



## Job description

Job title	Director of Capital
Department	Estates
Contract	Fixed-term (5 years)
Salary	£90,000 - £105,000 per annum
Hours	Full-time, 36 hours per week
Location	Tate Britain, Millbank, London
Reporting to	Chief Financial Officer (with dotted line to Managing Director)
Responsible for	Head of Estates

## Background

Tate's vision is to serve as artistically adventurous and culturally inclusive art museums for the UK and the world. We deliver this through activities in our four galleries across the UK (Tate Liverpool, Tate St Ives, Tate Britain and Tate Modern), our digital platforms and collaborations with our national and international partners. At the heart of Tate is our collection of art, which includes British art from the 16th century to the present day, and international modern art from 1900 to the present day.

You can find further information about Tate on our website: [www.tate.org.uk](http://www.tate.org.uk)

**Tate Britain** at Millbank, London, was founded as the National Gallery of British art in 1897 and became the Tate Gallery in 1932. In 2000, it was renamed and became Tate Britain. It is distinctive in its remit to show British historic, modern and contemporary art from 1500 to the present day.

**Tate Liverpool** is the UK's most popular gallery of modern and contemporary art outside London. Opened in 1988, it is renowned for presenting world-class displays and exhibitions that contribute to current debates in the visual arts and wider cultural field, as well as commissioning new works.

**Tate Modern** at Bankside, London, was opened in 2000. Tate Modern presents the national collection of international modern and contemporary art. June 2016 saw the opening of a new, ten-storey extension to Tate Modern that redefined the museum for the 21st century, providing more space for visitors to engage with the expanding collection, including photography, film, video and performance, new spaces for learning and social spaces to unwind and relax in the gallery.

**Tate St Ives**, opened in 1993, offers a programme of international modern and contemporary art in a way that is inspired by the context of Cornwall. Tate St Ives underwent a significant transformation in October 2017, doubling the gallery spaces and creating new learning spaces. The success of the new Tate St Ives was recognised when it won Art Fund Museum of the Year 2018.

## **Our Vision & Objectives:**

Under the leadership of Director, Dr Maria Balshaw, we have set a vision that guides everything that we do for the next five years, that seeks to broaden who we reach, deepen engagement with the art we hold and show and develop a financially and environmentally sustainable business model for the long term. This vision has helped us steer a course through the crisis of the pandemic and it will now help us recover and reconnect to a wider public. We celebrate the art of the past and present in its complexity and diversity, supporting artistic risk-taking and deep scholarship, shared with our audiences, in our buildings, in the exhibitions we tour, through works we loan and across our digital spaces.

We see access to this art as a universal human right and we see our galleries as sites of creative learning. We champion the importance of making and enjoying art as part of social wellbeing and encourage people to explore how art is created and develop their own creative potential across our estate.

## **Estates Strategy**

The needs and ambitions of our Estate have been discussed with Trustees and a refreshed approach is now needed to incorporate the challenges and opportunities of the post lockdown period. A connected portfolio of projects will see a renovation of Tate's regional offer, in both Liverpool and St Ives, and an ambition to rejuvenate and modernise Tate's working spaces in London. In Liverpool, the recent success of a bid to the Government's Levelling Up Fund means that a project in partnership with National Museums Liverpool can now begin which will see the renovation of Tate Liverpool itself and see the development of the Liverpool dock area as a major cultural attraction, generating jobs and profile for the region. In St Ives, the Palais de Danse, Barbara Hepworth's studio in the centre of the town was gifted to Tate by the Hepworth Estate. We are now anticipating seeing this gift honoured, with funding in place from the Town Deal and future bids being developed. This project will deliver a community and digital hub for the town, based on Hepworth's legacy and appeal.

## **About the role**

As Capital Director, you will provide strategic, tactical and transparent leadership to deliver Tate's Estates Strategy and its ensuing capital development. You will be responsible for resourcing, planning, scrutinising, and monitoring all elements of the major capital projects programme, as well as providing robust governance and an appropriate management of risk. This role will also support the Head of Estates to drive and co-ordinate planned and reactive maintenance, project and facilities management.

