure that our potential beneficiaries are made aware of the support that is available to those who need it;
- 3) We will collaborate with Greenwich Hospital to agree funding priorities, and secure a long-term financial arrangement from Greenwich to deliver the RNRMC's charitable objects;
- 4) We will commit to spending over 50% of our charitable expenditure on collaborative and long-term commissioning projects with other charities and organisations which seek to address underlying causes of need; and
- 5) Recognising the need to act decisively, we will undertake bold and far-reaching plans and projects with our partners that will draw-down substantially on our total net assets.

OUR VALUES

In delivering this strategy we should always display: -

- Integrity – we will always act with honesty and transparency
- Leadership and teamwork – we will always behave in a way that strengthens the sector
- Commitment – we will be ambitious in tackling cause to reduce the likelihood of need further on in life
- Professionalism – will operate an efficient, cost-effective, sustainable and well governed organisation
- Inclusiveness – we will recognise and celebrate diversity.

POSITIVE OUTCOMES

The adoption of this strategy should lead to: -

- An explicit focus on the needs of RNRMC beneficiaries – promoting resilience, the lived experience, independence and dignity.
- Increased support to more beneficiaries
- Increased likelihood of finding the hidden, lost and lonely and them being able to find the support they need
- Strategic alignment of the RN Charity Sector through a single triage/support/navigation system
- Increased credibility and reputation of all Naval charities
- The potential of increased retention of serving personnel

THE DIFFERENCE WE MAKE

During 2021, and in furtherance of these RNRMC strategic objectives, the Commissioning, Development, and Funding Committee (CDFC) approved £8.9m of RNRMC charitable expenditure through a funding model focused on identifying need, early intervention and prevention. £8.2m of charitable activity was achieved through a combination of:

- **Programmes** – which focus on a particular beneficiary group or community and respond to identified needs.
- **Pathways** – which ensure we remain by the side of all beneficiaries from their first day in the Royal Navy and for decades after their Service ends; and
- **A Hardship Fund** (started in 2020 and continued in 2021) to respond to the unique pressures resulting from the coronavirus pandemic.

Commissioned Programmes

Funding for the commissioning programmes in 2021 was split between seven programmes, the aim of each of each is:-

1. **Naval Service Support** - To provide support, normally infrastructure, to serving naval personnel. This year significant funds were allocated for the SBSA Resilience Centre with support with a grant from The Nuffield Trust.
2. **Family Support** – To provide support to naval families of serving personnel, e.g., partnering with the Kings Foundation to provide activity camps for children during the school holidays; or partnering with Relate to provide relationship and family counselling services and Home-Start, providing support for families with young children.
3. **Health & Wellbeing Support** – To support mental health and wellbeing of service personnel and their families, e.g., partnering with Portsmouth Military Health Alliance to provide gambling & addiction support, Anchoring Minds to support families; a project with the Gosport and Fareham

Multi Academy Trust to create a Community Services Hub on site and additional support for RN mothers with pre- and post-natal depression.

4. **Communities Support Programme** – Originally designed as projects to combat loneliness and social isolation and extended this year to deliver pilot projects that support all beneficiaries and enhance existing provision, e.g., funding a post with Fighting with Pride to reach into the LGBT+ community; and providing a specialist worker to work from the White Ensign Association to support access to the Armed Forces Compensation scheme.
5. **Individual Support** – To ensure that those who fall on hard times have access to financial support, notably through grants to the Naval Children’s Charity, the Royal Naval Benevolent Trust, the Sailors’ Children’s Society and Royal Marines Association (The Royal Marines Charity).
6. **Veterans’ Support** – To support the specific needs of veterans, e.g., partnership with SSAFA to provide casework for the naval family of charities and the RFEA to support veterans into employment.
7. **Promote Independence and Protect Dignity** – To ensure that older and dependent beneficiaries have the care and support they deserve. e.g., funding for military care homes and innovative approaches like Sparko TV connecting people to comrades and families from their own home.

A number of activities in programme commissioning plans were suspended during the pandemic and plans to expand pilot projects were curtailed for 2021; this is reflected in the variance between the budget allocation and the actual grant awards. The 20% of additional grant making was mainly to support programme areas of unplanned need.

Pathways

During 2021, we operated 2 pathways which, jointly, seek to deliver on our vision to support our sailors and marines, and their families, for life:

- **Quality of Life Pathway** – To provide grants which improve conditions of service and further the efficiency & morale of the Royal Navy, typically as a result from a funding bid from an individual ship, establishment or unit, e.g., refurbishment of mess spaces, contribution to team building/social events, or prizes and awards. With a global deployment for the Royal Navy in 2021, the charity has provided support swiftly to the frontline; in 2020, 182 minor grants were made to ships and units; in 2021, this rose to 283, a 55% increase.
- **Through Life Pathway** – To support the welfare of serving personnel, veterans and their families, typically by partnering with other charities to provide services, e.g., Veterans Aid supporting homeless Veterans and centres like Woody’s Lodge, providing a wide range of services for Veterans in Wales.

