

# Chair of the House of Architecture Programme Committee



ROLE DESCRIPTION &  
PERSON SPECIFICATION

## Welcome to the Royal Institute of British Architects (RIBA)

### Application to Chair the RIBA House of Architecture Programme (HOAP) Programme Committee.

We warmly invite you to apply to the RIBA as the Chair of the HOAP Programme Committee, a pivotal role in shaping the future of architecture.

RIBA is a world-renowned organisation that holds a Royal Charter and operates as a professional membership body and a registered charity. We seek to bring architecture alive for the public, both in the UK and across the globe, promoting education and training to enhance the built environment. Supporting our members and others to deliver better buildings and places, stronger communities and a sustainable environment is critical to our charitable purpose, and our commitment to inclusivity, ethics, sustainability, and promotion of the highest professional standards underpins all that we do.

### House of Architecture

We are at an exciting stage in our development as an organisation. We are undertaking a significant transformation programme – The House of Architecture.

Building on our nearly 200 years of history, this Programme of major investment will galvanise our mission to support architects to make the future a better place.

It will reinforce our identity as an outward looking cultural institution, help us promote a deeper understanding and appreciation of architecture among a diverse audience, and celebrate our members' work.

The Programme focuses on five key areas:

- **Our Collections:** Bringing together and sharing our unique body of architectural knowledge and history more widely than ever before.
- **Our Digital Technology:** Creating a vastly improved online experience – widening our reach and expanding our audiences, across the UK and globally.
- **Our Headquarters:** Making long overdue and urgently needed upgrades to our London Headquarters to make it more accessible, sustainable and welcoming.
- **Transition:** we will vacate 66 Portland Place for up to three years, so temporary accommodation for staff and institute events will have to be put in place.
- **Fundraising:** A major fundraising campaign will be established.

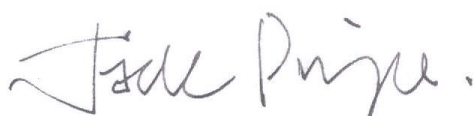
We are seeking to appoint a Chair of The HOAP Programme Committee to support and guide this work.

We seek someone who shares our vision and can help us achieve our current goals, including fundraising, and support RIBA to deliver on its commitments to greater diversity and sustainability. RIBA is thriving and we are looking for someone who can build on our excellent reputation, using this great platform to help take the RIBA to the next level.

Ideally, you will bring experience in works programmes, capital programmes, programme management, managing projects, construction projects, refurbishment projects, ideally with heritage building experience. An understanding of funding and fundraising, collections and digital business transformation are also important. .

We are always looking to build the diversity of our committees. We do this is by recruiting the best people into roles such as this and that is only possible if we have the widest possible diversity in our applicants. As part of your application, please advise us of any adjustments we can put in place if needed to ensure equity throughout our recruitment process.

Thank you for your interest, and I wish you all the best with your application.



Jack Pringle PPRIBA HonAIA FRSA  
Chair RIBA Trustee Board  
RIBA Council Member

## The Chair of the HOAP Programme Committee Role

The role of RIBA, as set out in its Charter, is to the Advancement of Architecture and the promotion of the acquiring of knowledge of the Arts and Sciences connected therewith. Its mission is to advance architecture by demonstrating public benefit and promoting excellence in the profession.

Our values underpin all that we do.

We believe in having a clear set of values and behaviours to inspire and guide us in everything we do at RIBA. By committing to these principles, we can create the culture we want to see in our workplace.

Created in consultation with colleagues, our guiding values are as follows:

### Collective Strength - Breaking down silos to achieve more in collaboration

- We recognise that effective collaboration with internal and external stakeholders is critical to achieving our organisational goals.
- We appreciate the contribution of all our colleagues and support each other in delivering quality outcomes.
- We put OUR goals before MY goals.
- We seek a clear thread between our work and the strategic objectives of the organisation.

### Commitment to Excellence - Taking pride in the quality of everything we deliver

- We take pride in the value we bring to stakeholders, Members, the public and the built environment, maintaining excellence in every aspect of our work, collections and events.
- We value the expertise that colleagues bring to the work we do, maintaining our reputation as a knowledgeable organisation and supporting the continued acquisition of knowledge across the organisation.
- We support each other to be the best we can be.

### Value our Differences - Truly appreciating the diversity of thought and background

- We treat colleagues and stakeholders respectfully and have integrity in all our interactions.
- We give a voice to every colleague, and RIBA gives a voice to members, future architects, architecture and the public.
- We respect views that differ to our own.
- We approach challenges or change with an open mind and flexibility.
- We recognise the heritage and uniqueness of RIBA while driving improvements for the future of the built environment.

