



THE  
NATIONAL  
MUSEUM



# Appointment of CEO

March 2024

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# Overview of the NMRN

The National Museum of the Royal Navy (NMRN) was established in 2009 to create a single voice for the heritage of the Royal Navy's four fighting forces; the Royal Marines, the Fleet Air Arm, the Submarine Service and the Surface Fleet. It is the youngest national museum, and in the years since its formation, this single voice has spoken clearly and has been widely heard.

The Museum's footprint has grown quickly. It is now based across five geographical locations; Portsmouth and Gosport both in Hampshire, Yeovilton in Somerset, Hartlepool in County Durham and Belfast in Northern Ireland. It also holds the nation's richest and most diverse collection of historic warships including the 'nation's flagship' HMS Victory. Each site is unique, featuring a compelling mixture of ships, museums and collections.

15 years later the vision is clear, "To be the World's most inspiring Naval Museum, Linking Navy with Nation."

NMRN strives to use its distinctive portfolio to connect with mass audiences, driving commercial success and positioning our attractions as world class, authentic and inspiring days out. To be recognised globally in the museum, heritage and visitor attraction market places as spaces which provide extraordinary experiences, create life long memories and are commercially and environmentally sustainable.

As a National Museum, NMRN seeks to build its voice of authority. A place of research and exploration, and a valued collaborator. A partner to peers across the military, amongst veterans, within government and across culture, heritage and academic institutions.

NMRN recognises it is a bridge between the Navy and diverse communities and audiences from a range of backgrounds. The story is rooted in the heritage and experiences of the Royal Navy and its service arms, but is able to connect to those without any naval connections.

At its core, NMRN is the custodian to the extraordinary ships and collections in its care. Ten of its ships are recognised as being of national significance by the National Register of Historic Vessels and are included in the National Historic Fleet. This is over half of all major historic warships preserved in the United Kingdom.

It also holds over 2.5 million items which tell the epic story of the Royal Navy from its origins in 625AD to today. It is the country's most comprehensive collection of Royal Navy heritage and holds national and international significance. This is supported by a team that harnesses the skills of traditional shipbuilding craftsmanship, alongside state-of-the-art engineering, technology and conservation.

NMRN, is a National Museum with a nationally recognised collection and as such, is a member of the National Museum Directors Council. It is also a Service Museum, and therefore receives its grant in aid support from the Ministry of Defence, via the Royal Navy akin to the National Army Museum and the Royal Air Force Museum. NMRN's level of public funding does not enable it to meet costs sufficiently to offer free visitor access (in line with other national museums) and therefore it is dependent on its commercial revenue streams (in particular its admission fees) and fundraising endeavours to bridge the gap.



# Our Sites

The NMRN has six sites across England and Northern Ireland, attracting over 667,000 visits in 2022-23 and already outperforming this in 2023-24.

**The National Museum of the Royal Navy, Portsmouth:** is located in the Portsmouth Historic Dockyard (PHD), Hampshire and is our biggest site sitting alongside the Royal Navy's Portsmouth naval base. This site is home to most of our historic fleet:

- HMS Victory, battleship of 1759, Nelson's flagship at the Battle of Trafalgar
- HMS Warrior, battleship of 1860, the ultimate deterrent of the mid-19th century
- HMS M33, monitor of 1915, fought at Gallipoli in 1915 and against the Bolsheviks in 1919

It also features several galleries and exhibitions. This is the NMRN's headquarters where the majority of the 360 staff are situated.

The NMRN has delivered the visitor offer on this site through its successful joint venture, Portsmouth Historic Dockyard Operation Ltd, with the Mary Rose Trust. Portsmouth Historic Dockyard was one of the top 40 most visited attractions in the UK in 2023, for the third year running. In 2023, it is the third most visited paid attraction in England, outside London, coming after Stonehenge and the Roman Baths.

