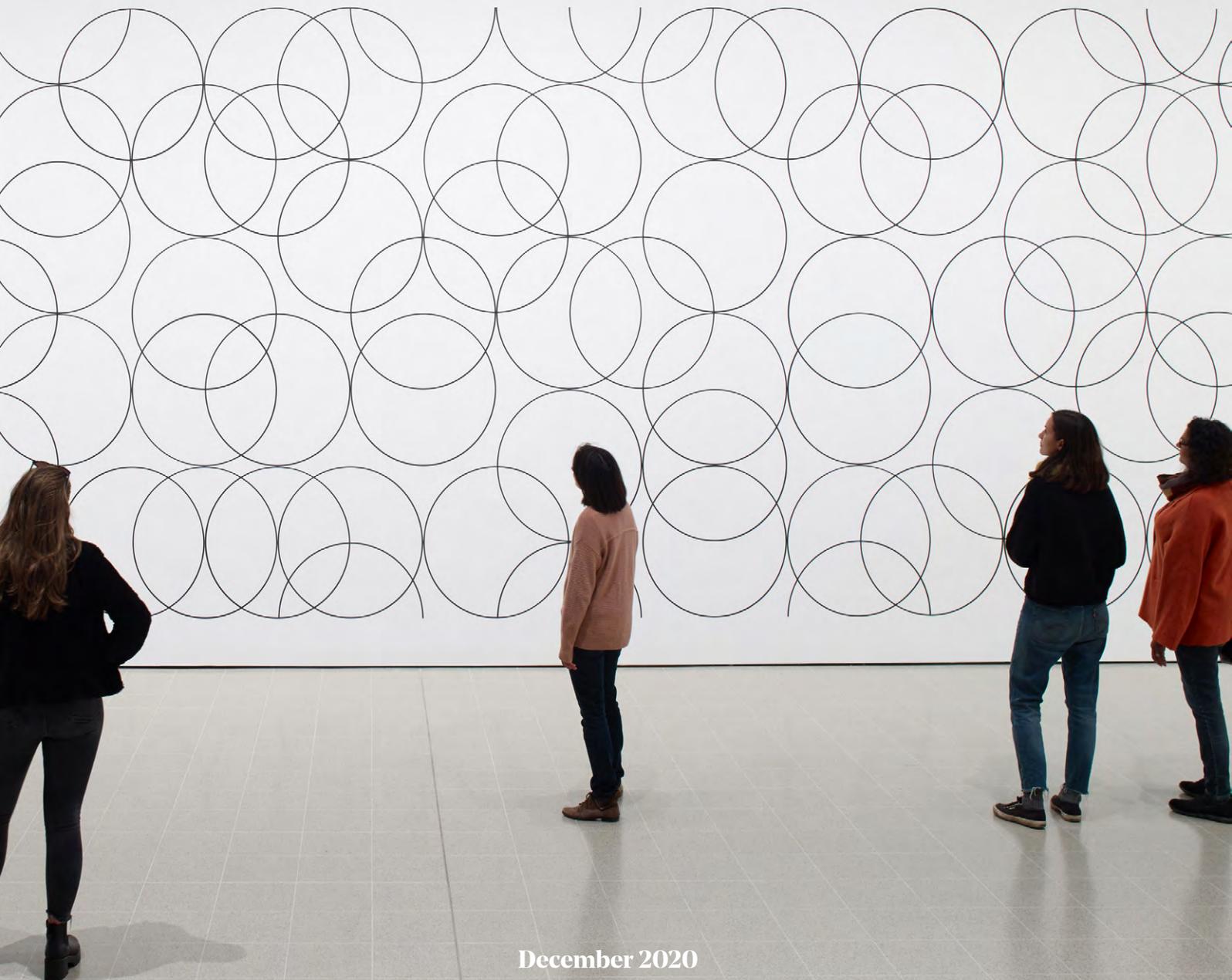


# SOUTHBANK CENTRE

## Director of People and Culture



December 2020

# Thank you for your interest in joining Southbank Centre

We are looking for a dynamic, energetic new Director of People to help us spearhead a process of change and renewal.

Like many other cultural orgs, because of COVID-19, SC has been through the biggest crisis in its 68-year history. This summer we had to go through a bruising but necessary programme of redundancies - losing over half of our highly-valued staff. We have a re-engagement framework in place and expect to re-hire some of these staff when we're allowed to reopen (we hope in the spring of 2021).

However, this restructure means that we are now much more able to respond in an agile way to the challenges ahead, and are ready to adapt to the new world we face and to find new ways of working. We have ambitious plans for the future.