### Purpose of the role

The HOAP commenced in 2021 with an initial focus on the refurbishment of 66 Portland Place and, since then, has grown to encompass other workstreams.

The House of Architecture is the future of RIBA. It is a transformative programme to make architecture more accessible for everyone – our members, our profession, and the world.

Building on our nearly 200 years of history, a major investment will galvanise our mission to support architects to make the future a better place.

It will reinforce RIBA's identity as an outward-looking cultural institution and - alongside a refreshed brand - help us promote a deeper understanding and appreciation of architecture among a broad and diverse audience and celebrate the very best of our members' work.

RIBA is rising to the triple challenges of:

- Outdated and unreliable technology infrastructure and a disjointed digital platform
- 4.6 m collection items in five disparate locations
- An HQ which is inhospitable, inaccessible, has failing infrastructure and is environmentally and financially unsustainable

There are 5 workstreams that make up the HOAP. The Programme therefore seeks to transform and invest in:

## 1. Our Collections:

RIBA has one of the most significant architectural collections in the world, with a vast array of drawings, books, manuscripts, photographs and models. The collections are for the advancement of civil architecture, for the acquirement of knowledge, for the creation of a collection of books and works of art, and for the establishment of correspondence with foreign countries.

- RIBA cares for one of the most significant architecture collections in the world.
- Global, thousands of architects and hundreds of years
- Of huge practical value to people worldwide – everyone from architects and students, to researchers, businesses, artists and policymakers.

The collection is currently dispersed across five UK locations – much of it inaccessible and underused, disaggregated and dispersed, and so RIBA has ambitious plans to:

- Bring them together in a new collections centre and make them available onsite, online, and on tour
- Store them properly, where we can better conserve, digitise and expand our archive through new acquisitions.
- Create a new purpose-made exhibition space and a reimagined library at 66 PP

A team was commissioned to complete RIBA stage 1 for the new collections building and this is due to be delivered in the Spring of 2024. This is essentially the development of a detailed brief which includes a full assessment of the existing material in storage to inform any future options for a new or repurposed building. This will inform the area and brief requirements for potential buildings that will undergo a test fit at RIBA stage 2.

## 2 Our Digital House of Architecture:

RIBA wants to vastly improve its online experience with:

- Innovative new digital platform - transforming our online experience
- Virtual Learning Environment – interactive professional learning
- Vast online resource– showcasing our world-class collections
- New technologies at 66 Portland Place – offering online participation in our public Programme of events

## 3 66 Portland Place

RIBA launched an architectural competition in 2022 to commission a world-class team to lead the refurbishment and restoration of RIBA's Grade 2\* listed HQ in London. A full design team and project manager were also procured over the following months, and they have since been developing the project scope and costs, working through RIBA stages 1 and 2.

At the end of March, the team delivered their stage 2 report and cost plan, which were subsequently signed off by the Board (and went through a series of presentations to satisfy RIBA governance processes) The Board approved the sign-off the scheme Mid-April, and the the team are now planning to progress to Stage 3. A planning application is expected to be submitted before the end of 2024.

Some of the main challenges of the building are that it:

- Is devoid of architecture
- Is unwelcoming and impenetrable
- Has no sinking fund - not maintained or upgraded properly over the last 90 years
- Has M&E systems that are beyond their useful life
- Is inaccessible and unsustainable
- Has health and safety issues (including outdated fire strategy)

RIBA has to bring forward necessary works to stave off the closure of parts of the building.

The brief for the building is varied and covers all operational areas of the building, including education, venues and events, collections, office space, exhibition and IT/AV. The scheme seeks to be exemplary and sets an example for sensitive works to a heritage building within budgetary and physical constraints. This includes setting sustainability targets that align with RIBA 2030 challenge and various other accreditations including WELL, BREEAM, UK NZ standard, circular economy and others.

A series of major improvements to the building are proposed, and a full presentation of these can be given at the appropriate time.

## 4 Transition

The Transition Steering Group is considering the impacts on the organisation during the construction period when 66 Portland Place is closed. This includes reviewing the decant provision, the requirements for interim office and storage accommodation and how the organisation will remain active during this period, including events, exhibitions and ongoing activities.

A business case has been developed for the Programme and can be shared at the appropriate time.

## 5 Fundraising

A fundraising Steering Group has been established to consider the financial and funding implications of the Programme. A new Development director is joining RIBA to commence activities in earnest in May. The funding envelope for this Programme of 5 workstreams is £85 million

### Governance – The RIBA Council and Board

The RIBA Council is elected by our Members and acts as the representative body for the membership. Chaired by the RIBA President, it meets four times a year and collects professional insight to guide the organisation's strategic direction. It appoints the RIBA Board of Trustees, the majority of whom are Council Members, including the RIBA President.

