



STRICTLY PRIVATE AND CONFIDENTIAL

The Chartered Institute of Building

Chief Executive

Candidate Brief

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ABOUT THE CHARTERED INSTITUTE OF BUILDING (www.ciob.org)

Overview

The Chartered Institute of Building (CIOB) is the world's largest and most influential professional body for construction management and leadership, with approximately 51,000 members from student to Fellow. Headquartered in the UK, with hubs across Europe, the Middle and Far East, North Africa, Australasia and North America, the CIOB's members work across the globe. The CIOB is at the forefront of the profession's contribution to sustainable, responsible, ethical excellence in all aspects of the global built environment.

At the heart of CIOB's work are the two principal objects contained in its Royal Charter:

- The promotion for the public benefit of the science and practice of building and construction
- The advancement of public education in the said science and practice including all necessary research and the publication of the results of all such research

These objects inform all aspects of CIOB's governance, corporate strategies and priorities, structures and operations, as well as the professional and disciplinary obligations placed on CIOB members. Further details can be found on the [website](#).

Current situation and challenges

It is hard to overstate the extent to which CIOB's members, their employers, their work and their social and economic impact lie at the heart of many current issues and debates.

The CIOB is currently mid-term in its current [Corporate Plan](#). This plan, shaped by CIOB's Trustees in consultation with members, articulates CIOB's leadership through an innovative, agile and forward-looking strategy which addresses the priorities of the users and creators of the built environment whilst demonstrating how CIOB as a modern professional body serves the needs of the sector, of the professionals working in it and of the wider stakeholder universe.

Driving the plan forward is the commitment to make modern professionalism in construction management widely aspired to and increasingly a reality across the industry.

The plan pinpoints three key areas:

- **Quality and Safety:** Good quality buildings and infrastructure promote health, safety and wellbeing, as well as delivering social, cultural, environmental and economic benefits. The safety of the built environment should be so fundamental that it can be taken for granted, but events in recent years have shown that this is not always the case.
The CIOB will bring about a culture change in the industry that ensures the primacy of quality and building safety and never sacrificed for profit; and aims to become recognised globally as the leading provider of education, training and standards in quality and building safety in the built environment.
- **Environmental Sustainability:** The construction industry needs to operate in a way that ensures environmental impact is minimal and contributes to a sustainable future. We must design, create, maintain and recycle more to deliver a built environment that society can use and enjoy.

The CIOB will equip members (individuals and companies) with the knowledge, skills and confidence to manage and deliver the construction process in environmentally sustainable ways. Environmental sustainability will be embedded into relevant learning programmes across schools, colleges and universities; and CIOB will engage and support industry and stakeholders in building the case for change through environmentally sustainable activities and performance metrics.

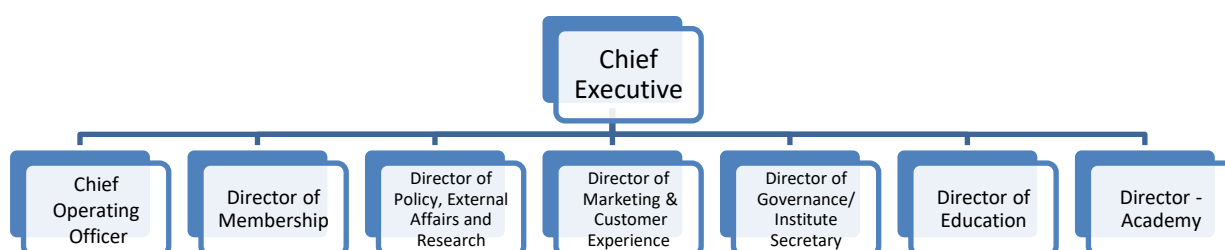
- Skills Gaps:** The industry must increase productivity to match other mainstream sectors, ensuring the built environment is fit for changing societal needs and a growing population. Most worldwide construction markets are reporting a skilled labour shortage. The lack of a representative workforce in the sector significantly reduces the available talent pool. The CIOB will contribute tangibly to reducing the industry skills shortage across priority skills by 2028, helping the industry to bring in people from a diverse range of backgrounds and who would not have joined without CIOB’s work to improve the perception and reality of working in the construction industry. This comprises, amongst other initiatives, championing diversity, inclusion and worker welfare as well as facilitating smooth, motivating career routes for professionals in the industry.