**The Royal Navy Submarine Museum:** is located across the Portsmouth Harbour in Gosport, Hampshire, and features as part of the PHD ticket offer. Here NMRN showcases our nationally important collection of submarines including two more of the historic fleet:

- HMS Alliance, World War 2 long range submarine
- HMS Holland 1, the Royal Navy's first submarine built in 1901

**Explosion Museum of Naval Firepower:** is located on the waterfront in Gosport, Hampshire and also features as part of the PHD ticket offer. These original buildings were used to store armaments and weapons for over 200 years and are where visitors can explore our exhibits on munitions, artillery and the workers that created them. Explosion Museum is a popular venue for corporate events with its stunning 18th century Grand Magazine and panoramic views of the harbour.

**Fleet Air Arm Museum:** is located in Yeovilton, Somerset and is our second largest site, sitting alongside RNAS Yeovilton, one of the Navy's two principal air bases. It is Europe's largest naval aviation museum and is home to around 100 aircraft, including the first British Concorde. Visitors can enjoy an immersive Aircraft Carrier experience and observe the rebuild of the Barracuda DP872 in our new viewing gallery.

**The National Museum of the Royal Navy Hartlepool:** is located in Hartlepool, County Durham and recreates a Georgian Quayside which is home to another of the Historic fleet, HMS Trincomalee, is a Bombay-built frigate of 1817, the only surviving wooden warship built in that yard, as well as being the oldest floating British warship

**HMS Caroline:** is located in Belfast, Northern Ireland. Also, part of the historic fleet, HMS Caroline, Light Cruiser of 1914 is the only surviving ship from the Battle of Jutland.

All of our sites host a range of public and corporate events including conferences, dinners and weddings in our venues, including our historic buildings and aboard our ships. In addition, we attract commercial opportunities and media coverage with our sites featuring in many films, TV series, commercials and news broadcasts.

# Our Collections and Conservation

NMRN's collections are diverse in significance and scale, covering the Royal Navy's vast and rich heritage. From historic ships and aircraft, to uniforms, models, weapons and operational equipment. From artefacts that surprise and delight such as 100+ year old Christmas pudding, to diaries, letters and photographs that uncover personal stories and experiences. From artwork, including paintings, print and sculpture to film and sound materials. The NMRN Collection speaks not just to the institutional history of the Royal Navy but also to the personal experience of those who served; as well as the societal and cultural impact.

Other highlights of the collection include 10 original manuscript drawings of the Spanish Armada dating to 1588; items salvaged from the wreck of HMS Erebus and countless items of historic importance relating to Vice-Admiral Lord Horatio Nelson.

In 2020, our new purpose-built Collections Centre based in PHD was finished, which opened to the public in 2022, along with advancements being made to our online collection, making this more accessible to a wider audience. We also have a large Collections Store based in Cobham Hall in Yeovilton.

As well as the seven ships listed on the National Register of Historic Ships on display at NMRN sites a further three also sit in our care the Steam Pinnace 199 (1911) – housed in Portsmouth, H21 (1918) – sea-plane lighter held at Yeovilton and LCT 7074 (1944) – landing craft on display the D-Day Story Museum, Portsmouth. There are also 4 historic ships, recognised as part of the National Register of Historic Ships and a range of other historic boats.

Over the past five years our Collections and Conservation Teams have expanded to ensure we can preserve the ships and collection in our care. NMRN is now a leading authority in historic ships conservation internationally.





Vision: To be the world's most inspiring Naval Museum, Linking Navy to Nation

Mission: Inspiring enjoyment and engagement with the continuing history and modern role of the Royal Navy and the Royal Navy's impact on shaping both our nation and the modern world

Our values were established by a working group of staff and volunteers. They guide our everyday actions and ensure we are all working towards a shared vision, enabling us to be better at what we do, creating a great place for us to work and ensuring we provide first class services to our visitors and users.

