



JOB DESCRIPTION	
Job Title	Director for Audiences
Department	Audiences Division - Barbican
Grade	Grade I
Location	Barbican Centre
Responsible to	CEO, Barbican
Responsible for	Direct reports: <ul style="list-style-type: none"> • Head of Communications • Head of Marketing • Deputy Head of Audience Experience Audience Strategy Audience Experience (digital and in real life) Marketing, including Digital Marketing Communications, including Internal Communications Ticketing and Memberships Safety; and Security (outsourced provider)

Background

In 2022 the Barbican Centre articulated a new Purpose and Values, following a period of organisational reckoning, reflection, and disruption through and following the pandemic. This was followed in 2023 by the development of a Strategic Framework to support delivery against our Purpose and Values over the next 5 years.

Parts of the Audience Experience Team at the Barbican also support the Guildhall School of Music and Drama (GSMD) under an arrangement called The Alliance. This arrangement is not fit for purpose in some areas and is currently under review – a collaboration between the CEO of the Barbican and the Principal of the School.

Our Purpose

We are London's Creative Catalyst for arts, curiosity, and enterprise. We spark creative possibilities and transformation for artists, audiences, and communities – to inspire, connect and provoke debate.

We are the place to be in this Destination City, where everyone is welcome. Our impact is felt far outside our walls and ripples beyond the experiences we offer – locally, nationally, and internationally.

Our Values

Inclusive, Connected, Sustainable, Daring, Joyful

Our Strategic Framework Goals

Excite and Engage audiences and communities.

Fuel creative ambition.

Invest in our people and culture.

Revitalise our place.

Build an enterprising business.

Working in line with our values.

Purpose of Post

The Director for Audiences leads all aspects of the audience experience and journey. It will have a remit covering existing audiences but also those that are yet to engage. As such, the role leads the marketing, press and media relations, external affairs, digital engagement, brand and design, visitor and online experience and ticketing teams. It further ensures we present ourselves to the world in an embracing, inclusive, consistent and impactful way.

The purpose of the role is to:

- Work closely with the CEO, Director for Arts & Participation, Director of People, Culture and Inclusion, Head of EDI, and members of the Executive in developing, and implementing an Audiences strategy, with clear goals to include new, diverse and more representative communities, and to improve the overall audience experience.
- Work closely with the CEO and the Principal of the Guildhall School in developing appropriate approaches to address needs of students, staff and visitors to the School.
- Develop an overarching communications and marketing strategy consistent with our Purpose, Values, artistic and corporate ambitions and which aligns to enhance the Barbican's reputation, extend our reach and develop our revenues and income streams.
- Take leadership in driving digital transformation in the areas of promotional content creation and the management of our social channels and platforms and enhancing visitor experience through the use of technology.
- Leading the development of our digital communications strategy and drive the continued growth of our digital profile and impact, by ensuring that rich and engaging digital content is created and used to maximum effect across all platforms.

Organisational Leadership

The Director for Audiences is part of the Barbican's Director Group and reports into the CEO.

The Directors' Group at the Barbican are working together, across the organisation to deliver transformational change – across how we work with our audiences, how we grow and diversify our audiences, how we change the culture of the Barbican, how we pursue creative ambition, looking after and developing our place, how we rebuild and leverage our business, and how we do all of this in line with our values. Regardless of the specific role of any Director, all sign up to shared KPIs to deliver on our bold ambition.

Specialist Leadership

The Director for Audiences is a new role. For the Barbican, its purpose is to develop and deliver on organisational strategy as it pertains to everything to do with our Audiences. We define our audiences as anyone who interacts with us, including digital audiences, and audiences outside our immediate building, such as touring. This will include the development and delivery of detailed plans (both strategic and tactical) to deliver on our aspirations.

Working with their Heads of Departments, the Director will be accountable for the delivery of all the audience facing functions, with oversight of the end-to-end experience, both in person and online. It will also have accountability in:

- Reinforce and build relationships with current visitors and audiences
- Develop strategies to attract new audiences

The programme areas for which this Director will be responsible are:

- Audience Strategy (currently in development)
- Brand, marketing and communications
- Deepening engagement, impact and legacy

The role must form a strong and values led collaboration with the Director for Arts & Participation on purposeful, sustainable Programming, the Director of Commercial on growing our customer revenue and the Director of Development to support fundraising and income generation.