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

HOW WE RAISE OUR FUNDS

The RNRMC fundraises 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
- Investment Income

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

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 leadership team consists of the following direct reports: the Chief Operating Officer, the Director of Relationships and Funding, the Director of Communications, the Director of Fundraising, and the Director of Development and Research.

KEY ACCOUNTABILITIES AND RESPONSIBILITIES

Responsibilities

- Has responsibility for setting the overall strategy of the Charity and ensuring that the strategy is reflected within the strategies of the senior leadership team's respective departments.
- Leads on setting the budgets (£11-12 million) for whole Charity.
- Has the highest delegation of authority (procurement)
- Has direct reports of 5+ SLT members.

Key Stakeholders

- Internal: Board, The Princess Royal (Patron), President, Vice Presidents, Vice Patrons, SLT, HOD's, all staff.
- External: Fellow CEOs of other charities, key donors and supporters, First Sea Lord, Second Sea Lord, Fleet Commander and veterans.



Competencies

Leading and decision making

The post holder is expected to:

- Provide a clear direction to the entire staff team and set appropriate standards of behaviour.
- Look ahead 5 years when strategy setting.
- Make decisions which may involve tough choices or considered risks in terms of the Charity's strategy and direction, reputation, policy, finances and operations.
- Be routinely involved in decisions in all areas of the Charity.
- Identify and develop positive and compelling visions of the Charity's future.
- Identify and act upon risks and opportunities for the Charity.
- Generate new ideas and approaches in relation to strategy, policy and operations of the Charity.

Communicating and influencing

The post holder is expected to:

- Be an effective ambassador and spokesperson, establishing and building positive relationships with stakeholders, donors and supporters, particularly in the Royal Navy and Royal Marines
- Make presentations and undertake public speaking regarding a wide range of issues relating to the strategy of the Charity, mainly externally.
- Persuade and influence at a senior level both internally and externally regarding issues that significantly impact the Charity.

Applying knowledge and expertise

The post holder is expected to:

- Apply broad generalist knowledge across wide-ranging areas (e.g. charities, finance, communications, social media, data analytics).

Analysing and problem solving

The post holder is expected to:

- Analyse and interpret information in relation to the internal and external environment and understand how it affects the strategic development of the Charity
- Produce workable strategic solutions to a wide range of problems which are likely to have a significant impact on the Charity.

Resilience

The postholder is expected to:

- Manage a high degree of ambiguity within their job role.
- Manage conflict, politics and personalities with organisations with which we work.

External Affairs

- 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 at Board level within a comparable 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;
- Evidence of the delivery of complex projects and work-streams;
- 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 annual leave plus Bank Holidays (for part time employees, annual leave is calculated on a pro-rata basis)
- Immediate on employment: Free gym membership; free secure parking; Cycle to Work Scheme; Employee Assistance Programme; annual subs to one professional body.
- After 3 months of employment: 7% non-contributory pension
- After 1 year of employment: Elective private health insurance, Death in Service Life Assurance
- After 2 years of employment: enhanced maternity leave package

HOW TO APPLY

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

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

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

The closing date for applications is noon on **Wednesday 1st February 2023**.

* 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.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

Saxton Bampfylde



APENDIX A

Dr Brian Gilvary, Chairman of Trustees

Brian Gilvary is Chairman of Ineos Energy. Prior to this he served on the Board of BP plc as Chief Financial Officer from 2012- 2020. Prior to CFO, he held several senior financial and commercial roles, including member of the Board of TNK-BP, Chief Executive of BP's commodity trading division and Commercial Director of the downstream division. He has acted as BP's principal negotiator on a series of large transactions and complex legal matters.

Brian is currently the senior independent director of Barclays plc and the Francis Crick Institute, Non Executive Director of the Navy Board and Chairman of the Royal Navy and Royal Marines Charity. He Chairs the Remco on Barclays plc and Chairs the Audit & Risk Committee of both the 'Crick' and the Navy Board.

Brian also served on the Board of Air Liquide from 2016-21, was the Chairman of the FTSE100 Group of Finance Directors from 2018-20, was a member of the UK Treasury Financial Management Review Board from 2014 to 2017 and served on various HRH Prince of Wales' Business in the Community Leadership Teams from 2007 to 2009.

Brian holds a PhD in Mathematics from the University of Manchester where he is an Honorary visiting Professor, and an Honorary Doctor of Science from the University of Sheffield. He is also a Fellow of the Energy Institute. Brian has also competed Great Britain Triathlon at 5 Age Group World Championships.