

# **SOUTHBANK CENTRE**

## **Director of Estates**



February 2021

# Thank you for your interest in joining Southbank Centre

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

Like many other cultural organisations, because of COVID-19, Southbank Centre has been through the biggest crisis in its 68 year history. Having substantially restructured the organisation during 2020 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 oversee a progressive and sustainable Estate Development and Management plan for the largest arts centre in the UK. Your role will be responsible for ensuring the Estate presents as a well maintained, fit for purpose destination where resources have been effectively allocated. Recognising the significant public benefit we deliver as a Charity and our central role at the heart of London's re-emergence from the crisis, you will have an ability to make things happen. With strong communication skills and a collaborative style you will support the organisation in embracing new ways of using and developing the site.

Your experience should combine both strategic and operational leadership ability and you will be skilled in driving improvement and value. 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  
Susan

Susan Johnston, Chief Operating Officer

## 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 a 17 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 a national heritage site and home to 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

This important, newly created role, will develop and implement a robust and progressive Estate Development and Management Strategy which recognises the significant impact that the Estate has on the experience of millions of visitors, partners, staff, artists and performers as well as on Southbank Centre's financial and environmental sustainability.

Reporting to the Chief Operating Officer, this role will have direct responsibility for a small in-house team, providing strategic leadership and management. Advising on Estate Management matters and driving value through an outsourced service provider model, this role will drive and coordinate a fit for purpose approach to planned and reactive maintenance, security, health and safety, project and facilities management. It will ensure infrastructure and any relevant capital projects are delivered on time and to budget.

Developing strong relationships internally and externally to ensure strategies are aligned across all operational business areas, the role will identify improvements and continuously improve methods of delivery.

It will be important in these changing times to further redefine and support execution towards a new target operating model that fully aligns with a demanding commercial and external environment, recognising financial and environmental sustainability imperatives.





# Main Responsibilities

There are 4 primary areas of responsibility - Leadership & Strategic Planning; Estate Management; Health, Safety & Security, and Asset Management.

## Leadership and Planning

- **Estate Development and Management Plan;** Oversee the evolution and implementation of the Estate Development and Management plan to deliver an ambitious, efficient, innovative and environmentally sustainable operation.
- **Estates Team;** Lead and motivate the estates team to achieve their potential, providing clarity of purpose and clear prioritisation to ensure a collaborative value add approach.
- **Stakeholder Management;** Represent the department both internally and externally ensuring that services and projects delivered are complementary to the Southbank Centre's wider strategies. Often acting as the principal interface with a range of external stakeholders including Lambeth Council, the Mayor and the GLA, Historic England, cultural bodies and cultural neighbours, many with a vested and long standing interest in SC and it's activities as well as key internal departments to ensure a fit for purpose, informed and joined up approach.
- **Financial Management;** Overall responsibility for managing a significant operating and capital budget and plan, ensuring resources are proactively and efficiently allocated relative to priorities. Ongoing needs and requirements are clearly articulated alongside well developed business plans.
- **Risk Management;** Identify, manage and mitigate all risks associated with any aspect of SC estates.
- **Objectives and performance;** ensure the Estates team and allocated resources are providing a leading edge Estates service to the Southbank Centre with appropriate measurements and reporting in place.

## Estate Management

- **Procurement;** Oversee and as appropriate lead the procurement of contracts and services. Ensure value for money, innovation and environmental sustainability is at the heart of key decisions.
- **Outsourced service provision management;** Ensure FM services are proactively managed, user focused and value for money with an effective balance between reactive and proactive delivery. Champion continuous improvement and process enhancement.
- **Regulatory compliance including planning and licensing;** Ensure appropriate policies and procedures are in place and regularly reviewed to ensure statutory and regulatory compliance, recognising we are in a conservation area with a Grade 1 listed building and home to a vast array of activities.
- **Maintenance;** Oversee the delivery of long-term maintenance and reactive maintenance projects, with accountability for delivering high quality outcomes within agreed timescales and budgets.
- **Operational Plan;** Ensure that long term maintenance is integrated and compliments the wider estate development strategy.

# Responsibilities (continued)

## Health, Safety and Security

- **Policies and Procedures;** Ensure robust and appropriate Health and Safety policies and operating procedures are developed, updated and clearly communicated across the organisation, complying at all times with current H&S regulations and best practice.
- **Risk Assessment framework and management;** ensure agile and practical solutions are developed which supports all of the organisations many activities and events, with a risk based approach. Ensure incident reporting and opportunities to learn and identify future risk mitigation options are embedded proactively within a process of continuous review and improvement.
- **H&S Committee;** Provide personal leadership and demonstration of the highest H&S standards embedding good practice and leading a culture of safety first.
- **Outsource Security Provision Management;** ensure security services are fit for purpose, proactively managed and deployed according to a robust risk assessment framework. Foster strong links with police, local security forums, agencies and neighbours improving intelligence and co-operation to support crime prevention.

## Asset Management, Space Utilisation, Business Continuity Management & Other

- **Space Utilisation;** Develop and manage the strategic approach to space planning, allocation and management of space ensuring appropriate systems are in place to gather, collate and analyse intelligent data on utilisation to inform choices.
- **Asset Management;** ensure effective and sustainable use of Southbank Centre's physical assets with intelligent data and systems monitoring capabilities.
- **Business Continuity Management;** ensure fully documented relevant 24/7 emergency and disaster recovery arrangements are in place and are communicated and regularly rehearsed with colleagues.
- **Internal coordination and communication;** Southbank Centre is a large, complex site with a variety of unique and sometimes opposing requirements/needs covering the public and cultural activity, commercial activity, retail partners and others. Effective coordination, consultation, liaison and communication with different areas of the organisation is essential to determining and delivering optimised outcomes.
- **Other;** contribute to and on occasion lead on the development and implementation of wider policy and procedures, contributing to the strategic plans and choices of the Southbank Centre as a whole.



Claire Cunningham performing at Unlimited Festival  
© Rachel Cherry



# Person Specification

## Essential skills and experience required

- An experienced, high calibre Estates professional who has worked at Director level, with a proven ability to combine both strategic and operational leadership and drive a progressive agenda.
- A relevant degree or post-graduate management qualification / a relevant professional qualification – RICS, IWFM, MICE, RIBA.
- Knowledge and understanding of strategic estates management on large busy sites with multiple stakeholders, including a broad knowledge of the statutory and regulatory requirements.
- 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.

## Personal

- Highly motivated, independent thinker able to exercise sound judgement and get things done.
- Excellent interpersonal skills and the emotional intelligence to negotiate, evaluate and manage a range of priorities and stakeholders.
- Able to take a big picture view and contribute to an executive team outside of your own specialism, embracing change and leading by example.
- A positive, inclusive and collegial leadership style with the ability to inspire, coach and motivate others to deliver excellent and efficient services

## Desirable Skills and Experience

- Chartered Surveyor and/or recognised facilities management qualification with client side experience.
- Property and estate management experience related to a high footfall visitor attraction with mixed commercial and event offering.
- Experience of managing significant refurbishment programmes.



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 on **0739 588 7562** or **Katy.Giddens@starfishsearch.com**.

To make an application, please go to <https://starfishsearch.com/jobs/director-of-estates/> 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.

## Timetable

Closing date:  
Friday 26th March 2021

