

# Arts, Culture & Heritage Services



# Why GatenbySanderson?

We have a strong international, national and regional footprint in supporting socially impactful organisations. We are driven by our purpose to find and develop leaders that shape a better society.

Working on over 700 Executive, Chair, Non-Executive and Trustee roles each year and with a first time appointment rate of over 98%, we bring the best talent into organisations to build representative leadership, resilience and better outcomes.

- Our end-to-end client and candidate care results in a world-class rating
- Over 65% of our placements are from under-represented groups
- 72% of final panel candidates come through our proactive search
- Our specialist practices in Executive Search, Interim Leadership, Digital, Data & Technology and Leadership & Talent Consultancy
- We work with over 500+ clients per year with a 70% repeat business rate
- Our reach extends across the Not for Profit, Public and Commercial sectors, drawing candidates into purpose-driven roles
- Placing over 200 Chairs, Trustees and NEDs annually, we have the largest board practice in the UK



## Inside Our Arts, Culture & Heritage Practice

Led by Rebekah, who comes with 20 years experience of the sector, we are a values-led team:

- We listen. Our approach is shaped by curiosity, flexibility, and continuous evolution.
- We take the time to understand your organisation through site visits, deep listening, and current sector insight.
- Our work is grounded in empathy, confidentiality, and a strong understanding of what good leadership looks like in the sector.
- We create bespoke, high-quality microsites and carefully crafted advertising strategies to reach the right audience.
- We are agile: Our lateral, exhaustive search methodology brings fresh, divergently thinking candidates to the sectors we serve.
- We offer GS Connected: included in our fee, GS connected means we continue working with you post appointment, offering tailored onboarding, co-designing a plan with you to map key relationships, strategic milestones, and early challenges or opportunities. We check in with you and the appointee in the first 60, 90 and 180 days, and again at 1 year, ensuring we are on hand, working with you as partner and trusted advisor.
- We support post placement. We offer interim leadership, team support, and leadership development through our Leadership and Talent Consultancy.

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Rebekah and her team are ambitious for our partners, and for the senior leaders we work with as clients and candidates.

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**With a 98% first-time placement rate and over 70% repeat business, our results speak to the strength of our relationships and the trust our clients place in us.**

# Developing your board

To meet the growing complexity of challenges in the sector, our Arts, Culture and Heritage clients increasingly seek support with multiple, specialist Trustee and NED appointments across Boards and commercial subsidiaries.

We deliver tailored searches across areas such as Commercial, Digital Transformation, Data, Finance, HR, Fundraising and Audience Engagement – always considering the values, leadership attributes and lived experience candidates bring.

## Chair Appointments

Chairs provide vital strategic leadership, foster collaboration and guide your vision. Our reach across the Not for Profit, Public and Commercial sectors allows us to personally engage the market. With a robust, adaptable process, we create meaningful touchpoints to help candidates and clients align on skills, values and behaviours.

## Board Development

Our Board Advisory Service provides tailored support for ongoing Board development and informs our approach to Chair, Trustee and NED assessments.

Regular evaluations enhance effectiveness, accountability and mission alignment – strengthening leadership, improving transparency and building stakeholder trust. Whether you're seeking a Brand expert, Treasurer, Commercial lead or broader lived experience, our scale and personal approach ensures a seamless experience.

## Volume Trustee Appointments

We deliver bespoke Trustee search solutions to meet specific Board skill requirements. Our scale and flexible model allow us to provide a smooth, tailored experience for both clients and candidates. Whether appointing a Treasurer or a Design-Thinking specialist, we build strategies that meet your Board's needs.

Recent campaigns include Norwich Theatre (5), Amnesty UK (20), Citizens Advice (4), and the Built Environment Trust (7). In four cases, clients appointed more Trustees than planned – a testament to the strength of our approach and the calibre of our candidates..



# Executive Search in Arts, Culture and Heritage

Rebekah and her team supports Arts, Culture and Heritage organisations in appointing transformative leaders across a wide range of specialisms. Drawing on our extensive experience, we appoint leaders to pivotal roles, including CEO, Commercial, Data and Digital, People, Operations, Audience Engagement, and Strategy and Growth, we help build leadership teams that drive innovation, resilience and long-term impact.

Our approach is rooted in a commitment to understanding your unique needs and aspirations. We are values-led and mindful - a boutique practice with the reach of the wider firm: we offer unparalleled depth and reach.

Our approach is tailored, rigorous and personal, ensuring alignment with organisational values, strategic goals and cultural context.

