



OLD ROYAL  
NAVAL COLLEGE  

---

GREENWICH

Director of Estates  
and Conservation



Starfish

# Welcome from the Chief Executive

Thank you for your interest in becoming our new Director of Estates and Conservation.

Conserving the Old Royal Naval College – Sir Christopher Wren's riverside masterpiece – for the benefit of the nation has been at the core of our mission since we were established in 1997 and we continually respond to the exciting challenges of this significant responsibility. Twenty-five years later, the Old Royal Naval College site is used intensively for education, learning, filming, discovery, spectacular programming and ceremonial occasions. We are also the landlord for University of Greenwich's flagship campus and Trinity Laban Conservatoire of Music and Dance. Conserving, managing, presenting and developing the estate are the heart of what this role is all about. We want as many people as possible to feel that this is a place for them, a cultural destination and an educational campus.

Like most organisations, the Greenwich Foundation faced some challenging times over the past two years due to the pandemic. Despite the significant fall in our income caused by the pandemic we remain financially resilient thanks in part to additional governmental support. The effects of the pandemic still remain but we now see ourselves in a period of recovery as more normal times return.

As our Director of Estates and Conservation, you will play a critical role in delivering our strategy which promotes excellence in the care, conservation and stewardship of our magnificent UNESCO world heritage site, whilst developing inspiring and engaging experiences for a broad range of audiences.

You will provide strategic leadership for our conservation programme, ensuring excellence in the care and presentation of the building, grounds and collections and plan and progress the next series of major development projects across our estate, unlocking hidden, under-utilised assets and bringing more of them into meaningful use. Alongside this, you will take ownership of the Foundation's estates strategy, leading on the operational running of the entire site ensuring that all estate and visitor practices are safe and effectively controlled.

As a key member of our senior leadership team, you will also play an important role in shaping our overall organisational development and represent the Foundation at the highest level with key stakeholders, networks, museums, government agencies, other members of the Maritime Greenwich World Heritage Site, key funders and on-site partners on matters of heritage and conservation.

With a relevant professional qualification – RICS, CIOB, CIBSE (or equivalent) – you will have played a significant role in leading and managing a conservation and estates programme and bring experience of working at a senior level to shape vision and strategy. We are open to what sector you may come from but, whatever your background, you will be a creative and commercial thinker who is able to inspire and drive change as we deliver our ambitions.

As a cultural heritage and educational destination based in a truly global city, we are looking to reflect its diversity within all levels across our organisation and actively welcome applications from underrepresented communities for this role. If you think you have the personal commitment, passion and experience we are looking for, I look forward to hearing from you.

**Matthew Mees**  
**Chief Executive**

# About the Old Royal Naval College (ORNC)

The Old Royal Naval College was established in 1997 as a charity to conserve the magnificent Baroque buildings and grounds for present and future generations and to provide opportunities for wide and diverse audiences to enjoy and share its significance.

The site is of recognised significance locally, nationally and internationally due to the nature of its architecture, above and below ground, and its position within the UNESCO Maritime Greenwich World Heritage Site. The site is an intrinsic part of the townscape for local people and operates as a significant tourist destination; 1.2 million people visit the site each year.

Our ambition is to become an extraordinary cultural destination which inspires local pride and world-wide acclaim – a place which creates rich and memorable cultural experiences. We inspire and engage the public in heritage and creativity. We conserve and protect the Old Royal Naval College for the nation.

## Our Values

- **Bold** – We're proud of what we have and confident to shout about it. We're adventurous with our offer and we lead our partners for everyone's benefit.
- **Embracing** – We're warm and approachable, welcoming diverse people and ideas, and creating a positive, nurturing environment.
- **Resourceful** – We're flexible in our approach, resilient and responsive to new opportunities.
- **Imaginative** – We make inventive use of our resources to realise our potential.

Our strategic objectives are to create and encourage:

- **Exploration:** engage visitors via a site-wide historic, architectural and spiritual experience.
- **Spectacle:** inspire the public via a stimulating artistic programme.
- **Stewardship:** conserve the fabric of our buildings, grounds and archaeology.
- **Independence:** grow a cultural business which secures our sustainable future.

The Old Royal Naval College comprises a number of heritage attractions and conference / event venues, namely: The Painted Hall, The Chapel of St Peter & St Paul, Visitor Centre (Pepys Building), learning spaces including the Clore and the Mews schoolroom, Admiral's House, Skittle Alley & Ripley Tunnel, and Queen Mary Undercroft. The grounds and visitor routes including points of interest / photo opportunities.