This is an exciting role where you will develop our new People strategy and policies. You will drive cultural change across all areas of the organisation and help us deliver our commitment to build a progressive, equitable, anti-racist and highly capable workforce that reflects the skills and life experiences of society around us.

We're looking for a high-calibre and inspiring human resources professional to play a pivotal role at the heart of the UK's largest arts organisation. Your experience should combine both strategic and operational leadership ability and you will be skilled in driving change programmes. You will need to demonstrate a track record of delivering strategic impact in a complex organisation with the personal credibility to build effective relationships across a wide range of internal and external stakeholders and a clear commitment to SC's values and mission.

I'm committed to working closely in partnership with the appointed candidate to ensure every member of staff realises their potential when working here.

With best wishes

Elaine Bedell  
Chief Executive

**Cover:**

Installation view of Bridget Riley, *Composition with Circles 4*, 2004 at Hayward Gallery 2019 © Bridget Riley 2019 Photo Stephen White & Co.

# Who we are

## Our vision

We provide the space for artists to create and present their best work. We are the place where people come together through powerful shared experiences.

## Our mission

We seek out, nurture and showcase the best of the arts. The unusual, the eye-opening and the brave. We take people out of the everyday, every day.

## Our values

### Champion Greatness

We seek out great artists and give them the space to present their best work

### Take the lead

We make sure we're at the forefront of the arts – provoking and inspiring, not just following it

### Open up the arts

Not everyone will love everything, but we make sure there's something here for everyone

### Have fun

We're serious about the arts – but not stuffy. Culture here can be playful, provocative, exciting and entertaining. It is a joy not a duty.

Southbank Centre is the UK's largest arts centre and one of the UK's top five visitor attractions, occupying an 11 acre site that sits in the midst of London's most vibrant cultural quarter on the South Bank of the Thames. We exist to present great cultural experiences that bring people together and we achieve this by providing the space for artists to create and present their best work and by creating a place where as many people as possible can come together to experience bold, unusual and eye-opening work. We want to take people out of the everyday, every day.

The site has an extraordinary creative and architectural history stretching back to the 1951 Festival of Britain. Southbank Centre is made up of the Royal Festival Hall, Queen Elizabeth Hall, Purcell Room and Hayward Gallery as well as being home to the National Poetry Library and the Arts Council Collection. It is also home to four Resident Orchestras (London Philharmonic Orchestra, Philharmonia Orchestra, London Sinfonietta and Orchestra of the Age of Enlightenment) and four Associate Orchestras (Aurora Orchestra, BBC Concert Orchestra, Chineke! Orchestra and National Youth Orchestra of Great Britain).

We present work for everyone and we welcome applications from everyone. By attracting people to work for us from a broad range of backgrounds with diverse attitudes, opinions and beliefs, we can continue to look at the world with fresh eyes and find new ways of doing things.

In Chief Executive Elaine Bedell and Chair Susan Gilchrist, Southbank Centre is one of the few leading cultural institutions in the UK to have a female leadership team.

# The Role

Reporting to the CEO, this role will sit on SC's executive board.

SC has significantly reduced its payroll this year and now employs approximately 250 staff - down from over 550. SC occupies a site of 11 acres which is also home to other related businesses - restaurants and retail - as well as security and cleaning staff who are employed by a third party. It is an ecosystem of interdependencies and our cultural values apply to all.

We're looking for someone to lead and deliver the people strategy, championing a forward-looking and inclusive working environment as we begin to reopen, rebuild and re-hire.

You will be open-minded and approachable, with an ability to make things happen. You will be an advocate for workforce training and development, building capability and promoting collaboration across the organisation. You will spearhead a programme of change and lead the People team with responsibility for policy and procedures, talent management, succession planning, and employee relations.

As you would expect of SC, we are proud of our position as an inclusive employer actively offering opportunity to all parts of society. This role is expected to deliver sector wide leadership in the areas of diversity, equity, inclusion and access.