We are experienced in managing multiple appointments simultaneously, offering a seamless experience for clients and candidates alike. Our scale and reach across 11 sectors allow us to draw from deep networks in the Not for Profit, Public, Private and Commercial worlds, bringing fresh perspectives and sector-specific expertise.

Recent campaigns include the Roundhouse, English Heritage, Historic Royal Palaces, Opera North, Brooklands Museum, Chatham Historic Dockyard Trust and American Museum & Gardens.

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**In the last 2 years, our Not for Profit Practice has placed 50 Executive roles and 30 CEO and Chair roles.**

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## Our expertise

Rebekah and her team deliver transformative leaders who drive impact and accelerate change in complex environments.

We appoint to pivotal roles including Chairs, Trustees, CEOs, COOs, Executive and Artistic Directors, Commercial and Technical Directors, Programme Directors, CFOs, DDaT, CTO/CIO, and Heads/Directors of Transformation.

Our team has delivered dozens of permanent appointments for organisations such as the Barbican, Roundhouse, English Heritage, Historic Royal Palaces, Scottish Ballet, Historic England, Bristol Museums, York Minster Fund, Royal Collection Trust, Cheltenham Trust, Royal Botanic Gardens Kew, and Royal Museums Greenwich.

Our proven process and focus on quality ensures we deliver leaders who inspire, innovate and create lasting impact.



### Digital, data & tech leadership that drives impact

We help charities, social enterprises, and membership bodies find leaders who use technology to amplify purpose, boost reach, and deliver measurable outcomes. From digitally fluent Trustees to Chief Digital Officers, Heads of Data to Transformation Directors, we place talent that drives innovation, builds data confidence, and strengthens organisational agility.

In a sector facing rising demand and tighter budgets, digital leadership is no longer optional — it's essential. We bring deep sector insight and a values-led approach to connect tech-savvy leaders with mission-driven organisations.



# What sets our Arts, Culture & Heritage team apart?

We are a boutique practice within a 200-strong firm, combining deep sector expertise with broad reach across 11 sectors.

Led by Rebekah Herz-Bauman, our team is values-led, fresh-thinking, and committed to excellence in client service and candidate care.

With over 20 years' experience, Rebekah and her team specialise in Arts, Culture and Heritage. Rebekah brings extensive networks and a deep understanding of the opportunities and challenges facing cultural organisations. Her passion is reflected in our work – including 800% growth in just eight months and a 100% first time appointment rate.

We build long-term partnerships to strengthen leadership, shape inclusive boards and support transformation. Our rigorous due diligence and sector-specific insight ensure quality and alignment.

Rebekah leads every assignment, engaging directly with candidates and clients to tailor the process with care and precision.

We're passionate about bringing fresh, divergently thinking candidates to the sector: 78% of our final panel candidates come through proactive search, reflecting our ability to engage underrepresented and high-potential talent.

Human-centred and tech-enabled, we use AI mindfully – with tools to detect and filter AI-generated applications and support inclusive, aware appointment processes.

We go beyond checklists to find leaders with lived experience, cultural fluency and the resilience to serve diverse communities and ensure lasting impact.



## Values-led

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Open, honest and transparent  
in client communication and  
candidate care

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Sector experts with lived  
experience



# Our specialist Arts, Culture & Heritage team

Rebekah and her team are on hand to support you at every step.  
Your process is supported by:



## Executive Search Consultant



**Rebekah Herz-Bauman**  
Partner

Graduating from Cambridge, before moving to Executive Search, Rebekah spent nearly a decade in leadership with the Royal Marines Band Service, leading multidisciplinary high-performing teams across multiple international projects, driving 200% growth in recruitment.

Rebekah has placed leaders at organisations at a national, international and regional level, including Historic Royal Palaces, English Heritage, the Roundhouse, and Scottish Ballet, Longborough Festival Opera, RAF Museum and Opera North.

Rebekah is latitudinal, dynamic and refreshing in her approach to search. Values-led and with 98% track record of first time appointments, she takes immense pride in cultivating lasting and meaningful client and candidate relationships.

## Research



**Jennie Wood**  
Research Lead

Jennie brings over twelve years' experience of executive search, working on over two hundred assignments as a researcher or consultant. She began her career at Saxton Bampfylde as a research generalist with a particular focus on searches for the Not for Profit sector.

Recent searches Jennie has led include Director roles at the Roundhouse, Director roles at Historic Royal Palaces, Chair at South Bank Employers' Group and Trustees for Norwich Theatre.



