



ROYAL PAVILION AND MUSEUMS TRUST

RECRUITMENT OF CHIEF EXECUTIVE



'Inspire the minds and morals of the people, forget the busy world and afford pleasure and consolation from illness or depression'

The Mayor of Brighton, at the opening of Brighton Museum & Art Gallery in 1873

Welcome

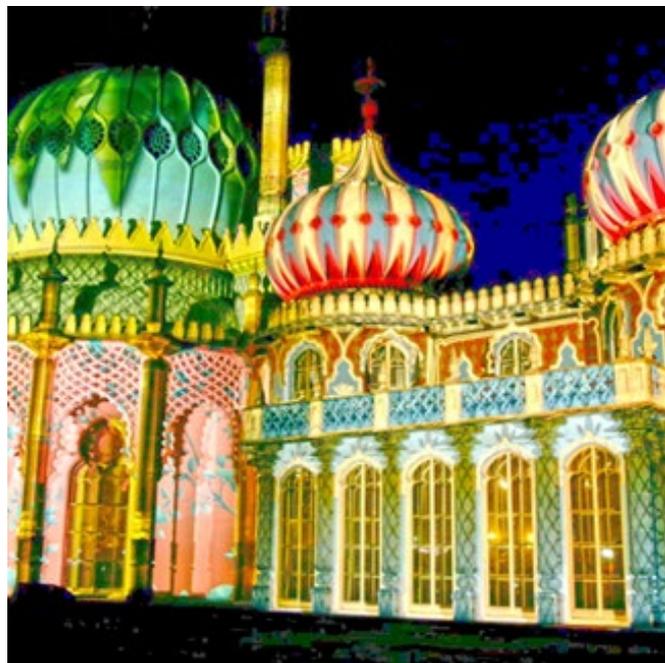
Thank you for your interest in becoming the Chief Executive of the Royal Pavilion and Museums Trust.

This is the start of an exciting new chapter for the Royal Pavilion and Museums, after transferring to Trust status. It is a unique opportunity for a new Chief Executive Officer to lead a step change transformation from a council-run museum to a vibrant, independent, sustainable charity which has diversity and excellence at its heart and which offers visitors a world-class experience of Brighton's extraordinary portfolio of museums and their collections.

If you're keen to make a significant contribution to the future of this nationally significant museums service, please get in touch.

Michael Bedingfield MA FCIM

Chair



The Royal Pavilion and Museums

The city of Brighton & Hove is the most famous of all English seaside resorts, unrivalled for its distinctive architecture, artistic innovation and social tolerance.

The Royal Pavilion is recognised the world over as a building of international significance and has over time become the emblem of the city of which it is the centrepiece. Brighton & Hove City Council (BHCC) currently manages the Royal Pavilion and Museums Service (RPM). By the end of 2020, it is intended that management of the museums service will pass to the Royal Pavilion and Museums Trust (RPMT), a new charity which has been developed from the existing Royal Pavilion and Museum Foundation.

The Royal Pavilion and Museums Service embraces the Royal Pavilion and Garden along with Brighton Museum & Art Gallery, the Booth Museum of Natural History, Hove Museum & Art Gallery and Preston Manor and its significant and wide-ranging collections. The RPM museums and collections are of international and national reputation and importance, and are treasured by visitors to the region as well as local communities.

- In 2018, the **Royal Pavilion** (Listed Grade I) and **Garden** (Listed Grade II) attracted around 300,000 visitors from around the world. The Regency building was designed by John Nash and the richly decorated Pavilion was the royal residence and seaside retreat for the Prince Regent and has had a fascinating history.
- **Brighton Museum & Art Gallery** (Listed Grade II*), which opened on its current site in 1873, underwent a £10m refurbishment in 2002. The museum's eclectic collections, which appeal to a wide range of different interests and age groups, include Designated collections of world art and decorative art, and galleries focusing on fashion and style, archaeology and local history.
- The **Booth Museum of Natural History** (Listed Grade II), built in 1874, is one of the largest taxidermied bird collections in the UK, with collections of international scientific significance.



- **Hove Museum & Art Gallery**, a Victorian house which opened as a museum and art gallery in 1927, was refurbished in the early 2000s, and has developed a reputation for family activities and exhibitions, as well as creative workshops and adult learning.

- **Preston Manor** (Listed Grade II*), was originally built about 1600. The Manor is known for its formal and informal creative learning activities and its reputation as Brighton's most haunted house.