## **Principal duties and responsibilities**

### **Capital Projects**

- Lead the development, co-ordination and delivery of Tate's 10-year Estates Strategy and Masterplan

- Act as the Director champion and the strategic lead for capital transformation work within the Director Group, reporting into Executive Group and Trustees as required and ensuring that senior colleagues are regularly briefed about key milestones and progress.
- Lead on early strategic planning including business case development, feasibility studies, options appraisals and brief development where they relate to capital developments as part of the Estates Strategy
- Maintain an overview and master Gantt for all capital projects to ensure core people resources can support in a measured timeframe and understand the peaks and troughs of a project's lifespan
- Work closely with all relevant Directors and Site Directors on any capital project work that will affect the delivery of their work or museum
- With the support of the Head of Procurement, lead the strategy for the appointment of consultants and contractors for project delivery both at strategic and project level, ensuring compliance with the Public Contracts Regulations 2015 and utilising compliant frameworks wherever possible." Lead contractual negotiations with contractors, consultants, other suppliers, and developers for major projects, ensuring robust process, quality of delivery and value for money
- Represent Tate's interests throughout projects, ensuring that Tate's needs and brief are understood and met. Ensure rigorous performance management and monitoring of external contractors, consultants and other service providers engaged to deliver capital projects.
- Represent Tate's interests in discussions and negotiations with Government and other stakeholders and funding partners including local authorities, ACE, HLF, major trusts, Foundations, and donors.
- Work with the Chief Financial Officer and the Director of Development (as required) with the preparation, submission, and presentation of business cases, including 'Green book' appraisals for Capital Projects for the DCMS and Treasury.
- Manage project budgets, briefs and project risk registers including initial drafting and ongoing updating as projects develop, working with the finance team and within Tate financial guidelines and processes.
- Work with the Chief Financial Officer to maintain cashflow forecasts for all major projects, identifying funding and timing risks in a timely manner and adjusting where needed.
- Ensure that the highest levels of safety and risk management are embedded in capital project activity and that project activity fully complies with all statutory and regulatory requirements.
- Support internal governance processes, providing accurate and timely reports and updates to the Executive Group, the Finance and Operations Committee and the Board, ensuring the meetings are recorded and all actions are followed through
- Prepare and deliver reporting for project funders as agreed with Director of Development and/or Site Directors, ensuring compliance with live funding agreements and that funders and partners are informed of the project's progress in a timely manner
- To establish good communication and information flow with all project delivery partners and stakeholders including internal departments, local and statutory authorities, residents and resident groups, and neighbouring organisations and businesses to ensure a successful project outcome.
- Manage all packages of work and additional consultant appointments, tender for and manage contract for suppliers of specialist equipment and other FFE as the project demands

- Contribute to all value engineering or project variation processes ensuring buy-in from inhouse departments, design teams, contractors, suppliers, project funders and partners as appropriate
- To manage the negotiation of leases and any associated landlord actions in conjunction with Tate's General Counsel
- To contribute to all statutory authority applications and consents, including planning, listed building consent, building control, licensing etc. to ensure that the needs of future operating models are understood and met
- To liaise with all onsite teams including curatorial, collection care, learning, audiences, and digital teams, to ensure that in-readiness plans are drafted, managed and completed.
- Ensure robust processes for effective post project completion review, and implementation of lessons learned are in place.
- With the Head of Estates ensure capital project design and delivery is consistent with the Estates Strategy, with the operational and maintenance needs of the estate and with Tate's mandate and responsibility to care for the National Collection

### **Estates and Facilities**

- Attend the Estates and Capital Projects Group meeting chaired by the Chief Financial Officer to report on key deliverables and budget as related to the major capital projects
- Work with and support the Head of Estates with the management of the partner companies for facilities management and housekeeping
- Tate has committed to reduce its carbon emissions by 50 per cent by 2023 from the baseline year of 2007/8. As a member of Directors Group, ensure that decisions made for the estate support Tate to make tangible progress towards net zero emissions by 2030 to encourage new and ground-breaking initiatives addressing climate and ecological emergency

### **Operational**

- Lead, motivate and inspire highly committed and high performing teams that report to you directly and indirectly through the partner companies, ensuring clear goals and objectives are set, and work is effectively organised.
- Develop and grow a team of skilful professionals, ensuring they have the right balance of technical skills and commercial savviness, as well as providing opportunities for professional development.
- Model Tate's policies on equal opportunities, dignity and respect, Health & Safety, evaluation & monitoring
- Undertake any other duties that are commensurate with the post

