



<b>JOB DESCRIPTION</b>	
<b>Job Title</b>	Director for Buildings & Renewal
<b>Department</b>	Buildings & Renewal Division - Barbican
<b>Grade</b>	Grade I
<b>Location</b>	Barbican Centre
<b>Responsible to</b>	CEO, Barbican
<b>Responsible for</b>	<p>Direct reports:</p> <ul style="list-style-type: none"> <li>• Head of Engineering &amp; Projects</li> <li>• Strategic Project Lead, Barbican Renewal</li> </ul> <p>Renewal Project (including all maintenance and refurbishment projects), Building Maintenance and Engineering, Building Compliance, Safety, Security and Climate Action and Sustainability.</p> <p>Oversight of the Intelligent Client function and local management of corporate contracts (administered through the City of London) e.g., Integrated Facilities Management, security, waste and MTCs.</p> <p>Responsible for revenue budgets of £13.6m across the Barbican Centre and the Guildhall School of Music &amp; Drama, and the Barbican Renewal budget of between £50 - £150m</p>

### **Background**

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

### **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, Daring, 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**

This post will manage the significant impact the physical estate of Barbican Centre and Guildhall School of Music and Drama has on the experience of millions of visitors, partners, staff, students, residents, artists and performers as well on the Barbican's and the Guildhall School's financial and environmental/sustainability and performance. The relationship between the Barbican and the School is called the 'Alliance' and a priority in the first year of this assignment will be to assess, review and recommend an appropriate resourcing model to deliver the objectives (both now and the future) for all entities in the Alliance.

The role has the unique vantage point of managing the specific challenges of the Barbican and School estates as well as leading the ambitions of our bold and visionary new plans, particularly through Barbican Renewal.

Key aspects of this role will include strategic organisational planning and operational leadership, advising on estate management matters and driving value, including through the use of third party/outsourced service providers in collaboration with the City of London's City Surveyor. It will also drive and coordinate a fit for purpose approach to planned and reactive maintenance, security, health and safety, project and facilities management.

The Director for Buildings and Renewal will ensure infrastructure and any relevant capital projects are delivered on time, to scope, to quality and within budget.

Developing strong relationships internally and externally to ensure strategies are aligned across all operational business areas, the role will identify opportunities and continuously improve methods of delivery.

### **Organisational Leadership**

This role is part of the Director Group and directly reports to the CEO of the Barbican Centre

The Director Group are working together, across the organisation to deliver transformational change – challenging how we work with our audiences, change the culture of the Barbican, pursue creative ambition, look after and revitalise our place, how we rebuild and leverage our business, and how we do all of this in line with our values, particularly in creating a welcome experience for all who have an interaction

with the Barbican. All directors sign up to shared KPIs to deliver on our bold ambition, regardless of their functional areas of responsibility.

### **Specialist Leadership**

The role of the Director for Buildings and Renewal is to develop and deliver on our organisational strategy as it pertains to the ongoing operation and maintenance of our buildings and facilities, ensuring Barbican Renewal will both restore and transform the Centre. The role is also our lead in all things to do with Climate Action and sustainability, as the most significant impact we can have is through our buildings.

In our Strategic Framework we describe this as **Revitalise our Place** and this role will have accountability around this goal.

This work will include the development and delivery of detailed plans (both strategic and tactical) to deliver on our aspirations, particularly around building renewal, development and operation. It will ensure that our buildings are safe and compliant and that our place is a fully inclusive, and welcoming environment that's fit for the presentation of our creative ambition in the years before, during and after renewal is complete.

Furthermore, this role will have accountability and oversight of a number of contracts and services (both current and some being formed). They will need to ensure that value for money, service delivery, innovation and environmental sustainability, audience sensitivity and staff well-being and productivity are at the heart of key decisions.

In addition to this we have a responsibility to mitigate against the climate crisis and our buildings and facilities play a material role in that ambition, and this role will lead that work.

Working with their Heads of Departments, the Director will be accountable for the delivery of the Engineering (including buildings compliance and buildings risk management), Projects, Barbican Renewal and Climate Action, Safety and Security activities, with oversight of everything that happens in the Centre related to these activities.

The Director will work with the Director Group in the delivery of our overall Strategic Framework but will be directly accountable for:

- Building Renewal, development, and operation
- Responding to the Climate Crisis
- Review of Operational Support of the Guildhall School

### **Relationships**

The post is 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) – 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.