## What we do

We are a heritage attraction, a place of worship, learning space, retailer, concert venue, film set, picnic venue, entertainment space, conference venue, wedding venue, exhibition space, performance space, and we have a pub / bar / restaurant. Our offer covers the daytime and night time economy. Our engagement programme ensures that visitors enjoy and have memorable experiences here and includes tours, talks, 'Late' events, recitals, concerts, family activities, debates, festivals and markets. We are a space for local people, students of the University of Greenwich and Trinity Laban, and tourists from the UK and worldwide. Everything we do is guided by our values bold, imaginative, embracing and resilient.

For a general overview of the work of the Old Royal Naval College (ORNC), please visit our website at: [www.ornc.org](http://www.ornc.org)



## Our charity

The Greenwich Foundation for the Old Royal Naval College was established in 1997 as a charity to conserve the magnificent Baroque buildings and grounds for present and future generations and to provide opportunities for wide and diverse audiences to enjoy and share its significance.

In addition to a substantial conservation programme, the Old Royal Naval College has a popular public programme of concerts, festivals, talks, tours and events. Its award-winning learning programme, volunteer and community engagement programmes ensure that it holds a central place within the local community. Today, the Old Royal Naval College relies on philanthropic support to achieve its goals of conserving the buildings to the highest possible standard and making the site accessible to the widest possible audience.

## Greenwich Palace

Henry VIII, Elizabeth I and Mary I held their courts at Greenwich Palace, one of the most important Royal Palaces in the country.

A vast palace complex, Greenwich Palace was arguably the main Royal palace throughout the Tudor period. Henry VIII, Elizabeth I and Mary I were all born here; Henry enjoyed jousting here and his wife, Anne Boleyn, was famously arrested here; even Shakespeare performed here as an actor to Elizabeth I.

Now the palace lies beneath the Old Royal Naval College. Archaeological digs have unearthed multiple artefacts from the palace and are now on show.

## The Royal Hospital for Seamen

The classical buildings that make up the Old Royal Naval College today - including the iconic twin domes - were built for purpose as the Royal Hospital for Seamen, and date back to the 17th century.

Designed by England's most famous architect, Sir Christopher Wren, the buildings were built to house naval pensioners, retired veterans of Britain's navy. The grand Painted Hall was created for them to dine in and painted by Sir James Thornhill between 1707 and 1726 at the pivotal moment when the United Kingdom was created and became a dominant power in Europe.

## The Royal Naval College

Elite naval officers from across the world studied at the Royal Naval College between 1873 and 1997.

In 1873 the Naval College in Portsmouth acquired the buildings of the old Royal Hospital for Seamen in Greenwich – and so the Royal Naval College was established. In an age of world wars and developing technology, the Royal Naval College provided state of the art training for promising young officers. It would also see thousands of Wrens trained here during World War II.

The Navy left in 1997, and the Old Royal Naval College is open for the public to visit.



# Role profile

<b>Role title</b>	Director of Estates and Conservation
<b>Accountable to</b>	Chief Executive
<b>Line management responsibilities</b>	Head of Facilities and Operations Security Manager Estate Operations Manager Maintenance Engineer Maintenance Technician Grounds Site Foreman Ground Maintenance Persons Conservation Administrator Facilities Compliance Co-ordinator
<b>Key relationships</b>	Senior Management Team Visitor Experience & Commercial Team Learning, Interpretation & Collection Team Surveyor of the Fabric Consultants and Contractors Statutory Authorities Site Tenants – including University of Greenwich, Trinity Laban Conservatoire & Old Brewery Maritime Greenwich World Heritage Site partners

## Role Purpose

To lead and manage the Foundation's conservation programme, ensuring excellence in the care and presentation of the buildings, grounds and collections in their broadest form; build a comprehensive understanding of the historic development and significance of the estate.

To lead on the operational running of the entire site by ensuring the maintenance of a good working, healthy and safe environment for all staff and volunteers, site partners and visitors.