The RIBA Board of Trustees was created in March 2020. It is responsible for managing RIBA's business, and Board Members are the Trustees of RIBA as a charity. It oversees the majority of RIBA's committees.

### Governance – HOAP

There are 5 Steering Groups that report to the Programme Committee:

- The Buildings Steering Group (encompassing 66 Portland Place and the New Collections Centre)
- The Digital Steering Group
- The Collections Steering Group
- The Transition Steering Group
- The Fundraising Steering Group

The transition and fundraising steering groups will enable the delivery of the other three workstreams. An Executive Steering Group works across all five workstreams to ensure consistency, prioritisation, and agreement in operational areas that affect the brief.

The Programme Committee reports and recommends upwards to the Board of Trustees.

There is a full set of Terms of Reference and authorities for all Steering Groups and Committees that can be made available.

A programme manager has been appointed and will work with the executive team to coordinate the Programme and develop the transition work. There is also a need for finance and admin support for the broader Programme.

The client adviser also works across the workstreams (but with a focus on the building projects), working with and supporting the CEO, Chair of the Board, Buildings Champion and Deputy Chair, RIBA Executive team members, professional design team and various Steering Groups.

### RIBA Board Members

- Simon Allford (Council)
- Joanna Bacon (Culture and Events)
- Nik Benford (Digital)
- Jennifer Dixon (Membership Engagement)
- Muyiwa Oki (President and Chair of Council)
- Femi Oresanya (Honorary Treasurer)
- Murray Orr (Business and Enterprise)
- Jack Pringle (Chair of Trustee Board)
- Roger Shrimplin (Honorary Secretary)
- Sumita Singha (Education)
- MaryAnne Stevens (Heritage)
- Marjorie Strachan (Organisational Change)

## House of Architecture Project Programme Committee Members

- Jack Pringle – Chair of the Board of Trustees
- Femi Oresanya - Honorary Treasurer
- Simon Allford – IPPRIBA, Deputy Chair and Trustee (until 31 August 2024)
- Murray Orr - Trustee
- Joanna Bacon – Trustee (until 31 August 2024)
- Nik Benfield - Trustee
- Valerie Vaughan-Dick – Chief Executive
- Adrian Dobson - Executive Director Professional Knowledge
- Oliver Urquhart-Irvine - Executive Director, Architecture Programmes & Collections
- Karen Beamish - Executive Director - Products & Services
- Sarah Williams - Client Adviser

### The Role - What we're looking for

The HOAP Programme Committee Chair is responsible for providing effective leadership and we are looking for an individual to;

- Lead the HOAP Programme Committee.
- Exhibit project and programme management capabilities
- Ensure alignment with RIBA's strategic goals and ethical standards.
- Foster relationships with stakeholders to support fundraising and development.
- Oversee progress and provide guidance on key initiatives.”

The HOAP Programme Committee will provide support and appropriate challenges to the Steering Groups and support the teams in maintaining a network of relationships with key stakeholders. They also play an active role in supporting our fundraising and development objectives.

Working with the Chair of the Board of Trustees and the CEO, the HOAP Programme Committee Chair will lead in setting strategic direction and monitoring the progress of the HOAP by ensuring that RIBA activities focus on advancing our charitable purposes and strategic goals.

Primarily, we are looking for people whose skills and experience will complement those of the current committee and who can work with our Executive Team to support the delivery of RIBA's strategic ambitions.

### Overall Responsibilities

#### Strategic leadership

- Responsible to the Board, together with other committee members, for executing the powers delegated to the committee by the Board and set out in the terms of reference.
- Ensure that decisions taken by the committee are in RIBA's best interests and that its regulatory, legal and ethical responsibilities are met.
- Ensure that the committee's decision-making process is transparent and in accordance with good practice.

#### Working with others

- To develop a productive working relationship with the Chair of the Board of Trustees and the CEO, supporting acting as a critical friend.
- To maintain the committee's effectiveness by developing productive working relationships with individual stakeholders and ensuring that, as a group, members have the right mix of skills to support the committee's work.
- Working with the Chair of the Board, CEO and other Trustees to represent the charity to stakeholders, including current or potential funders and supporters. As appropriate, they use their networks to help support and develop the organisation's work and impact, including but not only in relation to fundraising.