On all these issues, as well as many others, CIOB is determined not only to play the important leadership role required by its public interest responsibility but also to work effectively with other partners and stakeholders in the built environment and related sectors. These include professional and industry bodies, employers, training and education providers, qualifications bodies and consumer groups as well as government, regulators, charitable bodies and public sector organisations.

How the CIOB functions

The CIOB is actively led by its Board of Trustees, responsible for oversight, strategic direction and compliance with relevant charities and company law. This is done both at Board-level and through five governance committees focusing on different aspects of CIOB’s performance and responsibilities. Additional input comes from the bi-annual Members’ Forum and a network of local hub committees, enabling members to contribute their perspectives and priorities to CIOB’s strategic thinking and development. There is also an External Affairs Advisory Board which contributes to CIOB’s outward-facing policy and communications initiatives.

CIOB employs approximately 190 staff. The organisation’s head office is in Bracknell, Berkshire, with a smaller representative office in central London. As a truly global organisation, CIOB supports members in over 100 countries both remotely and from hubs across the UK and around the world. All members involved in the leadership and development give their time voluntarily, supported by the senior management and staff teams. The key directorates/departments make up the senior leadership team as follows:



Key documentation available on the [CIOB website](#) includes the most recent published [Annual Review and Accounts](#), [governance arrangements](#) and other information about membership and CIOB campaigns.

Context and background to the requirement

After overseeing a successful organisational transformation over several years, CIOB's Chief Executive Caroline Gumble will leave the CIOB in July 2025.

Looking ahead to a world of opportunity, challenge and development, the CIOB is now looking to secure a new Chief Executive to provide outstanding leadership of the organisation, building on recent achievements and securing future successes.

THE ROLE

Summary

This job represents a tangible and exciting opportunity for the new Chief Executive to make a real mark on the profession and the wider construction and built environment sectors. This will include supporting the Trustee board in the development of a new Corporate Plan to run from 2028; identifying and exploiting opportunities to grow membership numbers sustainably with a compelling, ambitious professional membership proposition; and to strengthen CIOB's role as a voice and influence in wider debates about the industry and the profession, especially on topics such as quality and safety standards, sustainability and training and education.

Key responsibilities and duties

As the senior executive in the organisation, the Chief Executive is critical to the development, implementation and commercially successful and durable accomplishment of CIOB's future strategy. At the heart of this is the leadership this person will provide in growing and promoting CIOB, and championing its focus, influence and relevance in the interests of the public, of members and other stakeholders in the UK and internationally.

Reporting to and supported by the (non-executive) Chair of the Board of Trustees, as well as the President, Officers and Board of Trustees, the Chief Executive will lead, motivate and develop the senior executive team and is ultimately responsible for the effective day-to-day running of the organisation. S/he must ensure that the appropriate resources, investment and processes are in place to achieve ambitious strategic and business goals. The Chief Executive has lead responsibility, working with the senior team and staff, for preparing and presenting the annual plan and budget, implementing the plan and delivering its agreed objectives in order to increase CIOB's influence, financial strength and service provision.

The Chief Executive's relationships with the President, Board of Trustees and members are critically important. In addition to ensuring that CIOB conducts its activities in accordance with its Royal Charter, registered charitable status and in compliance with all applicable laws, s/he is responsible for providing advice on, monitoring and actively managing its risks and exposures, and for ensuring the proper fulfilment of all relevant statutory, fiduciary and legislative obligations. The Chief Executive will support, resource and advise CIOB's various committees, volunteer groups and international hubs, and should play an active and visible role in encouraging and developing relationships across the profession.

The Chief Executive is to a great extent the public face of the organisation, and must ensure that CIOB plays a full and constructive part in the wider construction management and built environment community. S/he must develop and maintain a strong network of external relationships in the UK and around the world, ensuring CIOB is influential, respected and well-connected and acting as a potent advocate for construction management. S/he will need to engage successfully – and, where appropriate, exploit opportunities to collaborate – with external stakeholders, including government, politicians, officials/advisers, and public sector organisations; universities, secondary schools and other education and training bodies; employers and labour organisations; other professional and trade bodies, both specific to the built environment and in the wider science and engineering community; and the general and industry media and opinion-formers, including international counterparts.