The Guildhall School will have equivalent and parallel requirements for their students, staff members and visitors.

Relationships

For the Barbican, the post is responsible for everything to do with our Audiences – covering people who might buy a ticket for a film, concert, show, tour or exhibition to those who might come for a function, to visit our conservatory or enjoy a food and beverage experience, right through to those who just come and enjoy the atmosphere and location of the Centre.

The Barbican is committed to how we diversify and grow our audiences to embrace the richness and diversity of our City and beyond – our Audience strategy will help us in achieving that.

This role is also responsible for developing and enhancing relationships with stakeholders internally and external to the Centre, including in the City of London Corporation (of which the Barbican is a part) and our local community, including Residents of the Barbican Estate – to 'look up and out' and ensure that the Barbican

is contemporary and relevant in the industry, community, and City of which we are a part.

The postholder will be expected to collaborate with Associates, commercial producers and partners to support communications for external transfers and tours, ensuring the Barbican brand is represented at all times.

As a member of the Director Team, this role is an important governance interface between the Board, Sub Committees of the Board and the organisation, and other City of London Committees and Members.

Culture

The Director is to be a role model for working in line with our values and professional standards – to be a good leader of people as well as offering technical expertise in their field. They motivate, mentor, and align their team – taking time to nurture a healthy culture that is inclusive and sustainable. They share and celebrate success with their team. This is not a secondary purpose for the role – it is central to organisational success.

The Director should be curious, challenge the status quo, deliver the best outcome for the audience and facilitate the removal of friction from internal processes, systems and relationships.

Main Duties & Responsibilities

Director Group

For both the Barbican and Guildhall School:

1. To be an active and influential member of the Director Group, defining and delivering on strategy, and shaping culture.
2. To be a leader in the Management Group, provide direction and inspiration to all management team members.
3. To meet (and hopefully exceed) all financial targets.

Strategy and Delivering Results

4. To devise and implement an enterprise **Audience Strategy** that reflects and responds to the needs of the Barbican Strategic Framework, to deliver an experience that is true to our purpose (everyone is welcome) and to deliver transformative Audience growth and diversification so that we can deliver on our purpose. A strategy and practice that excites and changes the game of the traditional arts and cultural experience, as well as balancing security with the required sense of welcome.
5. To devise and implement an effective **Marketing and Communications Strategy** (including reputational risk and crisis communications) that is consistent with our organisational strategy and drives meaningful and loyal customer relationships
6. To devise and implement a **Brand Strategy** that is consistent with our organisational strategy, consistently applied and highly engaging.

7. To lead the Barbican's strategic thinking in all our Audience practices and provide cross organisational leadership to bring about transformational change in how the organisation works and its culture in relation to our audiences, developing integrated and collaborative approaches to this across all departments and audience touchpoints.
8. To lead Audience teams team in developing strategies to achieve ambitious sales and visitor attendance targets.
9. To improve the experience of our audiences and visitors on site and online

Leadership of Audience Departments

10. To lead a newly formed team, implementing transformational change in terms of structure, culture and operational approach.
11. To be the champion for the audience experience – both in person and online – ensuring we take a joined-up approach and rise to meet audience expectations.
12. To devise divisional strategies to guide day to day activity, medium- and long-term plans, working with Heads of Department and Team
13. To provide leadership of the team in the Audiences departments – implementing clear plans with tangible outcomes and leading and empowering staff in delivering these plans.
14. To ensure management structures in place are appropriate for the day to day running of the department and team and that all operational and supervisory requirements are covered.
15. To provide strong motivation, support, and regular check-in on progress, providing inspirational drive and driving change to meet current and future audience needs.
16. To assist team members (individually and collectively) to shape a sustainable workload and practice.
17. To be responsible for the efficient and effective management of the financial resources allocated to the Audience teams and ensure that all compliance procedures are adhered to (procurement, payment cards etc).
18. To act as the Barbican's lead Audience Champion, working collaboratively with colleagues and our sector to build relationships, experiences, and trust in order to excite and engage with audiences and communities.

Governance

19. To work closely with the Barbican Board and Board of Trustees, and other City of London Committees, providing specialist Audience related advice and skills drawing on best practice, to enable members to make the best decisions as we activate our audience strategy.

