



ROYAL
OPERA
HOUSE

JOB DESCRIPTION

Role/Title:	Technical Estate Renewal Programme Lead
Reports to:	Director of Operations
Responsible for:	Project Managers (Technical Estate)
Liaises with:	Operations team; Technical, Production and Costume directorate and teams; Estates & Facilities Director; Finance Director; Planning Manager; external consultants, surveyors and contractors; Head of Procurement; Head of Legal & Business Affairs; Legal Counsel; other internal stakeholders impacted by projects

Background

The Royal Opera House (ROH) has developed a major programme of work which brings together a range of energy and sustainability initiatives, infrastructure replacement works and upgrades, and refurbishment projects which will help to transform the working environment and technical capabilities across our estate.

Within our Covent Garden home, the technical estate comprises all stage-related infrastructure, equipment and technology and was installed in 1999. Significant elements are now reaching their end of life and have also been superseded by technological advancements. We have commenced the detailed planning for upgrades and replacements in a programme scheduled from 2022 to 2027.

Purpose of the job:

This role reports to the Director of Operations who has overall responsibility for a multi-faceted Capital & Estates Plan to upgrade ROH's buildings, their technical infrastructure and equipment and our technology. They have responsibility for further developing the technical estate programme ensuring each project is planned to work alongside our performance schedule, captured in business plans that detail productivity gains, cost savings and maintenance, delivering the tangible benefits outlined. Working closely with colleagues in Technical, Production & Costume (TPC) and Estates & Facilities departments, their key objectives will be to:

- Develop and keep under regular review the programme of the technical estate project; develop a prioritised plan of technical upgrades considering the age and state of equipment, funding requirements, design and lead-times and stage access needs within the production and performance schedule
- Liaise with colleagues internally and suppliers, consultants, and contractors externally to develop options, methodologies, schedules and project benefits (financial and non-financial); ensure projects support any required change to the ROH operation
- Develop project management processes and monitoring regimes and report on ROI, budget timetable and risks for each element of the programme
- Manage a team of project managers ensuring their proactive engagement with operational teams
- Work with ROH Estates & Facilities and Stage Blue (stage engineering) teams to agree maintenance regimes across stage infrastructure and equipment, taking into account risk mitigation and the upgrade programme

Key Accountabilities:

1. Managing Technical Data

- Work with the technical subject specialists across ROH and externally to commission surveys, studies and design specifications to inform & support the development of the programme and individual projects
- Develop a clear system of 'ownership' for technical data across infrastructure and equipment
- Determine clear lines of responsibility in the managing of the asset and risk register pertaining to the Technical Estate
- In consultation with relevant stakeholders and technical subject specialists, and working closely with the TPC Assistant Director, develop the coordination of controls systems in the stages area with particular reference to automated flys and stage machinery.
- Maintain records, drawings and plans to ensure a comprehensive document library of past, present and future configurations of the Technical Estate is safeguarded and continually developed.

2. Developing Plan of technical upgrades

Taking key data from surveys and internal and external consultation and working closely with the TPC Directorate, in particular the TPC Assistant Director (Technical):

- Develop a programme of work over 15 years assessing the priority and funding needs of each project and the potential to carry out works each year
- Develop and document robust business cases for each project detailing success criteria, return on investment opportunities, KPIs and risk management
- Oversee the development of detailed project plans for each upgrade including design times, procurement, resourcing and delivery
- Work with TPC directorate (and others as required) to ensure the programme realises business transformation - to improve our operation, drive productivity and reduce the cost-of-service delivery
- Ensure liaison with the Planning team and key stakeholders to plan stage access for major works, taking into account the demanding performance schedule.
- Work with the Development & Enterprises team to develop funding opportunities and applications meeting with potential funders as required
- Engage with The Royal Ballet and Royal Opera companies to determine technical aspirations for future productions whilst serving the needs of the historic repertoire of the ROH
- Ensure the programme risk and issue register are regularly updated and shared with key personnel

3. Plan of maintenance

As the upgrade will take time to plan and fundraise for, the current equipment will require increased maintenance to ensure it continues to meet the needs of the ROH programme. This role will work with key stakeholders to:

- Assess the uplift to maintenance over the remainder of its lifetime
- Assess cost benefit analysis of long-term maintenance versus capital replacement (considering all constraints and impact on revenue)
- Establish the annual capital and operating expenditure on existing equipment

4. Programme management

- Oversee and support the development and implementation of a programme of projects to fulfilment and operational readiness including developing RACI matrices
- Co-ordinate the work of project managers and provide leadership to this team to ensure a successful programme; provide positive line management support to all direct reports
- Coordinate all project management oversight within agreed ROH tools and reporting protocols
- Ensure the projects are designed and implemented with ROH sustainability principles and policies embedded from inception
- Maintain clear and consistent budgetary controls in accordance with ROH procurement policy, reporting on variances to budget in a timely fashion
- Manage the engagement of external contractors (such as structural engineers, machinery designer and conformity consultants)
- Ensure technical drawings and Operational and Maintenance manuals are developed and shared with key stakeholders and stored appropriately

5. Health and Safety

This programme will be delivered to the highest Health and Safety standards. This role will:

- Ensure full compliance of the projects with Health and Safety legislation including, but not limited to, the requirements of CDM 2015 and machine safety regulations
- Work to industry safety protocols and best practice at all times
- Identify improvements and advancements in health and safety practice within the scope of the programme

6. Internal communication and engagement

The programme requires internal co-ordination for all stages of preparation, delivery and operational handover. This role will:

- Support the development of internal experts and department leads to be involved in future project planning and design
- Identify potential points of communalities between technical projects and production requirements which will facilitate the long-term development of the technical estate alongside the artistic ambition of the companies
- Provide regular updates to the Executive and the Board

PERSON SPECIFICATION

Minimum Knowledge, Skills and Experience

- An exceptional track record in effective technical management for major professional theatre productions or venues, including project experience of development and renewal.
- Demonstrable understanding of safety legislation, experience in production of risk management documentation
- Proven ability in designing change strategies within an organization
- Experience in planning, overseeing and implementing a complex programme within a demanding operation
- Proven programme management skills, demonstrating a broad vision combined with an eye for detail
- Experience of managing a team and providing leadership and engagement with direct reports and key stakeholders
- Highly effective and confident interpersonal and influencing skills - able to inspire confidence, and develop effective working relationships internally and externally at all levels

Other Knowledge, Skills and Experience

- Excellent technical skills with a thorough understanding of current stage technologies and the implications of new product developments
- Computer skills should include competency in AutoCAD and MS Office appropriate to the role.
- Experience in producing reports or briefing papers for internal and external stakeholders and the board
- IOSH qualification and a clear understanding of and commitment to leading the delivery of the requirements of CDM2015.
- Compliance with anti-discrimination legislation and equal opportunities principles
- Flexibility to work varied hours if required to meet service needs and to travel and work at other locations on ROH business on occasion

Behaviours

- Proactively demonstrate a commitment and contribution to the Royal Opera House's health and safety culture in all activities.
- Actively promote the value of diversity in all work; uphold the ROH values and behaviours: Treat each other with Respect - Be Open - Value the Highest Standards.
- Ensure confidentiality, in line with organisational policy and data protection requirements.
- Actively contribute to own professional development, developing and maintaining knowledge and understanding of legislative changes and best practice developments.
- With the other members of the team, share responsibility for housekeeping and the maintenance of standards within the department.

The Royal Opera House is committed to creating a diverse and inclusive environment in which everyone can thrive.