M Make Things Happen

A Achieve

R Respect

T Trust

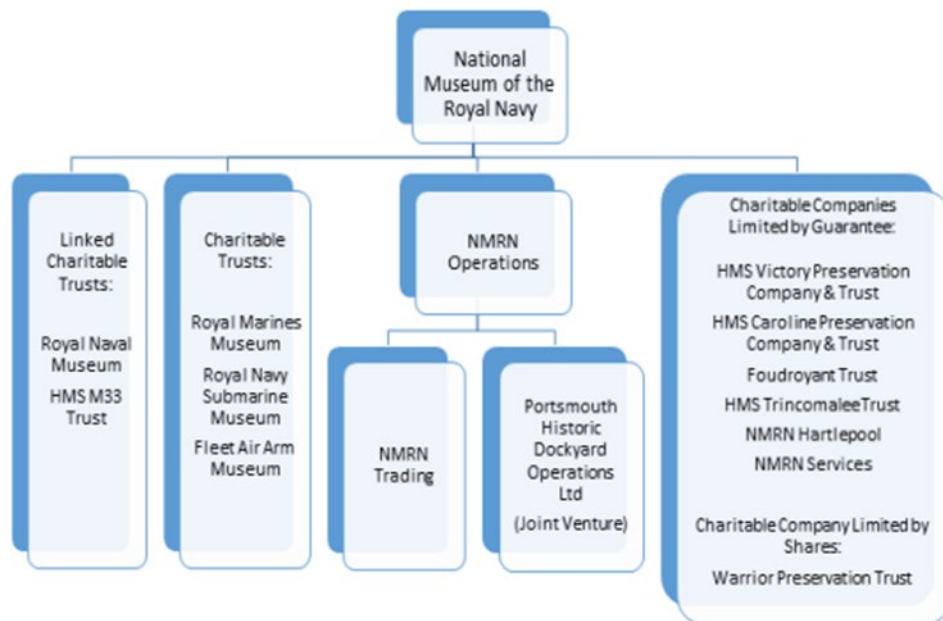
I Inspire

M Motivate

E Excellence

# Our Governance

The NMRN is a complex organisation arising from it being an Executive Non-Departmental Public Body, and a Group of charitable companies, charitable trusts, companies limited by guarantee and a Joint Venture. We have a wide range of stakeholders – trustees, staff, volunteers, audiences, central and local government, Royal Navy, funders, suppliers, academics, historians and other charities.



The NMRN operates within the charitable sector, as museums and custodians of a unique national collection, and as visitor attractions. We aim to be widely accessible, providing education, learning, commemoration and learning opportunities to diverse communities. Our charitable objectives are:

- The promotion and education and learning of Naval Service and Auxiliaries personnel and other members of the public about the history, deeds and traditions of those services.
- The promotion and enhancement of military efficiency by assisting recruitment and retention and fostering the esprit de corps of the men and women who are serving in the Naval Service and Auxiliaries.
- The commemoration and remembrance of those members of the Naval Service and Auxiliaries who have died while on active service and the encouragement of public recognition of the sacrifice made by such persons.





# Revenue and Capital Projects

Our group income for 2022-23 was £30M. We expect this to grow year on year by c5%. Our government grant funding represented 21% of our income in 2022-23 and will be broadly the same for 2023-24. In 2024-25 this will, however, decrease to around 13%. We need to grow our charitable and commercial funding to plug the gap.

We have an ambitious capital development programme to transform our sites and activities, engaging new and diverse local, national and international audiences, including: a new Royal Marines Museum; the Hartlepool Regeneration Project; development and implementation of our core, linked strategies on Interpretation, Research, Audience Development, Digital and Sustainability.

## Our Strategy

In 2022, The Trustees of the Museum in collaboration with the Executive developed a new strategic plan for NMRN developing beyond the first decade of its life and steering its direction out of the COVID 19 crisis.