As a leader in the public eye, the Chief Executive must embody and be a powerful advocate for the principles on which CIOB is founded. S/he must foster and actively develop diversity and inclusiveness not only within the organisation but in the industry at large, at all times encouraging the interest and involvement of underrepresented groups.

The Chief Executive's time in the UK offices will be divided between London and Bracknell, with the role requiring significant and regular travel to CIOB and other events across the UK and globally.

CANDIDATE SPECIFICATION

This challenging leadership role demands strategic, commercial, operational and communications skills of the highest order, together with an energetic and determined appetite for success. The ideal candidate will be an accomplished senior executive with a demonstrable track record of developing, planning and implementing ambitious, sustainable and relevant initiatives to achieve growth and impact. Commercially astute and strategically strong, they will possess superior influencing, communication and relationship-building skills.

Professional experience, skills and knowledge

In addition to strong academic or professional education credentials and obvious intellectual qualities, the strongest candidates for this role are likely to have gained relevant experience in a number of areas and responsibilities. Experience – as an executive or non-executive – of a professional or other membership body would be advantageous, as would some first-hand knowledge of, or demonstrable interest in, the built environment.

They should be used to working at or near board-level, with a keen understanding of governance and how to work effectively and inclusively with a network of boards, committees and working groups of volunteers and other stakeholders. They must have natural and authoritative leadership skills and the ability to develop and work with senior managers, motivate staff, build an effective team and achieve results through others.

Specifically, this person must be able to point to a tangible record of success, effectiveness and making a difference in a multidisciplinary context. They need to be versatile, capable of leading at the macro level of strategy and policy on the one hand, and yet temperamentally and technically able to grasp the detail as well. They should understand the characteristics and dynamics of organisations of differing sizes and structures and in different cultures, and must be wholly committed to the contribution and opportunities which a best-in-class professional body can offer in the 21st century.

The ideal candidate should be a proactive, financially shrewd business leader, with a keen eye for detail as well as an imaginative and innovative grasp of strategic opportunities; and they should possess strong business development skills. S/he must also have first-class business planning, budgeting and financial control experience, and must have managed significant P&Ls and budgets. They should be highly organised, IT literate and thoroughly professional.

Personal attributes

This will be someone with the intellectual acuity to balance the detail of a diverse range of responsibilities with a clearheaded view of the bigger picture. They should have the highest personal and professional standards, integrity and values, accompanied by an authentic belief in the social, economic and environmental benefits of responsible, sustainable, innovative construction. The successful candidate must have outstanding communications skills in all settings, both on paper and in person, and should be an articulate, persuasive advocate as well as an attentive and diplomatic listener. They must be able to build networks and strategic relationships, and must have the personality presence to engage with all audiences, ranging from school students considering a career in construction through to senior government and industry figures. They also need to be politically astute, with first-hand experience of public affairs, media relations and external representation.

REMUNERATION

The competitive package offered for this role will include a salary commensurate with the successful candidate's qualifications and experience, together with a bonus/PRP based on corporate and individual performance. Additional benefits include:

- Pension – employer contribution of 10% of basic salary
- Death in Service of 4X salary
- Private health cover
- £10,000 - £14,000 car allowance (non-pensionable, based on a green car policy)
- 25 days' annual holiday (in addition to statutory holidays), rising with length of service

EQUAL OPPORTUNITIES STATEMENT

CIOB achieved We Invest in People Gold Accreditation with Investors in People in March 2024, demonstrating its commitment to its employees and ongoing work to support those at all levels and stages of their CIOB careers. CIOB is committed to equality of opportunity at every level. Applications are welcomed from any individual regardless of ethnic origin, gender, disability, religious belief, sexual orientation or age. CIOB is an Investor in People employer.

RECRUITMENT PROCESS AND CONTACTS

This assignment is being managed on behalf of CIOB by Robin Murray Brown of Kinvara Partners (rmb@kinvarapartners.com/07778 141953).

The outline timetable for the assignment, subject to confirmation and availability, is as follows:

- March 2025 Initial contact with candidates
- Early April onwards Initial consultant interviews with candidates
- By late April Shortlisted candidates confirmed
- Late April/early May Informal meetings with CIOB, to include visits to Bracknell and London
- By mid-May Final (panel) interviews