## **What you will bring to the team (Person Specification)**

### **Part One: Experience and Qualifications**

#### **Essential**

- Successful track record in delivery of high-quality complex construction projects on time and on budget
- Experience of successfully leading multi-disciplinary teams to ensure qualitative and successful outcomes

- Experience of managing numerous stakeholder relationships and competing priorities to ensure positive outcomes
- Experience of managing professional appointments and building contracts
- Experience of working with the DCMS/HMT funding and regulatory framework, including 'Green book' appraisal processes or similar
- Demonstrable experience of property and lease issues and administering complex contract documents
- Experience of public procurement regulations and running complex tender exercises
- Experience in delivering arts lottery projects or other publicly funded projects
- Experience of operating at a senior level, including report writing, leading teams, and influencing others to perform effectively and well
- Degree level qualification in architecture or surveying or construction project management or other appropriate qualification

### **Desirable**

- Understanding of working with artists, collections, and curators.
- Experience of working with heritage and high public footfall buildings

### **Part Two: Knowledge, Skills and Competencies**

- Excellent written and verbal communication, interpersonal, organisational skills.
- High degree of self-awareness and emotional intelligence, particularly in terms of influencing and supporting peers and other senior professionals
- Ability to present effectively to large and small groups of people, communicating complex and difficult messages effectively and well
- Excellent budget management skills
- Ability to take responsibility for decisions made and to learn from them
- Ability to work equally independently or as part of a team
- Ability to deliver results despite obstacles and limited resources
- An understanding of the principles of equality and diversity in the workplace and the ability to apply these in practice at work.
- An understanding of the economic environment, constraints and opportunities facing a public museum or gallery.
- An interest in, and commitment to, the work of Tate.

---

## **Tate for all**

### **Diversity and Inclusion**

Our jobs are like our galleries, open to all.

Our aim is to become a truly inclusive organisation with a workforce and audience as diverse as the communities we serve. This is fundamental to Tate's future success and our ability to continue to contribute to culture and society in the UK.

We want our workforce to be more representative of all sections of society at all levels in the organisation. The range of perspectives and experience diversity brings is an asset to our organisation and we want to create an inclusive, welcoming environment for visitors, artists

and all those who work at Tate. Tate expects all employees to contribute to this aim as part of their role. More information about diversity and inclusion at Tate can be found on our [website](#).

## Benefits

- Interest-free Season Ticket Loan.
- Cycle to Work scheme – enabling you to buy a bike in a tax efficient way, for travelling to and from work.
- Rental deposit scheme – an interest free advance to help towards the cost of a deposit for privately rented accommodation
- Subsidised staff catering arrangements and discounts in the Tate Restaurants and Cafes.
- Access to Tate Benefits which offers access to discounts in high street stores.
- Access to a 24/7 Employee Assistance Programme to support you with any work, personal or family issues. This includes telephone-based support, as well as comprehensive online resources.
- Free entry to paying exhibitions at Tate Galleries. Opportunities for family and friends to visit the major exhibitions out-of-hours.
- Discounts on items purchased in the Tate shops.
- Free access to a number of other galleries and museums throughout the UK on production of a valid staff pass.

## Safer Recruitment

Tate is committed to providing a safe environment for all those who work at Tate and all those who come into contact with Tate as visitors to the galleries, as participants in Tate activities, and online. The safe recruitment of all those who undertake work on behalf of Tate is the first step to ensuring that we are fulfilling this commitment.

All positions at Tate are offered subject to the following conditions:

- Receipt of satisfactory references covering the last **3 years** of your employment or education.
- Health clearance
- A satisfactory Disclosure Check.
- Proof that you are legally entitled to work in the UK

You can find out more information about our pre-employment checks and what they mean for you in our 'Guidance Notes for Applicants' document.

## How to apply

Our opportunities are open for you to apply online. Please visit:

[www.tate.org.uk/about/workingattate/](http://www.tate.org.uk/about/workingattate/) to create an account by registering your details or, if you are an existing user, log into your account. Additionally, please also send your CV to us via [jobs@tate.org.uk](mailto:jobs@tate.org.uk).

For all opportunities we ask candidates to complete an online application form for the vacancy they are interested in. If you need an application form in an alternative format please call us on 020 7887 4997. Once you have submitted your application you can keep track of its progress by logging into your account.

The closing date for the submission of completed application forms is Friday 14 January 2022 by midnight. Interviews are planned to be held week commencing 24 January 2022.