This plan identifies the following strategic aims:

### *Strategic Aim 1: Audiences*

- Grow and diversify our global audiences – nationally, on site and Online
- Create innovative and inspirational experiences, services and Products
- Build our brand and reputation as the authority on the Royal Navy Story

### *Strategic Aim 2: Collections*

- Sustain and develop our world-class collections and sites
- Explore different Royal Navy story perspectives with our diverse Audiences
- Extend access to our collections and sites through digital Transformation

### *Strategic Aim 3: Sustainability*

- Grow our income and financial resilience to secure long-term sustainability
- Reduce our carbon consumption and transform our estate
- Build partnerships and influence

The strategy also recognised that none of this will be achieved without the skills, dedication and hard work of NMRN's people and therefore seeks to:

- Value and empower our people
- Are outward-facing, inclusive and audience-led
- Build a culture of innovation and enterprise
- Be sustainable in all that we do



## The Role

We are looking for a visionary and inspiring strategic leader, who will promote and develop a strategy that significantly raises the distinctive profile of the National Museum of the Royal Navy to ensure its continuing relevance and sustainability. Our ideal candidate will be a compelling ambassador and spokesperson, representing the NMRN nationally and internationally, building partnerships, creating opportunities and capitalising on beneficial relationships with cultural, educational and maritime organisations.

Our candidate will bring a sustained track record of effective leadership at a senior level, with experience of leading change across geographically-dispersed organisations, as well as demonstrable success of fundraising and income generation. They will be a creative thinker with an entrepreneurial mindset and bring a commitment to equity and diversity to our stakeholders.

The CEO will be an ambassador of our values, aims and the mission of the NMRN.

#### Job Purpose

- Promoting the vision for the NMRN and building upon the current strategy for its future,
- significantly raising the distinctive profile and aims of the NMRN, through consultation and discussion with the staff, trustees, and external stakeholders (including audiences) to ensure its continuing relevance and long-term sustainability;
- Advising and working with the Chair, Board of Trustees and Leadership Team in developing and implementing our vision, ensuring they are kept informed, advised and supported in their role of overseeing the business;
- Being a compelling ambassador, representing the NMRN locally, nationally and internationally;
- Building partnerships, creating opportunities and capitalising on beneficial strategic relationships with the Royal Navy, cultural and educational organisations and others;
- Leading fundraising and philanthropic activities, sustaining and promoting a range of relationships and partnerships with trusts and foundations and potential individual and corporate sponsors;
- Developing the interpretation of the collections, ensuring they are safeguarded and documented and supporting academic use of them;
- Identifying, developing and delivering creative and commercially focused initiatives and programmes that combine public purpose and profitability; and
- Providing guidance on social and public policy context in which modern museums operate;
- maximising public benefit, developing mutual relationships with communities, increasing access to marginalised groups and helping people through engagement with museum resources.

#### Accounting Officer

The appointment as CEO carries with it the personal responsibilities of Accounting Officer of the NMRN (as an Executive Non-Departmental Public Body), appointed by HM Treasury and accountable to Parliament, to ensure that the organisation operates effectively and to a high standard of probity in the management of public funds.

HM Treasury's 'Managing Public Money' sets out the full responsibilities of the Accounting Officer which includes personal responsibility for:

- the NMRN's use of resources in carrying out its functions as set out in the Financial Framework Document;
- the safeguarding of public funds for which they have charge;
- ensuring propriety and regularity in the handling of public funds;
- the day-to-day operations and management of the NMRN;
- ensuring that the organisation as a whole is run in accordance with the standards, in terms of governance, decision-making and financial management, that are set out in Managing Public Money.

### Governance

Working with the Chair and Board of Trustees, the CEO will ensure that the objectives of the NMRN Group, its companies and charitable trusts, the requirements of the Charity Commission, the sponsor Department (MOD), and standards of good governance are fully met. This includes:

- advising the Board of Trustees to ensure effective and efficient discharge of their responsibilities in charity law and in compliance with the NMRN's governing documents, the founding legislation and in any other relevant instructions and guidance that may be issued from time to time by the sponsoring Department including continuous improvement activities; and
- ensuring integrated Board and Executive annual planning in order to maximise delivery on public funding through objective setting and KPI monitoring.