The RPM is an Arts Council England National Portfolio Organisation and the World Art, Decorative Art and Natural History collections have been awarded Designation status, recognising them as being collections of national and international significance.

Regionally, the RPM makes an important contribution to museum development. As lead partner of a consortium with the Hampshire Cultural Trust, Oxfordshire County Museums Service, and Chatham Historic Dockyard Trust, the RPM provides professional support to implement transformation change among museums in the region.

Dimensions

- Annual visitors to the Royal Pavilion and Museums: 300,000
- Income 2019/20: £4,352,120
- Turnover: £7.5m
- Number of staff: 200 plus approx. 40 casual staff
- Number of volunteers: 180
- Number of direct reports: 5
- In addition, the RPM oversees the Museum Development Service which supports over 300 museums in the South East.

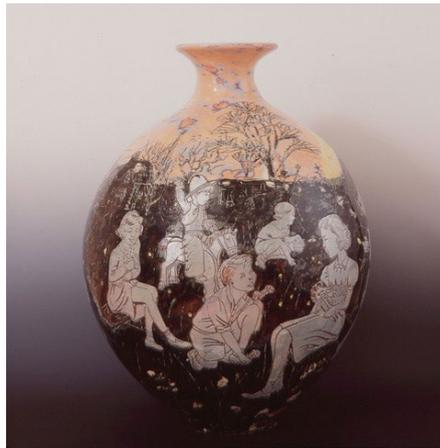


Vision and Mission

The RPM's vision is to provide museums that play a vital role in making Brighton & Hove a fantastic place to live work and visit, and to inspire people to build a more sustainable and socially just world.

The RPM's mission is to preserve the past to inform the present.

It sets out to do this through using the outstanding collections, buildings and knowledge in its care, to challenge and inspire visitors to positively shape their future and support the economy and environmental sustainability of Brighton & Hove, promote personal well-being, and celebrate diversity.



Strategic objectives

The RPM's objectives are to:

- Be more strategic in caring for and developing our natural, scientific and cultural resources for present and future generations
- Develop a distinctive offer at each of our five sites and online to support learning, creativity, well-being and engagement of diverse audiences
- Actively engage children and young people
- Build a co-operative, sustainable and resilient organisation that supports the wider cultural sector
- Ensure the organisation and its work reflects the diverse culture of contemporary society



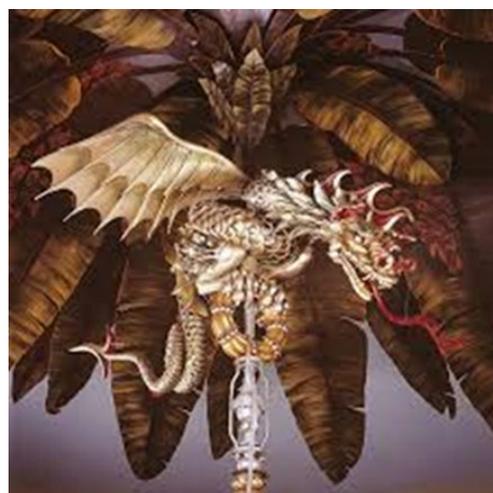
Future priorities

The RPM sites are being developed to strengthen their identity and resilience, and ensure they are relevant to and meet the needs of a diverse audience of local citizens, national and international visitors in the 21st century.

Key developments which the Trust will deliver include:

- The Royal Pavilion Estate Project: working with the Brighton Dome and Brighton Festival, and BHCC, to protect and restore this rich heritage and reconnect and revitalise the historic buildings and garden as one. This will create a world class cultural destination for heritage, culture and the performing arts.
- Royal Pavilion Garden: delivery of a National Lottery Heritage Fund project, to create a sense of arrival and a destination for residents and visitors to engage with the heart of the City's cultural offer.
- The Booth Museum of Natural History: development of the Booth as a family-friendly museum, combining the gothic appeal of a 19th century 'bird' museum with a 21st century story of evolution and conservation.
- Hove Museum & Art Gallery: the Museum is developing as a 'museum of making' to build on its engagement with family audiences and its reputation for adult learning.
- Preston Manor: the ambition is for the whole site to become recognised both as an after-hours venue and as a must-see historic house visitor attraction.
- Strengthen the RPM's online engagement

More information about the RPMT, its business plans and manifesto can be found at brightonmuseums.org.uk



Role Description

Purpose of the Job

This is an exciting opportunity to lead the creation of the new Royal Pavilion and Museums Trust (RPMT). We are looking to recruit a Chief Executive Officer (CEO) who is ready to use their leadership and change management skills to deliver the step change transformation from a council-run museum service to an entrepreneurial, vibrant, independent, and sustainable charity which has diversity and excellence at its heart and which offers visitors a world-class experience.