As a member of the Director Group, 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 and will offer 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 central to organisational success and is therefore a primary purpose for the role .

The Director should be curious, challenge the status quo 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 member of the Director Group, defining and delivering on strategy, and shaping culture.
2. To be a leader in the Management Team, provide direction and inspiration to all management team members.

### **Strategy**

3. To devise and implement a **Renewal, Building Development and Operational Plan** that reflects and responds to the needs of the Barbican Strategic Framework.
4. To deliver transformative building spaces and services so that we deliver on our purpose.
5. To work with the CEO, City Surveyor and City of London Chamberlain on funding strategies and to be accountable for the optimal use of funds, ensuring value for money across all budget streams.
6. To provide cross organisational leadership and drive major strategic and operational change in how the organisation works, improving its culture in relation to the Building; develop an integrated and collaborative approach across all departments to ensure the building operates within safe, compliant and statutory parameters.

### **Leadership of Buildings and Renewal**

7. To take overall responsibility for safety and compliance through Barbican Renewal.
8. To work with your Heads of Department and Team to devise divisional strategies and plans to guide day to day activity, medium and long-term plans, employing co-design approaches wherever you can.
9. To be responsible for leadership of staff in the Buildings and Renewal team – implementing clear plans with tangible outcomes and leading and empowering staff in delivering these plans.

10. To ensure appropriate management structures are in place for the day to day running of the department and team and that all operational and supervisory requirements are covered.
11. To be responsible for the efficient and effective management of the financial resources allocated to the Buildings and Renewal teams and ensure that all compliance procedures are adhered to (procurement, payment cards etc).
12. As the Barbican's lead in Buildings and Renewal, to develop robust business cases, and secure approvals and funding to deliver on Barbican Renewal over successive years.

### **Governance**

13. To work closely with the Barbican Board and Board of Trustees, and other City of London Committees, providing specialist Engineering and Project expertise, to enable members to make the right decisions and advocate for Barbican Renewal.
14. To be a member of the Barbican Directors 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**

15. To attend events (artistic, corporate and City of London) to network and develop relationships with key influencers.
16. To develop relationships across our sector and the City, pertinent to your area of expertise, particularly the Guildhall School of Music and Drama, Town Clerk's, Chamberlain's and the City Surveyor's Departments.

### **Risk Management and Business Continuity**

17. To identify, manage, cost mitigate and report on all risks associated with the Barbican and Guildhall School estates.
18. To ensure there is a managed process for all realised risks/issues controlling costs and outcomes.
19. To ensure there are comprehensive updated Business Continuity and Disaster Recovery plans at all times, acting as the lead on behalf of the Director Group, making sure the plans are funded, shared, communicated and rehearsed as necessary.

### **Estates Management**

20. **Finance**; To be responsible for revenue budgets of £13.6m across the Barbican Centre and the Guildhall School, and the Barbican Renewal budget of between £50 - £150m
21. To ensure robust financial processes are in place to safeguard and manage all budgets.

22. To oversee and as appropriate lead and/or work closely with the CoL in the procurement of contracts and services, ensuring value for money, innovation, equality and environmental sustainability is at the heart of key financial decisions.
23. To oversee the development of asset management plans with the City Surveyor.
24. To manage all landlord/tenant/third party associate agreements/relationships with the support of the City Surveyor
25. **Outsourced service provision management;** To ensure FM services are proactively managed, user focused and deliver value for money with an effective balance between reactive and proactive delivery. Champion continuous improvement and process enhancement..
26. **Regulatory compliance including security, planning and licensing;** To ensure appropriate policies and procedures are in place and regularly reviewed to ensure statutory and regulatory compliance, recognising our listed status and home to a vast array of activities and associates.
27. **Maintenance;** To oversee the delivery of long-term maintenance and reactive maintenance projects, with accountability for delivering high quality outcomes within agreed timescales and budgets.
28. **Operational Plans;** To ensure that long term maintenance is integrated and complementary across CoL.