### Leadership

Providing visionary, inspiring and inclusive leadership to our people (staff and volunteers) and managing the resources of the NMRN so as to deliver the objectives and targets set out in the Corporate Plan and fulfil the commitments made to all funders. This includes:

- providing highly visible, engaging and effective strategic leadership;
- instilling a culture that supports our aims to ensure the NMRN is a great place to work, where our people can be themselves and perform their best;
- creating a working environment that attracts and retains talented people;
- inspiring and encouraging collaboration internally and externally, ensuring a clear sense of direction that promotes and raises the profile of the NMRN, linking Navy to Nation; and
- developing strong relationships with key stakeholders.

### Financial Management

Ensuring that appropriate financial systems and controls are in place so that planned activities are delivered cost-effectively, within budget and in line with responsibilities attached to managing public money and the role of Accounting Officer. This also includes ensuring that financial considerations are taken fully into account by the Board at all stages in reaching and executing its decisions, and that financial appraisal techniques are followed.

### General Responsibilities

- Managing on a day to day basis compliance with health and safety obligations across the NMRN Group, with the support of the NMRN Executive team and the Head of Health and Safety. Ensuring that appropriate policies have been recommended to the NMRN Board for their consideration and approval and monitoring and ensuring compliance with such policies across the NMRN Group.
- Seeking opportunities for continuous improvement and ways of working which promote sustainability; and
- Developing a culture which values and promotes a positive attitude to Equity, Diversity and Inclusion.
- Focussing on improving the diversity of our visitors



# Person Specification

The candidate will be able to evidence the following:

## Knowledge and Skills

- The personal capability to lead, communicate and engage with impact, working effectively with, motivating and inspiring the Board of Trustees, senior leadership team and wider staff.
- The ability to develop and implement creative solutions in a changing, uncertain environment.
- A strategic thinker with sound business planning skills, including experience of financial and risk management.
- An entrepreneurial mindset, with a track record of income generation and fundraising whilst maintaining a commitment to public benefit.
- The gravitas and confidence as a presenter and engaging public speaker necessary to be the spokesperson for the NMRN and to champion its importance to a wide range of local, national and international audiences and stakeholders.
- Strong networking and stakeholder relationship skills.
- Empathy with the NMRN's mission and charitable objectives and an interest in its collections, exhibitions, stories, activities and events.
- Ability to positively engage with audiences, both virtually and physically.
- The ability to develop, inspire and engage diverse audiences.

## Experience

- A sustained track record of providing effective leadership at a senior level, with experience of leading change and continuous improvement across public facing organisations.
- Demonstrable evidence of strategic planning and operational leadership.
- Successful experience of building relationships with institutional funders and networking to support fundraising targets.
- Providing advice and guidance to a Board with particular emphasis on strategic, governance and financial accountability.
- Track record of delivery of significant successful capital projects and business change.
- Commitment to equity and diversity.

## Desirable Criteria

- Experience at a senior level within the cultural and/or heritage or charitable sectors, or for visitor attractions.
- An understanding of the issues and risks relevant to the management of a heritage site and collections of national and international significance.
- Experience of working within a charity/public/not-for-profit/ government-sponsored sector.
- Awareness of maritime domain.
- Leading an organisation's sustainability strategy.
- Leading a complex and geographically-spread organisation

# Terms of appointment

Salary: £137,884 plus the potential for an annual performance-related non-consolidated bonus.

Pension: 10% employer pension contribution.

Annual Leave: 30 days plus bank holidays.

## How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the National Museum of the Royal Navy on this appointment.

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **EBNJA**.

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 **Friday 19<sup>th</sup> April 2024**

\* 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.



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