



**Pallant
House
Gallery**



Appointment of Chief Operating Officer

January 2023 | Reference: EATABB

Saxton Bampfylde



**“...second only to the Tate
for modern British Art.”**

The Guardian

Pallant House Gallery

Introduction

The History

Pallant House Gallery first opened in 1982 after the significant modern art collection of Walter Hussey, Dean of Chichester Cathedral (1955-1977) and patron of the arts, was gifted to Chichester District Council on condition of it being housed in Pallant House, a Grade 1-listed Queen Anne townhouse in the heart of Chichester.

Since then, the Gallery has attracted further donations of modern and contemporary art, including that of property developer Charles Kearley, the Golder - Thompson Gift of contemporary prints, the Wilson Gift of British Pop and figurative art from Professor Sir Colin St John Wilson and his wife MJ Long, the George and Ann Dannatt Gift of St Ives and British Constructivism, as well as many smaller gifts and bequests. Recent major acquisitions have included a nude by Edgar Degas, an interior by Édouard Vuillard and a group of contemporary works by Damien Hirst, Rachel Whiteread and Tracey Emin through Arts Council England's Acceptance in Lieu Scheme.

In 2006, the Gallery's contemporary wing opened following a £8.6million building and refurbishment project which quadrupled the Gallery spaces. Designed by Colin St John Wilson, architect of the British Library, in association with Long & Kentish, it was partially funded by the Heritage Lottery Fund.

Today, the Gallery houses a variety of spaces for its critically-acclaimed temporary exhibitions and collection displays, a lecture room combined with accessible open storage serving as a venue for talks, art courses and events, a studio that is home to the pioneering learning and community programme, a comprehensive art reference library and prints and drawings room, and an acclaimed bookshop and restaurant.

The Gallery is a charitable company limited by guarantee.





Vision

To be recognised as an international centre for British art from 1900 to now.

The Gallery achieves this by observing the following six principles:

- Making Modern British art relevant today by exploring contemporary, historic and international connections, redressing imbalances in its history and filling gaps in its collection.
- Putting its audiences at the heart of what they do, striving to understand their needs and motivations, enabling two-way conversations and involving them in the Gallery's work.
- Thinking of the Gallery as more than a physical destination, expanding its audience reach through digital, outreach and regional, national and international partnerships.
- Being a recognised authority on Modern British art and an example of best practice in all aspects of the Gallery's work.
- Creating and upholding a distinctive brand for the Gallery that informs all activity.
- Investing in people, culture, assets and systems and working to become financially and environmentally sustainable and appropriately resourced.



Durham Wharf and the Thames

Durham Wharf was a group of small warehouses on the River Thames in Hammersmith, which Trevelyan and his first wife Ursula bought in 1935. After their marriage ended in 1948 he continued to live there with his second wife, the painter Mary Fedden, until his death in 1988. Although they travelled extensively, Durham Wharf and the river remained his true habitat.

With the passage of time, his work changed in various subtle ways. He moved towards a simplified decorative style. His interiors or riverscapes were pieced together in a characteristic jigsaw design. An initial richness of colour, which owed something to the post-impressionist painter Pierre Bonnard, became increasingly schematic and economical.

Many of Trevelyan's works reflect a delight in domestic life. He and Mary led a very social life at Durham Wharf, with regular Open Days and annual parties on Boat Race days. There was a long and fruitful working partnership.



“The brilliance of Pallant House Gallery lies not only in its thoughtful and intelligent curation, but in the warmth of the building. The way this fine collection is displayed, yet with space for reflection and tranquility.”

Francine Stock, broadcaster & novelist

Values

The values that underpin all of the Gallery's work and inform the strategic vision are:

Bold and ambitious

The Gallery is ambitious, confident and thinks big. It strives to the innovative and is not afraid to be experimental.

Connecting and collaborative

The Gallery is collaborative, makes meaningful connections with audiences and provides a space in which others can connect with each other. It makes narrative connections within interpretation, connecting Modern British to contemporary, historic and international art.