## Client and candidate care is our top priority.

We survey all clients and shortlisted candidates to assess our quality, using the globally recognised Net Promoter Score metric (-100 to +100 rating), where the Not for Profit practice achieves a world class rating of +87.

- **97%** of GS candidates rated our Consultant advice as Very High Quality/High Quality
- **90%** are 'Very Satisfied' with Administration
- **95%** felt GS met their needs Extremely Well/Very Well.
- **78%** of clients state we offer a superior service to other executive search providers.

## Our wider team of Arts, Culture & Heritage Practice experts

### Leadership & Talent Consultancy



**Michael Greenway**  
Partner

Michael has an extensive background in developing high-quality relationships within the L&D, skills and workforce capability market across both private and public sectors.

He has been involved in developing long-lasting and productive relationships with senior leaders and decision-makers within Learning & Development, becoming a trusted adviser across our breadth of sectors and clients.

### Interim Leadership



**Sophie Younger**  
Partner

Sophie's career spans 20 years of Not for Profit sector specialism. Sophie has a focus on supporting organisation to transform the Not for Profit landscape by identifying suitable interim professionals to shape and deliver change.

GS has retained our Platinum rating following the annual IIM survey for Leading Interim Service Providers.

### Digital, Data & Technology



**Sarah Luxford**  
Partner

Sarah Luxford is a seasoned executive search leader with over 20 years' experience appointing senior talent across Digital, Data, Technology, and AI, with a strong focus on purpose-led and public sector organisations. She specialises in Trustee, Board, Executive Director, and senior leadership roles, helping not for profits and public bodies find inclusive, high-impact leaders who drive digital transformation and societal value.

A long-standing advocate for diversity in tech, Sarah co-founded TLA Women in Tech and Croydon Tech City, and has held influential roles including UN Women UK Delegate, London Tech Week Ambassador, and Board Member of Tech London Advocates and Global Tech Advocates. Her contributions have earned her recognition in Computer Weekly's Most Influential Women in UK Tech and the UK Tech Hall of Fame.

In her spare time, while doting on her son, Sarah can be found swimming, testing paella recipes (her husband is Spanish), or playing the piano.



**Chezelle Ntim**  
Project Coordinator

Schedules all meetings, timetabling and interviews.



**Rachel Covey**  
Delivery Consultant

Supports delivery of the process from start to finish and ensures a direct point of contact with our operations team.



**Dily Northey**  
Digital & Media Consultant

Advises clients on advertising and media to maximise reach. Dily specialises in diversity advertising, meeting with you to share insight and understand your needs.

# Driving Equity, Diversity & Inclusion

As a partner dedicated to identifying and shaping leaders who build a better society, Rebekah and her team embed Equity, Diversity and Inclusion in everything we do.

From building capacity to making processes as barrier-free as possible, we take a people-centred approach, investing time to understand and respond to the lived experience of our partners, candidates, and others we serve.

We look for experience and potential beyond a job title and engage in ongoing learning programmes to continually evolve our own practices.

Our Board development programmes, including LeadershipNOW! and the Insight Programme, prioritise pathways for women and those from the global majority. We also provide a range of development programmes for our clients and share our insights on inclusive leadership to enhance sectorwide practice.



I have a habit of talking myself out of applications because I don't feel like I tick all the boxes from the job description. Listening to the conversations yesterday, it was nice to see I'm not the only one who does that. The suggestions, and also experience of others on the call, gave me a little pick me up to break that negative habit of mine there's nothing to lose!



Candidate  
Arts & Culture organisation

## Our diverse appointments

2025 Data	All Applicants	Preliminary Interview	Final Panel	Placed
Women	42%	63%	63%	71%
Ethnic Minority	23%	19%	17%	24%
Disability	7%	8%	5%	6%
LGBT+	9%	8%	9%	7%
Attended State School	63%	56%	59%	62%
1st Gen/Didn't attend university	54%	64%	63%	66%

# Interim Leadership

Interim executives step in when you need proven expertise quickly. Whether it's crisis management, bridging skills gaps, delivering major projects, or leading through transformation, they provide stability and strategic direction.

## Our Proven Process

We move at your pace, without compromising quality. Our rigorous process includes:

- Defining role requirements with precision
- Crafting a tailored attraction strategy
- Leveraging our active C-Level interim network
- Rigorous shortlisting and vetting
- Hands-on interview and offer support
- Post-placement aftercare for long-term success



# Leadership Development

Our Leadership and Talent Practice offers a range of tailored services, from Individual Coaching, Executive Profiling using our own Altitude Model, and Top Team development, to full Board and Governance reviews. Our team is on hand to develop tailored programmes that respond to your unique challenges.