20. To be a member of the Barbican Director's group and Management Team, attending Board meetings, Barbican Trust meetings, and other City of London Committees, contributing to the strategic and operational management of the Barbican.

Relationships

21. To work closely with our Director for Arts & Participation, Director of People, Culture and Inclusion and Head of EDI on diversifying our audiences and programme. Other key relationships will include the Head of Finance & Business Administration Operations and the Director for Buildings and Renewal.

22. To attend events (artistic, corporate and City of London) to network and develop relationships with Audiences and key influencers.

23. To develop relationships across our sector and in the City of London Corporation that are pertinent to your area of expertise.

Audience Data, Insights and Course Correction

24. To identify, scope and build data and insights that track and give us the voice of our audiences through the end-to-end physical and virtual experience.

25. To use insights to understand experiences of different audiences and help inform/shape/influence programmatic, online and venue experiences.

26. To build a sophisticated CRM practice – backed up by solid data and insights.

Other

27. To carry out any other appropriate duties, as directed by the CEO.

28. Actively seek to implement the City of London's Equal Opportunity Policy and the objective to promote equality of opportunity in relation to the duties of the post, ensuring that all clients, contacts, and employees are treated fairly and with dignity and respect.

29. To actively seek to implement the City of London's Occupational Health and Safety Policy in relation to the duties of the post, and at all times give regard to the health and safety of both themselves and others when carrying out their duties.



PERSON SPECIFICATION	
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Please find below the key skills, knowledge and experience required to undertake this post.

Experience Required

- Significant experience of leading and evolving Audience facing operations. Front line experience earlier in your career a distinct advantage.
- Experience of working in a for-purpose environment with for-profit and not-for-profit activities under one umbrella
- An in-depth understanding of the balance between commercial, audience and creative needs.
- Substantial experience in leading transformational change to organisation, business and culture – with demonstrable values based leadership.
- Sophisticated team leadership skills with extensive experience of managing and leading a team within a similar or relevant environment that moves quickly.
- Demonstrable experience of leading implementation of successful marketing, communications and engagement strategies for a complex organisation which has increased revenues and reach
- A significant track record of working with and delivering ambitious targets for audiences and revenues
- Substantial experience of developing and successfully implementing end-to-end strategy and supporting plans.
- Substantial experience of developing long-term, trust-based relationships with individuals and organisations, leading to transformative Audience growth and diversification.
- A strong understanding of the digital space and the opportunities it creates, with considerable multimedia experience and evidence of delivering effective and compelling digital content.

- Proven experience in developing a unique value proposition to meet consumer needs in a competitive consumer spending environment.
- Proven leadership experience with the ability to engage, listen, inspire and build connection with staff at all levels
- Substantial experience of managing and motivating teams and understanding the challenges and opportunities such a role presents.

Technical Skills / Professional Qualifications / Relevant Education & Training

- Degree qualified or the ability to demonstrate an equivalent body of knowledge and experience in a related area at this senior level.
- Exceptional interpersonal skills with experience of presenting to, inspiring and influencing senior managers, Boards, artists and sponsors in engaging and motivating ways.
- Strong influencing and negotiating skills with the ability to act diplomatically whilst securing outcomes in the interest of the Barbican.
- Excellent oral communications skills including the ability to speak authoritatively and persuasively with all levels of staff and other stakeholders, including Members, using assertion and diplomacy to achieve organisational objective
- Excellent written communication skills, including the ability to write complex letters, reports and other documentation on complex matters using clarity and exact precision of language
- Empathy and alignment with our organisational purpose and values
- Agile with data and insights and what it takes to create and react to them
- A clear understanding of ethics in relation to what we do and how we do it.
- A demonstrable commitment to equality & inclusion.
- Ability to convey an infectious passion for the Barbican and its purpose.
- Ability to network at a high level with relevant individuals and organisations.
- A persuasive communicator with substantial management experience, able to build teams effectively, with flair and imagination.
- Ability to adapt to and embrace technological developments, understanding the value they can bring to Audience facing work
- A high level of financial acumen with experience of managing large complex budgets.
- Ability to work at senior level without supervision and produce work of a high quality, establishing and achieving targets with minimum guidance to agreed deadlines.