## **Main responsibilities**

### **1. Particular to this post**

#### **1.1 Conservation**

- To participate fully as a member of the Senior Management Team, contributing to the overall direction, leadership and development of the organisation.
- Lead and scrutinise the delivery of our annual pre-planned programme of conservation and maintenance (PPCM) across the estate. Ensure the effective design, procurement, delivery risk management and sign off of all conservation and estates projects.
- Develop and lead the delivery of a forward estates strategy that ensures alignment between the estate's services and the visitor operations that puts visitor experience at the heart of our estate initiatives. Ensure the effective delivery of planned facilities improvements and reactive maintenance across the site, including to all on-site tenants and partners. Oversee the effective management of the service charge programme and re-charges to tenants.
- Work with other Senior Managers to ensure that the Foundation's conservation and development work is a collaborative endeavour, and where possible work that engages the public and creates meaningful learning and engagement opportunities.
- Develop a comprehensive estates and conservation strategy, including operational policies, management practices and develop a programme of planned management improvements.
- Support the Board and Chief Executive to develop an estates and conservation development programme that unlocks or re-purposes building and spaces for visitors and partners to enjoy in ways that support our ambitions to animate the site, grow visitors and generate income. You will have technical expertise in one of the main areas within the remit, and sound operational understanding to ensure your team delivers on a day-to-day basis.
- Act as a source of authority on site, estates and conservation content, developed by the Foundation, for a range of audience channels, e.g.: guides, books, maps, exhibitions, tours etc. This includes acting as the Foundation's key representative in the World Heritage Site partnership and leading our contribution to the future work and ambition of the partnership.
- Actively contribute to collaborative working with site partners and other local organisations.
- Actively contribute to fundraising and development activity through bid development, donor cultivation and stewardship and project evaluation. Provide expertise, advocacy and support the suite of inputs needed to develop successful funding proposals.
- Develop and cultivate top level contacts and relationships relating to conservation, heritage, and estate management. Willing to share learning and experiences with peer organisations including hosting tours, giving talks and leading seminars.

#### **1.2 Estates**

- Ensure that comprehensive procedures/contracts are in place for all activities of routine grounds maintenance as necessary.
- Ensure a comprehensive Health & Safety policy for buildings and grounds, incorporating industry standard inspection regimes, is maintained at all times.
- Manage the Mechanical and Electrical Planned Maintenance Contract with Continual review of its scope and content.
- Manage the site refuse disposal and cleaning contracts.
- Manage, through the Security Manager, the operation and function of the site security and fire alarm systems and the Foundation's security contractor.
- Ensure the Foundation's Health and Safety and Fire Safety policies are implemented and safe working practices are maintained at all times by contractors and staff particularly in relation to public safety.
- Liaise with tenants in relation to site management matters including health and safety issues, fire drills, events.
- Procure and manage reactive building and M&E maintenance works as required.
- Working collaboratively with internal events staff and event organisers, ensure all events, filming and photographic shoots in the grounds and within buildings adhere to the Foundation's policies.
- Positively manage all relationships with site partners, particularly the University of Greenwich, Trinity Laban Conservatoire of Music and Dance and the Old Brewery.
- Maintain positive relationships with statutory authorities including Historic England and Royal Borough of Greenwich.
- Ensure thorough record keeping and documentation as a critical part of the Foundation's overall Risk Management.
- To establish and lead on future sustainability strategy, providing the Foundation with a programme that meets stakeholder needs and organisational requirements. This should address reducing the carbon footprint of organisation and site.



### 1.3 Property Development

- Maximise the economic value of the estate in terms of identifying alternative uses for under-utilised space and deliver agreed plans to generate greater value and income.
- Conduct site appraisals, valuations and ensure schemes are both financially compelling and implementable.
- Responsible for overseeing development projects through the pre-contract phases, taking ownership of development matters including planning, statutory consents, neighbourly matters etc.
- Driving the pre-development programme/processes to optimise project financial performance.
- Identify the most appropriate solutions that work with our historic building stock, alongside planning constraints, market and budgetary limitations.
- Ability to drive best value in a project and effectively balance our conservation objectives with our project objectives relating to value, programme, cost, finance.
- Review, assess and advise on design development through all the stages of the project to optimise efficiency in buildability, cost, and programming to achieve best outcomes (conservation, architectural and financial).

### 1.4 Management

- Manage the Department's budget to ensure expenditure within budget.
- Monitor staff performance and development, set objectives and conduct annual appraisals.
- Support professional development and talent planning across the Department.

## 2. In common with all staff:

### Support the organisation to:

- Make the Old Royal Naval College (ORNC) an attractive place to work so that it can recruit and retain the best staff.
- Support the delivery of the ORNC's mission and values.
- To support collective leadership, knowledge sharing and relationship building across the organisation.
- Actively work to ensure all activities incorporate the principles and promotion of equality, diversity and inclusion.
- To co-ordinate and motivate the relevant department and manage the organisation's resources effectively and efficiently.
- To work creatively with a range of different stakeholders to promote and enhance the work of the ORNC.
- Comply with all financial, health and safety, and employment regulations and procedures.