GatenbySanderson's leadership model, Altitude, is also the only model to benchmark behavioural excellence for leaders working across the public and not-for-profit Sectors.

## Our services

- Leadership Insight & Benchmarking
- Board Advisory
- Leadership & Talent Assessment
- Leadership Development



# Client feedback

Includes previous clients of Rebekah Herz-Bauman



**HISTORIC ROYAL PALACES**

We have had the pleasure of working with Rebekah and the team at GatenbySanderson for a recent senior hire. With curiosity, industry knowledge, and the confidence to challenge as required, Rebekah quickly translated our brief to create an effective campaign reflecting our culture, priorities, and strategy.

Ultimately, we saw really credible candidates and made a great appointment within our timescales. Rebekah and the team were a pleasure to work with. A lot of hard work was clearly done behind the scenes to create a slick and well-oiled machine and achieve this result.

**Historic Royal Palaces**



**opera  
north**

The team brought strategic clarity and deep sector knowledge to our search for Opera North's first Director of Strategy and Commercial. From the outset, Rebekah demonstrated balanced creativity with precision, responding to our complex brief with insight, tenacity and care. Rebekah consistently went above and beyond, engaging thoughtfully, communicating clearly, and presenting a shortlist of candidates who were not only high-calibre but genuinely aligned with our values and ambitions. Her instinctive understanding of the cultural landscape, combined with her imaginative and rigorous approach, made her an invaluable partner. Rebekah and the GatenbySanderson team were responsive, intelligent and fully invested in our success and the outcome speaks for itself.

Laura Canning,  
CEO

**Opera North**





## SCOTTISH BALLET



Historic England

I have been incredibly impressed by Rebekah Herz-Bauman's responsiveness, clarity of purpose and determined doggedness to find a superb list of candidates for Director roles at the Roundhouse. She is dynamic, supportive and highly communicative throughout the recruitment process, acting with integrity, intelligence and energy. She knows our sector superbly well and I have only positive praise for her and her team at GatenbySanderson.

Marcus Davey  
CEO & Artistic Director  
Roundhouse



Rebekah is professional, diligent and a productive recruitment partner with a very good understanding of the market. She was thorough throughout the recruitment process and took time to understand Scottish Ballet's business needs and what we were looking for.

The quality of the applicant pool was rich and we were extremely pleased with the outcome.

Steven Roth  
Executive Director

**Scottish Ballet**



Rebekah is a highly effective and knowledgeable individual who provides a professional service. She took the time to make sure she understood our organisation and excels meeting in building relationships with people to find the right candidate for the role and the organisation.

Nothing is too much trouble for Rebekah and she makes navigating the recruitment process feel effortless. Rebekah is a real powerhouse - a huge asset to any organisation or team she is engaging with.

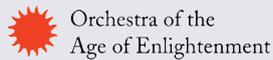
Tara Davies  
Head of Resourcing

**Historic England**



# Selected clients

Includes previous clients of Rebekah Herz-Bauman



# About Rebekah

With over 20 years' leadership experience across the arts, heritage, culture, education and military sectors, I bring deep, lived insight to every appointment.

I'm passionate about a sector I've lived and worked in all my life – from my early career as a professional opera singer, through senior roles in military music and heritage, to founding and continuing to run an arts not for profit, now in its 15th year.

As a Partner at GatenbySanderson, I lead our Arts, Culture & Heritage practice – a new, values-driven team, already known for our fresh, lateral thinking and strong networks.

Together we have a 99% first-time appointment rate and are proud to have worked with regional and national organisations, bringing highly personalised solutions grounded in a clear understanding of what great leadership looks like.

I treasure the relationships I've built, and have been fortunate enough to work with organisations including the Roundhouse, Historic Royal Palaces, English Heritage, Scottish Ballet, Bath Preservation Trust, Arnolfini Arts, Opera North, Norwich Theatre and Beamish Museum, working alongside teams as a trusted partner who is there every step of the way.

I believe that values-led, resilient and transformational leadership is essential to organisational sustainability in our sector today and I take pride in delivering people-centred, results-driven processes that help cultural organisations thrive – through leadership that is authentic, courageous, and deeply aligned with their values, ambitions and communities.



## **Rebekah Herz-Bauman**

Partner, Arts, Culture & Heritage  
Not for Profit Practice

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