The CEO will be responsible for the leadership, strategic direction and overall performance of the RPMT. He/She will be supported by an excellent team and will be working with staff, trustees, Brighton & Hove City Council, Arts Council England and other funders and partners to deliver their vision.

The 25 year agreement with the RPMT and Brighton & Hove City Council ensures there is guaranteed funding and support in place.

Principal Accountabilities

We are looking for a CEO with experience in 6 key areas:

- 1. Entrepreneurship, business development and business management**
- 2. Strategic planning**
- 3. Fundraising and partnership**
- 4. Change management**
- 5. People management**
- 6. Communications and profile**

1. ENTREPRENEURSHIP, BUSINESS DEVELOPMENT AND BUSINESS MANAGEMENT

- Lead the process of establishing the RPMT as a successful, sustainable and commercially viable business which secures the investment needed to deliver its commitments and ambitions for the next five years.
- Identify and exploit strategic public and commercial opportunities to support the ambitious vision for the RPMT which has access, diversity and excellence at its heart.

2. STRATEGIC PLANNING

- Develop an ambitious and long-term strategic plan and framework for the RPMT, to deliver the vision which has shaped the establishment of the new Trust and the ambitions for Brighton as a city to make a difference to the lives and ambitions of visitors and local communities.
- Pro-actively manage risk across all areas of strategy and operations, liaising closely with the Chair and RPMT board.

- Ensure compliance with all relevant laws and regulations, including accounting and reporting to the Charity Commission and Companies House.

3. FUNDRAISING AND PARTNERSHIP

- Lead the development of an effective long-term fundraising strategy, to generate a step-change in the level of fundraising achieved.
- Secure ACE National Portfolio Status for the RPMT and ensure that its work makes a lasting and measurable difference to the lives of the people who live and work in Brighton and Hove and beyond.
- Position the RPMT as a partner of choice, maintaining and developing key existing funding, heritage, arts and business relationships and local, national and international partnerships.

4. CHANGE MANAGEMENT

- Introduce a visitor-centric programme to the RPMT, to ensure customer service is consistent with being a world-class leading visitor experience.
- Lead on the development of a marketing and sales strategy, to generate a step-change in visitor numbers and revenue, including ancillary sales from events, catering and retail.
- Ensure the RPMT is recognised as an organisation which adheres to the importance of sustainable environmental and ecological credentials.

5. PEOPLE MANAGEMENT

- Provide leadership, direction and motivation for the RPMT, creating a learning culture that enables staff to develop and to feel empowered and inspired by the work they do and the impact they are having on their visitors and on the local community.

6. COMMUNICATIONS AND PROFILE

- Raise the profile of the RPMT through PR and networking, so that its high-quality work is shared and recognised regionally, nationally and internationally.





General Accountabilities

- To ensure operations in their area of responsibility are conducted according to the provisions of the Health & Safety at Work Act 1974, the Management of Health & Safety at Work Regulations 1999 and all relevant legislation and the RPMT's Health and Safety Policy.
- To develop practices that uphold and develop the principles of RPMT's Inclusive Policy in relation to staff and to service provision.

The duties of the role are set out in the above job description, however, please note that the RPMT reserves the right to update the job description, from time to time, to reflect changes in, or to, the job. The list of duties in the job description should not be regarded as exclusive or exhaustive.

There will be other duties and requirements associated with the job and, in addition, as a term of employment the postholder may be required to undertake various other duties as may reasonably be required.