Open and welcoming

The Gallery is inclusive and open in all communication with its audiences. It is respectful of individuality and provides a warm, supportive and non-judgemental environment for all who engage with it.

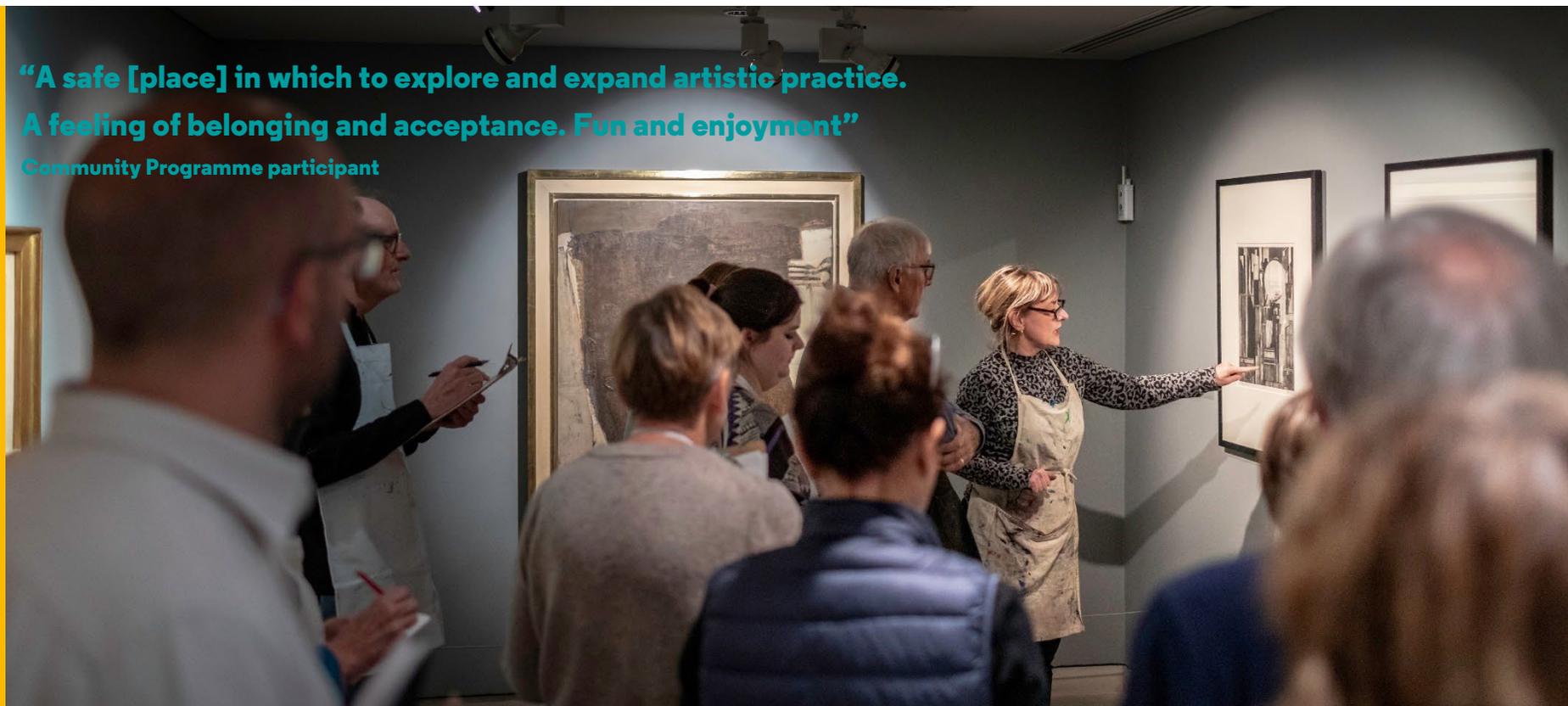
Outstanding quality

The Gallery is committed to achieving the highest standards in everything it does, ensuring a rigorous approach to curatorial and public programming and an outstanding experience for audiences at all stages of the visitor journey.