### **Health & Safety**

29. To provide strategic direction and lead the planning, development, implementation, monitoring and review of the health, safety and wellbeing strategy, policies, standards and management systems.
30. To advise on, and recommend to the CEO and Director Group, the setting of health and safety policy, objectives and performance measures, in collaboration with City of London Health and Safety Committee
31. To produce an annual health and safety plan and regular performance reports.
32. To ensure the Barbican and the Guildhall School are fully compliant with all legislation/statutory obligations including the Building Safety Act

### **Security**

33. To be responsible for the provision of physical, procedural, document and electronic security throughout the estate including direction, strategic development, performance and maintenance.
34. To ensure compliance with legal/statutory responsibilities and regulatory bodies; achieve complete security management systems that are compatible and compliment the new Audience Strategy, and to ensure the Centre is adequately prepared for Martyn's law.

35. To ensure appropriate direction and management of the outsourced third-party security contractor in conjunction with the City Surveyor's Department.

**Asset Management, Space Utilisation, Business Continuity Management**

36. To cover accountability for

- Space utilisation
- Asset Management
- Internal Coordination and Communication

**Other**

37. The Barbican Centre and Guildhall School are currently reviewing arrangements that have been in place under an Alliance. This is no longer sustainable and we are actively working through how design a model which is more sustainable and effective. This role will be instrumental (in year 1) in resetting roles, responsibilities and interfaces with the School and City Surveyors.

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

39. To 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.

40. 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.



<b>PERSON SPECIFICATION</b>	
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<b>Department</b>	Buildings and Renewal Division - Barbican
<b>Grade</b>	Grade I

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

#### **Experience Required**

- Significant experience of leading Building operations and development projects.
- An experienced and high calibre building engineering professional who has operated at a senior level, with a proven ability to combine both strategic and operational leadership and drive a progressive agenda.
- In depth knowledge and understanding of strategic estates management on large complex, busy sites with multiple stakeholders, including knowledge of the statutory and regulatory requirements.
- Substantial experience in the design, delivery and execution of large transformation and/or renewal programmes
- Solid experience of developing and successfully implementing strategy and supporting plans.
- Experience of working in a for-purpose environment with for-profit and not for profit activities under one umbrella is an advantage
- Significant experience in leading / participating in transformational change to organisation, business and culture – with demonstrable values-based leadership
- Experience of managing planning application processes with an understanding of listed building regulations
- A high level of financial acumen with substantial experience of managing large complex budgets.
- Substantial experience of developing long-term, trust-based relationships with individuals and organisations, leading to transformative building operations



- Proven leadership experience with the ability to engage with staff at all levels
- Substantial experience of managing and motivating teams and understanding the challenges and opportunities such a role presents.
- A proven track record of leading on health & safety compliance, including fire safety, at a senior level

### **Technical Skills / Professional Qualifications / Relevant Education & Training**

- A relevant degree or post-graduate management/ relevant professional qualification in a construction/building/engineering related subject or significant and demonstrable experience of working at that level
- Hold a relevant qualification or have significant and demonstrable experience of working at that level in a specialist field such as Fire or Structural Engineering, fire precautions, fire risk assessment
- Hold professional membership of an appropriate body (e.g. MRICS, MStructE, MICE, CABE or equivalent.)
- Exceptional interpersonal skills with experience of presenting to senior managers, Boards, artists and sponsors about a range of issues in engaging and motivating ways.
- A persuasive communicator with substantial management experience, able to build teams effectively, with flair and imagination.
- 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
- Ability to demonstrate an understanding of and commitment to the role that diversity and inclusion play in the activities of the Barbican and Guildhall School.
- Sophisticated team leadership skills with extensive experience of managing and leading a team within a similar or relevant environment.
- An understanding of the balance between commercial, audience and creative needs.
- A clear understanding of ethics in relation to what we do and how we do it.
- Strong influencing and negotiating skills with the ability to act diplomatically whilst securing outcomes in the interest of the Barbican and Guildhall School.
- Highly motivated, independent thinker able to exercise sound judgement and get things done.
- Excellent interpersonal skills and the emotional intelligence to negotiate, evaluate and manage a range of priorities and stakeholders.
- Ability to take a big picture view and contribute to an executive team outside of own specialism, embracing change and leading by example.
- A positive, inclusive and collegial leadership style with the ability to inspire, coach and motivate others to deliver excellent and efficient services.

- Ability to convey an infectious passion for the Barbican and its purpose.
- Ability to network at a high level with relevant individuals and organisations.
- Ability to adapt to and embrace technological developments, understanding the value they can bring to Buildings and project work
- 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.