# Responsibilities

- Working in a coaching and guiding capacity across the organisation to maximise collaboration, acting as a role model to the leadership and management teams.
- Workforce planning to ensure we are able to operate effectively in a changing external environment. Successfully leading internal change management initiatives with a practical approach to ensuring we have a progressive and capable workforce.
- Lead on our approach to performance management, understanding the capabilities and potential of our people and optimising development opportunities to promote internal progression and mobility.
- Ensuring that mechanisms are in place to make certain all employees are remunerated fairly with commercially sound reward strategies. Organise the Remuneration Committee and work with the Chair as an advisor.
- Ensure we are able to access and attract the best talent from across all areas of society, with agile processes in place to select candidates with the right attitude, values and behaviours. Ensure those joining are proactively welcomed to Southbank Centre in an inclusive and thoughtful manner.
- Ensure we provide relevant and valued learning opportunities to develop the skills of our people. Delivering learning in innovative and cost-effective ways.
- Develop and deliver on wellbeing initiatives to encourage healthy living and working.
- Lead our apprenticeship, work experience and volunteering programmes, ensuring they are inclusive and provide valued and relevant opportunities to deepen our community engagement.
- Lead and motivate the People team to achieve their potential.
- Oversee robust data collection and analytics to produce relevant and insightful information in relation to our people, that informs and guides organisational decisions.
- Acting as the escalation point for all employee relations cases, you will direct your team to ensure that any grievance and disciplinary matter is resolved fairly, swiftly and in line with our values.
- Contribute and build on employee engagement, encourage participation, respond to staff survey results and champion the right internal communications strategy to positively shape the culture of the organisation.
- Building effective relationships with our two recognised Unions and Chairing the Joint Negotiation and Consultation Committee. Conducting formal negotiations on terms and conditions and the annual pay award.

# Responsibilities

(continued)

- Responsibility for ensuring the organisation has a robust approach to safeguarding of children and vulnerable adults in line with the Charity Commission guidelines. Work with the Director of Creative Learning to jointly Chair the Safeguarding Committee and oversee the policy, procedures and training for all staff across the organisation. Report on a regular basis to the Board on safeguarding matters.
- Leading Southbank Centre's thinking and response to wider national and sector policies related to employment and building a network of relationships with other leading employers across the cultural and broader technology sectors.



# Person Specification

## Director of People and Culture

**Department: People**

**Reports To: Chief Executive**

### Essential skills and experience required

- An experienced, high calibre HR professional who has worked at Director level, with a proven ability to combine both strategic and operational leadership and drive a progressive agenda.
- Skilled in driving and embedding cultural change to improve organisational effectiveness in a fast paced environment, to ensure the organisation is excelling in delivering the objectives.
- Fellow of the Chartered Institute of Personnel and Development

### We are looking for someone who:

- Has the determination and resilience with excellent interpersonal skills and emotional intelligence to negotiate, evaluate and manage a range of priorities and stakeholders.
- Has the ability to build effective relationships with a wide range of different people at all levels of the organisation and with external stakeholders.
- Has the ability to take a big picture view and contribute to an executive team outside of own specialism.
- Has creative sector experience and is experienced in delivering in a unionised environment.
- Is inspired by and empathetic to Southbank Centre's culture, vision and objectives.
- Is able to demonstrate an understanding of and commitment to the role that diversity and inclusion play in the activities of the Southbank Centre as a whole and in the work of this particular job.



Michelle Obama in conversation with Chimamanda Ngozi Adichie © Southbank Centre/Mark Allan

**SOUTHBANK  
CENTRE**



# The Southbank Centre Way

The Southbank Centre Way is a framework that sets out how we want our people to work together, enjoying what we do. It describes the qualities that drive our ability to inspire, provoke and transform lives and illustrates behaviours that make Southbank Centre a warm and welcoming destination in which to work, perform or visit. The language that forms the Southbank Centre Way comes from the people who work here. We have captured their words to help everyone we work with understand us. We believe it is vital for our staff to display these qualities and behaviours for us to be the world class organisation we aspire to be and we will be looking for these attributes as part of our selection process for this role.



# How to Apply

We hope you will consider making an application. For further information on salary and benefits and an informal conversation about the role, please contact Katy Giddens [Katy.Giddens@starfishsearch.com](mailto:Katy.Giddens@starfishsearch.com) or Mark Crowley [Mark.Crowley@starfishsearch.com](mailto:Mark.Crowley@starfishsearch.com).

## Timetable

Closing date:  
Monday 4th January 2021

To make an application, please go to <https://starfishsearch.com/jobs/director-of-people-and-culture/> and click on the apply now button, with the following prepared:

1. Your CV (no more than three sides)
2. A supporting statement that sets out why you think this role is the right move for you and how you meet the Knowledge and Experience criteria (no more than 2 sides)
3. We would be grateful if you would also tell us your current salary details (we do not disclose this to our clients without your consent)

We would also be grateful if you would also complete the Equality and Diversity monitoring form provided. This form is for monitoring purposes only and is not treated as part of your application; you can email the form back to us when you apply and our team will collect it.