“A safe [place] in which to explore and expand artistic practice.

A feeling of belonging and acceptance. Fun and enjoyment”

Community Programme participant



People

The Gallery employs 35 staff (17 full time, 18 part time) and are supported by 200 highly committed volunteers.

Digital Transformation Plan

Building on the success of the Digital Transformation Plan in 2018/19 (which saw the launch of a new website) and the introduction of new IT software such as Spektrix (CRM) and QI (Collections Management database) the Gallery had identified the need to implement an organisation-wide Digital Transformation Plan. The Plan would identify the most effect and relevant digital opportunities to inform innovation across interpretation, learning, communications and visitor experience.

In October 2020, the Gallery received a £30,000 grant from the Paul Mellon Centre for Studies in British Art to support the creation of digital resources on British Pop Art and are actively seeking and responding to funding opportunities from a variety of sources. The Gallery is in the process of setting up a Digital Strategy Advisory Group to oversee the process.

Capital Project

The Gallery has plans for an ambitious and transformative Capital Project, for the creation of improved visitor facilities, a collections centre, learning and engagement spaces. This follows the purchase of 9 East Pallant ('The Coach House') in 2017, and a successful application to the Arts Council's Small Capital grants programme in 2018.

The overall aim of project is to improve delivery of the Gallery's strategic priorities and ensure its future success as a resilient and sustainable organisation. The proposals include the creation of a new Collections Centre, visitor facilities, expanded space for exhibitions, improved visitor flow, improved facilities for staff and volunteers, and greater opportunities for income generation. This will include the upgrading of existing facilities, including the historic Town House and New Wing. The additions and improvements would increase access to the collections for public, staff and volunteers, improve facilities for collections care, enable wider interpretation of the collections and exhibitions, diversify engagement and establish a more resilient and sustainable organisation.

A Multi-Disciplinary Design Team, led by Focus Consulting (Project Managers) and Wright & Wright Architects, was appointed in 2019 and an Options Study was completed in March 2020. This included designs





incorporating the neighbouring property, No. 7 North Pallant, which has been offered to the Gallery for sale by the owners. The Capital Project was placed on temporary hold last year due to the pandemic but, in October 2021, Trustees took the bold decision to purchase No 7, thus keeping the maximum number of redevelopment options open for the future. The ultimate scope and scale of the project will be determined in the coming year after further design and fundraising feasibility studies. The new Chair will lead the Gallery during the next exciting phase in its history.

Equality & Diversity Action Plan

The Gallery's Equality & Diversity Action Plan covers all aspects of the Gallery's governance, employment, operations and programmes. It accompanies the Forward Plan as one of its key strategy documents and is updated annually and reviewed by the Board. The Gallery is committed to initiatives that increase inclusion and diversity across all aspects of the Gallery's operations.

The Covid-19 pandemic and the Black Lives Matter movement highlighted deeply embedded economic and racial injustice in the UK and worldwide. Like the rest of the arts sector, these events encouraged the Gallery to reflect further on its role as a cultural organisation and how it can better represent modern Britain. An Anti-Racism statement was published on our website in June 2020 and our Anti-Racism Action Plan in November 2020. Since then, the Gallery has increased the diversity of both the Board and committees and prioritized the acquisition of artworks by Black British artists, including being the first museum to acquire the work of Rachel Jones; the acquisition of a group of prints by Yinka Shonibare, Claudette Johnson, Sonia Boyce and Lubaina Himid and sculptures by Ronald Moody, with further steps planned over the coming years.