Person Specification

Job Related Education, Qualifications and Knowledge	<ul style="list-style-type: none"> • Degree in a relevant subject or a comparable level of knowledge acquired through experience • Either a Master’s degree in a business-related subject or comparable level of knowledge acquired in the visitor experience, tourism or related industry sector • Significant knowledge of relevant charity, company and employment law • Current knowledge of the UK cultural and tourism sectors, national and inbound international visitors • Knowledge of professional museums standards and their application • Knowledge and understanding of the importance of preserving historic and Designated collections. • Awareness of current Health & Safety legislation • Knowledge of Health and Safety Management Systems
Experience	<ul style="list-style-type: none"> • Senior management experience in a complex and significant business, cultural, heritage or arts organisation or visitor attraction, with an understanding of how to run a third sector organisation profitably • Working with a Board of Trustees • Managing successful teams and taking them through a change process • Experience of driving service innovation and of measuring success by impact as well as by output • Crisis and reputation management • Running capital projects • Developing and managing international partnerships • Securing new investment • Business development and business management
Skills and Abilities	<ul style="list-style-type: none"> • Leadership: the personal drive, passion and energy to create an inspirational vision and plan for the service and to oversee delivery against agreed targets: ability to motivate staff and volunteers and personal drive, passion and energy to achieve this • Fundraising and financial acumen: ability to generate income set and manage budgets, and to grow activities that ensure the RPMT is sustainable • An entrepreneurial approach to business development with the ability to develop new approaches to service delivery

	<ul style="list-style-type: none"> • Management reporting to Board level on business performance and key areas of risk to the organisation. • Advocacy: to be the public and private face of RPMT and to communicate and promote effectively and negotiate for its aims • Interpersonal: building relationships with stakeholders and funders and the ability to motivate staff and volunteers to deliver the shared vision for the service • Judgement: discerning political and strategic judgement • Time management: manage multiple priorities and focus in a varied and stimulating environment
Equalities	<ul style="list-style-type: none"> • Develop practices within the RPMT which uphold the RPMT's policy in relation to staff, promote diversity and to service provision.

Scope for Impact

The impact of the CEO will be:

- Creating the entrepreneurial culture in the organisation which ensures we secure the investment we need to realise our ambitions for the service;
- Delivering a step-change in visitor numbers and ensuring the growth, development and long term sustainability of the RPMT;
- Raising the profile of the RPMT regionally, nationally and internationally, the CEO being the ambassador of the RPMT;
- Meeting the expectations of funders and external stakeholders such as Brighton & Hove City Council, Arts Council England, the National Lottery Heritage Fund and the Charity Commission;
- Identifying, evaluating and developing new strategic partnerships across all sectors, to increase the sphere of commercial influence of the RMPT and being in new revenue streams;
- Creating an inspiring and first class visitor experience which draws new audiences to the museums in the RPMT's care.

Job Context

This is the start of an exciting new chapter for the RPM, after transferring to Trust status. It is an opportunity for a new CEO to lead the transformation of the newly formed RPMT and set the vision and direction for the new service.

The CEO's success will be measured by the reach, impact, growth and long-term sustainability of a vibrant independent charity which is recognised regionally, nationally and internationally for putting excellence, community and good stewardship at the heart of its work.

Key relationships include the RPMT chair and board of trustees, Brighton & Hove City Council, Arts Council England, National Lottery Heritage Fund, the Royal Collection Trust and other funding bodies and local, national and international strategic partnerships.

Salary Package

The salary for the Chief Executive post is £90K+.

In addition, the RPMT is able to offer membership of the Local Government Pension Scheme and generous relocation expenses.

This is a permanent role, subject to the successful completion of a probationary period.



Recruitment process and indicative timetable

We hope you are interested in joining the RPMT and using your skills and experience to realise our ambitions. Please apply via the Orbis Recruitment Hub and send us:

1. A personal statement explaining why you are interested in becoming Chief Executive and what skills and experience you would bring to the role. Please keep this to a maximum of two sides of A4.
2. Your CV

The deadline for applications is **Friday 26th June**.

The first round of interviews of long listed candidates will be on **Wednesday 8th July** via Zoom video conferencing.

The second round of interviews of shortlisted candidates will take place during the week beginning **Monday 13th July** at the Royal Pavilion in Brighton if travel restrictions are relaxed or via Zoom video conferencing if not.

If you would like to have a chat about the role with the Chair of the RPMT, please contact Clare Bailey (clare@pavilionfoundation.org) in the first instance.

The Royal Pavilion & Museums Trust
4-5 Pavilion Buildings
Brighton
BN1 1EE

brightonmuseums.org.uk

Appendix 1: List of RPMT trustees

David Anderson OBE

Tim Aspinall

Lord Steve Bassam

Michael Bedingfield (Chair)

Rebecca Crook

Davinder Dhillon DL

Brad Irwin

Jenni Lloyd

Shaun Romain

Dr Angela Smith

Jane Weeks

Sue Wilkinson OBE

Councillor Steve Bell CBE

Councillor Phélim Mac Cafferty

Councillor Alan Robins