## Governance

- To provide effective leadership for the committee and to chair its meetings, ensuring that the committee's work is done efficiently, effectively and in a timely way and that all committee members have opportunities to engage and contribute.
- To lead the committee in ensuring it operates in line with the RIBA's governance framework. To lead by example, ensuring our values are reflected in the way the committee as a whole and individual committee members behave and work.
- To ensure that committee decisions are appropriately summarised and recorded and that follow-up actions are being taken.
- To exercise any specific authority delegated by the Board and to act on the committee's behalf between meetings.
- Support the diversity and effectiveness of the committee by ensuring there is a succession plan in place that fosters diversity and effectiveness.
- To ensure the committee's steering groups are working effectively.

## Other

- Prepare adequately for meetings by reading and accessing all relevant papers and reports seeking clarification from authors as required (preferably before the meeting).
- Act as an ambassador and representative for the organisation, upholding the reputation of RIBA and its values, objectives and principles.
- Act in accordance with the adopted Volunteer Code of Conduct.
- Apply personal expertise with due regard to the business's and social aspects.
- Have knowledge of and keep up to date with, sector issues.

## Person Specification

### Personal Values

- Ability to lead a high-profile committee whose members have diverse skills and backgrounds.
- Ability to put the best interests of the charity at the heart of all decision-making and to make judgements that advance the charity's interests.
- Supports the ambitions, values and objectives of RIBA.
- Has a high level of self-awareness and is passionate about continuous learning in their role as non-executive.
- Ability to forward plan agendas so that all essential board work is completed in a timely way.
- Team management and development.
- Project and programme management experience.
- A good grasp of financial issues and requirements.
- Values the benefits of collaboration and respects diversity of thought.
- Has clear integrity and adopts a non-discriminatory, non-judgemental, fair and balanced approach.
- Committed to devoting sufficient time and energy to the role competencies.
- Communicates effectively with a diverse range of people, listens and respects alternative views, is open and participative and able to influence.
- Builds, fosters and sustains effective relationships with all stakeholders.
- Is analytical - seeks out data and can assimilate, analyse and critically evaluate complex information; able to reach unbiased, logical conclusions in line with regulatory, legal and other key factors.
- Making decisions - holding self and others to account, accepting collective responsibility, appropriately delegating authority, using sound judgement and common sense. Considers the members' perspective in all decision-making.
- Willing to challenge and question constructively and fairly, unafraid to probe deeply.
- Demonstrates independence of thought but can facilitate collective decision-making, respects the views of others and supports the decision of the Board.
- Good understanding of the social, economic and political environment in which RIBA operates.

## Appointment

This role is for an initial three-year term, which may be extended for a further three years.

## Remuneration

No remuneration is attached to this role; however, reimbursement of reasonable expenses incurred in carrying out the role of Chair of the HOAP Programme Committee will be reimbursed in line with our Business Expenses Policy. Any other remuneration is subject to Charity Commission guidelines and the approval of the Board.

## Time Commitment

The committee is expected to meet six times per year. In addition, the Chair is expected to commit to reading reports, contributing to discussions and approving reports outside of the meeting cycle and other standard Committee work. The Chair may also be required to attend ad-hoc training sessions to develop their understanding of RIBA, Trustee Board meetings, one Council meetings per year and one awayday per year.

## Schedule of Meetings 2024/2025

HOAPPC	31/10/24	16/01/25	6/3/25	8/5/25	9/7/25	4/9/25	30/10/25
Board	28/11/24	6/02/25	10/4/25	5/6/25	24/7/25 (TBC)	2/10/25	27/11/25
Council		20/3/25		26/06/25		25/09/25	11/12/25

## How to apply

To apply, please submit an up-to-date copy of your CV (maximum of three pages) and a supporting statement (maximum of two pages) summarising your most relevant professional skills and experiences.

Applications should be submitted to: [ribagovernance@riba.org](mailto:ribagovernance@riba.org) and must be received by 4 pm on 19 September 2024.

Please provide your home, mobile, and email contact details and let us know when you are unavailable or where you may have difficulty with the indicative timetable.

You should also provide the names, positions, organisations, and contact details of two referees, one of whom should be your current or most recent employer.

We would not approach these referees before the shortlist stage; we only do so with your permission. Please state this clearly if you do not wish us to approach your referees at any stage.

If you would like to discuss the role informally with Jack Pringle, Chair of the Trustee Board, in more detail, please contact his EA, Jennifer Goldsmith ([jennifer.goldsmith@riba.org](mailto:jennifer.goldsmith@riba.org)), who will arrange a meeting for you.

## Indicative dates for the selection process

Closing date: 19 September 2024

Shortlist meeting: 3 October 2024

Interview in person with the Nominations Committee: 17 October 2024

Approval by the Trustee Board: 14 November 2024



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