The role

2022 saw the start of an exciting new chapter for the Gallery, as it celebrated its 40th anniversary. This is a momentous moment in the Gallery's history as it embarks on an ambitious capital project to renew and expand its public spaces, to create a new Collections Centre for the internationally significant collection of Modern and Contemporary art, and to develop new spaces for award-winning learning and community activities and public programmes. Against this backdrop, Pallant House now seeks to appoint a Chief Operating Officer who will be responsible for the leadership of the Gallery's operational delivery and commercial performance. With responsibility for Insurance, HR (including wellbeing) and Health & Safety through strong, inspirational leadership, the post holder will develop a motivated staff and volunteer workforce, continuously seeking to improve the quality of the visitor offer, achieving transformational change and enhancing the Gallery's reputation for excellence across these areas.

Duties & Responsibilities

Leadership

- To lead and manage the Commercial and Operations teams to create a culture of continuous improvement, delivering the highest standards of customer service and presentation, ensuring the Gallery's standards are routinely met and delivering attractive financial returns for the Gallery;
- To contribute to the Gallery's strategic and corporate planning, to work closely with the Director, senior colleagues, direct reports and the Board to deliver the Corporate Plan, supporting the Gallery's future development, achieving objectives and sustainability processes;
- To effectively contribute to, deliver, communicate and embed the Gallery's mission, principles, priorities and its ethics and standards;
- To oversee an annual review of the Gallery's key KPIs, to create and use monthly reports that compare performance against KPIs, budgets and to introduce clear plans to enhance performance;
- To be a visible ambassador for the Gallery, to develop effective relationships with external stakeholders and ensure the Gallery is delivering on its obligations to external funders, providing clear and effective reporting and attending meetings as appropriate;
- To deliver an annual plan, with appropriate financial indicators and KPIs aligned to the Corporate Plan and ensure its successful implementation, sustainability and progression;
- To deputise for the Director (CEO) as required including chairing of meetings, representation of the Gallery on external strategic bodies and at stakeholder events;

- To originate, propose and advise the Board on potential new business opportunities and to provide risk/opportunity analysis for potential partnership ventures to assist the Board and the Director in strategic decisions, and;
- To ensure delivery of the Gallery's Equality, Diversity and Inclusion agenda.

Financial Management

- To set and lead the effective management of the organisational and departmental budgets so that the delivery of all activity is achieved within agreed budget tolerances and demonstrates value for money;
- To manage, monitor, deliver and investigate where discrepancies arise in relation to all financial targets and budgets;
- To maintain high standards of financial management to ensure that the Gallery's trading profits are maximised, that the Gallery is run as cost-effectively as possible and that budgets are utilised to their maximum potential;
- To work with the Head of Finance and Management Accountant to utilise and analyse management information including Electronic Point of Sale (EPOS) data to manage performance, to seize opportunities and make informed management decisions, taking appropriate remedial action as required to reach targets and develop and drive the business, and;
- To produce regular and effective financial and non-financial performance reports, including agreed KPIs.



Commercial

- To provide strategic commercial leadership and oversee the effective management of the Gallery's trading and commercial activities, reporting to the Director and preparing reports and presenting to the Commercial & Communications Advisory Group and to the Board;
- To maximise income from ticket sales, gift aid and membership across all Front of House teams and supporting creative ideas for additional income generating;
- To support the development of income streams through publishing and maintaining relationships with a distribution partner;
- To lead on the development and delivery of retail and catering strategies that reflect the Gallery's standards and ethics and achieve or surpass financial targets; to oversee the Gallery's franchise contracts and relationships for retail and catering;
- To lead on the development of commercial products inspired by or featuring artworks from the Gallery's collection or temporary exhibitions and the sale of these through our retail partners and other outlets;
- To lead on income generation through the licensing of image rights relating to the Gallery's artworks, through publications and commercial products produced by external parties;
- To support the development and delivery of events (including commercial Gallery Hire and lifelong learning programme) that reflect the Gallery's standards and ethics and achieve or surpass financial targets, and;
- To ensure the effective management of contracts and relations with external providers so that they make a demonstrable contribution to supporting the needs of the Gallery and provide value for money.