### 3. General

- To work co-operatively with ORNC staff, including providing cover during absence as may be requested by the Line Manager or other delegated personnel.
- Fulfil the requirements of the ORNC's equal opportunities policy and procedures and implement good principles and practices within the context of the job, daily.
- To undertake any other duties as appropriate that are commensurate with the post as may be determined from time to time by the Line Manager, or above.
- It should be understood that this job description may change as the organisation develops following discussion and agreement with the post holder. The post holder will have full opportunity to discuss and be active in changes or developments.

### 4. Professional Responsibilities

- To avoid any action or behaviour which may conflict in any way with the organisation's values, or which may bring the ORNC into disrepute.
- Observe good professionalism and treat stakeholders and colleagues with courtesy, respect and dignity, always.
- To act in accordance with the organisation's current and future policies, procedures, guidelines and relevant codes of practice, which aim to ensure the highest possible standards of professionalism.
- To develop and maintain the range of skills appropriate to the post and to keep up to date with good practice, publications and issues relating to your area of work or the organisation as a whole.
- To maintain, sensitive and confidential information securely, in accordance with the Data Protection Act and similar legislation.
- To develop and maintain appropriate boundaries of confidentiality in relation to employees, volunteers, and any other person(s) that may be concerned with the organisation's business.
- To participate as an employee of the organisation, by being available for staff and other meetings as required.
- To ensure continuous self-development, both professionally and personally, through training, supervision, and other appropriate means. To attend appropriate training (workshops, courses / conferences, and other appropriate events), as agreed with the Line Manager or above.





## **Knowledge and experience**

- Strong demonstrable experience of leading and managing a conservation programme.
- Experience of working at a senior level to shape vision and strategy.
- Experience of managing broad stakeholder maps.
- Experience of representing an organisation in an external capacity.
- Ability to manage budgets.
- Demonstrable experience in business and project planning management and sound risk management.
- Demonstrable experience of managing, appraising and motivating staff.
- Highly developed presentation skills.
- Desirable – Experience of working on historical buildings.

## **Qualifications, education and training**

- A relevant professional qualification e.g.: RICS, CIOB, CIBSE, or equivalent.
- Desirable – Building surveying, architecture or facilities qualification.

## **Skills and abilities**

- Excellent written and oral communication skills.
- Able to maintain productive working relationships with external and internal contacts and providers.
- Ability to work autonomously with limited support.
- A logical thinker with strong problem-solving skills.
- Ability to reach decisions and judgments based upon balanced assessment of the technical, business and human factors involved.
- Accurate with strong attention to detail.
- Demonstrable experience and ability to work within a high-performance environment and to deliver KPIs as defined.

## **Styles and behaviours**

- To demonstrate commitment to the organisation's values.
- A commitment to professionalism.
- A transparent way of working.
- Highly motivated and proactive, with excellent interpersonal skills.
- Discreet with an understanding of the need to maintain confidentiality.
- Calm under pressure, flexible, friendly and helpful.
- Commitment to equality of opportunity, diversity and inclusion with practical ideas for their implementation within the scope of the post.

# Terms of appointment

## **Salary**

The salary for this role is £80,000 – £90,000 per annum on a full-time permanent basis.

## **Location**

Old Royal Naval College, 2 Cutty Sark Gardens, Greenwich, London SE10 9LW

## **Pension**

Matched contributions up to a maximum of 10%.

## **Annual leave**

25 days annual leave plus bank holidays.





# How to apply

We hope you will consider making an application. If having read through the candidate brief you have any questions about the appointment, please contact Katy Giddens at [katy.giddens@starfishsearch.com](mailto:katy.giddens@starfishsearch.com) and we will be happy to arrange a call.

**To make an application, please go to <https://starfishsearch.com/jobs/greenwich-navel-col/> and click on the apply now button, with the following prepared:**

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

<b>Closing date:</b>	<b>Friday 29th July 2022</b>
<b>Preliminary interviews with Starfish:</b>	<b>w/c 15th and w/c 22nd August 2022</b>
<b>First stage interviews with ORNC:</b>	<b>Thursday 15th and Friday 16th September 2022</b>
<b>Second stage interviews with ORNC:</b>	<b>Wednesday 21st and Friday 23rd September 2022</b>