Operations

- To be responsible for the day-to-day operation of the Gallery through collaborative working with the Heads of Departments/Functions;
- To oversee the Gallery's GDPR compliance and the effective operation of the Gallery's database systems;
- To oversee the development and delivery of the Gallery's Digital Strategy to articulate and champion a transformational vision for the use of digital technologies, to drive engagement and interaction with virtual or physical audiences and to generate additional income and revenue streams;
- To work with the Head of Audiences & Development to develop and deliver an audience focussed marketing plan to grow audience numbers from existing sources as well as identified new markets;



- To keep up to date with trends and forecasts, particularly in the digital arena and determine where investment should be prioritised to support such opportunities and cultural change within the organisation, and;
- To utilise feedback from visitors to seek to continually improve the visitor offer.

Health & Safety

- To drive a positive health and safety behavioural culture, mitigating risk and providing a safe workplace environment for all workforce and visitors;
- To ensure the highest levels of Health and Safety are maintained across the Gallery's sites;
- To ensure the Gallery's Emergency Plan is maintained and regularly updated, and;
- To provide/arrange training and guidance as required.

Insurance

- To oversee the Gallery's commercial insurance policies and liaise with curatorial team regarding the Government Indemnity Scheme and collections insurance.

Human Resources

- To lead on the development of the Gallery's HR policies and procedures, and delivery of retention, development and welfare plans for employees and volunteers;
- To lead, motivate and develop the departments in line with the Gallery's employment policies and acting as a role model in developing a culture of high quality customer service, continuous improvement and collaboration so that all work activities are delivered to the highest standard and the team meet their own objectives as well as contributing to the achievement of others;

- To oversee the Gallery's HR function, ensuring good management of contracts, Staff Handbook and policies, staff leave and annual appraisals;
- To oversee the Gallery's relationships with external HR consultants, and;
- To oversee the recruitment and retention of volunteers by the Head of Visitor Services and team, ensuring that volunteers are welcomed and utilised across the organisation.

Capital Projects

- To play a key role in the development and delivery of ambitious capital plans including participation in the Gallery's Capital Projects Committee; supporting the Director and senior colleagues, and;
- To work with the Project Managers, Multi-Disciplinary Design Team, Quantity Surveyors and contractors on the delivery of the Capital Project within budget and agreed timeframes.



PALLANT HOUSE GALLERY



Essential

- A strong operational delivery background with experience relevant to the role and demonstrable experience of leading performance and service delivery in a complex and fast paced environment with challenging deadlines;
- Astute business awareness with the ability to understand the changing context in a 'political' environment, to manage risk and reach sound judgements, with demonstrable experience of making complex, evidenced-based decisions to meet the needs of the business;
- Experience of delivering a transformational project to agreed timescales, quality and budget;
- Outstanding leadership skills with the ability to motivate, manage and inspire multi-disciplinary teams, and to set a compelling vision for driving improvements and outstanding results and building capability;
- A strong commitment to equality and diversity with the ability to balance differing needs;
- Highly developed interpersonal and influencing skills, with a track record of developing and maintaining effective relationships with a wide range of internal and external stakeholders up to Board level;
- Strong IT skills with the ability to be self-sufficient;
- High integrity and openness combined with commitment to good governance and public service;
- Commercially astute with entrepreneurial flair;
- Proven capacity to work innovatively and independently;
- Ability to work collaboratively within a team of senior leaders, and;
- Ability to think and act strategically including managing contingency;

Desirable

- Experience of overseeing the management of a building which is open to the public all year round;
- A successful track record in implementing large scale business transformation in an operational context, continuously seeking out ways to improve performance and identify efficiencies;
- Innovative and creative approach to developing solutions, and;
- Takes a broad interest in the long-term success and development of the Gallery.

Terms of appointment

The salary range for the role is £55-70k and the role is based at the Gallery.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Pallant House Gallery on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **EATABB**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Friday 3rd February 2023**.

** The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

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