



Post: Head of Business and Operations
Ref: TG2602
Band: 1R
Department: Operations
Contract: Permanent
Hours: Full-time
Reporting to: Director, Tate St Ives
Responsible for: Art Handling and Buildings Manager, Senior Visitor Experience Manager and a dotted line responsibility for the Café and Retail Managers
Location: Tate St Ives, Cornwall

WHO WE ARE AND WHAT WE DO

Tate aims to be the most artistically adventurous and culturally inclusive global art museum. We deliver this aim 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.

Tate St Ives's vision is to be a valued part of Cornwall, offering life changing experiences through its ambitious and internationally recognised programme. Building on the success of its recent capital refurbishment and extension in late 2017, Tate St Ives is now able to present exhibitions and displays focusing on the history of Modern Art and St Ives year-round. It also accommodates a comprehensive modern and contemporary exhibitions and events programme with a wide range of opportunities for audience engagement and learning. Tate St Ives acts as a vital local resource in Cornwall as well as an international centre of art and exchange, and was awarded the highly prestigious Art Fund Museum of the Year Award 2018.

You can find further information about Tate on our website: www.tate.org.uk

OUR VALUES

The business and operations team at Tate, ST Ives takes a bold and rigorous approach to delivering Tate's operations and all aspects of business planning. To achieve this, we are teams that are kind, inclusive and welcoming to everyone who wishes to join us.

ABOUT THE ROLE

Working closely with the Tate St Ives Director, and as part of the Tate St Ives Leadership team, lead on the effective delivery of Tate's operations and all aspects of business planning, management and reporting in St Ives, engendering an entrepreneurial, safe, efficient, visitor centred culture across the team.

WHAT YOU WILL DO AS THE HEAD OF BUSINESS AND OPERATIONS

Leadership Team

- Contribute to the development and delivery of the overall Tate St Ives vision and strategy.
- Lead on Tate St Ives's financial and business planning, budgeting, reporting and forecasting, to inform site-based decision-making by the Tate St Ives Leadership Team
- Produce high-quality written material, including briefs, reports, policies and guidelines for TSI's Leadership Team, Advisory Council and other advisory bodies, as well as Tate's Board of Trustees as and when required in relation to Tate St Ives as a site
- Support the development of collaborative, cross-team working and processes to deliver Tate St Ives priorities.
- Support and facilitate two-way communication with the wider team, nurturing a culture of inclusion, dignity and respect.

Business and Financial Planning and Support

- Working closely with the Director, lead on the annual business planning and budgeting process for Tate St Ives.
- Lead on identifying opportunities to maximise income generation and increase operational cost effectiveness.
- Research and prepare business cases to support divisional plans.
- Working closely with the Director, Leadership Team and local budget holders, co-ordinate the monitoring of the overall Tate St Ives budget during the year, providing accurate, timely and up-to-date reports and forecasts of spend to Tate's Finance team.
- Working with Tate's central Finance, Enterprise and Catering teams, create a collaborative approach to maximising income and controlling costs.
- Ensure effective financial systems and controls are in place which are aligned to Tate's overall Financial Procedures and ensure planned activity is delivered cost effectively and within budget across Tate St Ives.
- Maintain and update the divisional Risk Register and raise high level risks.
- Be responsible for developing and reporting on Key Performance Indicators to measure performance against the delivery of the overall Tate St Ives strategy and to meet funder and stakeholder requirements.

Visitor Experience

- Be an advocate for the visitor, ensuring that the needs of visitors are integral to decision making across all activities.
- Provide leadership to the visitor-facing team and ensure these teams are resourced, skilled and motivated to deliver consistently high standards of visitor and artwork care, safety, security, building presentation and housekeeping
- Work collaboratively with colleagues in Tate Enterprises and Tate Catering to plan and deliver a seamless service and integrated income generating offer to all visitors.
- Be on call on a rota basis, taking overall responsibility for all aspects of public and asset safety and security and visitor care during opening hours and management control of building/site-wide incidents and emergencies.

Operations and Estates

- Work with the Art Handling and Buildings Manager, and Collection Care colleagues, scheduling available resources and skills to ensure the technical delivery of the artistic programme on time and within budget.
- Working with the Tate Estates team, lead on the management and maintenance of Tate's estates in St Ives, including developing and managing the programme of annual maintenance and capital estates projects and managing leases for Tate's estates in St Ives.
- Be responsible for the management of contracts for outsourced operational services, including facilities management, security, and cleaning, ensuring that these services are delivered to the required standards and within budget.
- Working with Tate's Estates team, ensure that all services at Tate St Ives and the Barbara Hepworth Museum meet the sustainability targets set for Tate St Ives in line with Tate's overall sustainability goals.
- Ensure that all areas of Tate St Ives buildings and facilities are fit for purpose, safe and efficiently run, liaising with staff in Security, Estates, SPIE Matthew Hall and other contractors as appropriate.
- Working with Tate's Technology department, ensure the provision of IT services at Tate's sites in St Ives meets the needs of users and Tate St Ives' business needs.
- Work with Tate's Head of Procurement to ensure compliance with Tate's Procurement policies and value for money in terms of the procurement of goods and services.

Health and Safety and Security

- Be the responsible person for Health and Safety across Tate sites and activities in Cornwall.
- Working closely with Tate's Head of Safety and Security manage the development, delivery and monitoring of the Tate St Ives Health and Safety plan for all sites and activity, including chairing regular cross department Health and Safety monitoring meetings.
- Ensure that a systematic programme of risk assessments is delivered across all of Tate St Ives sites and activities ensuring the safety of visitors and staff.
- Ensure that effective security systems and emergency response procedures are in place for Tate's sites in St Ives and these are regularly tested.
- Ensure that all staff working at Tate St Ives sites receive appropriate induction and training in Tate's health and safety, emergency response and security procedures.

People Management

- Line-manage the Senior Visitor Experience Manager and Art Handling and Buildings Manager, developing team members to their full potential, planning, supporting and evaluating CPD activities and ensuring staff keep up to date with mandatory and specialist training
- Have a dotted line responsibility for the Tate St Ives Retail and Café Manager offering local support, expertise and direction.
- Working closely with Tate's Human Resources team, support the Director to implement strategies to ensure the development of an inclusive and high performing culture at Tate St Ives where people feel valued, highly engaged and can be their best.

Internal and External Liaison

- Be responsible for developing and managing partnerships locally with business and commercial organisations.

- Represent the Director externally at local meetings and events where required (e.g. local BID groups, relevant business networks within Cornwall) and keep apprised of innovative business practices in the field, particularly within the region
- Inform and support the work of Tate St Ives's Development team in relation to any opportunities that relate to business partnerships or income generation

WHAT YOU WILL BRING TO THE ROLE

Essential

- Substantial experience of operational and business management preferably within a museum, gallery or similar environment.
- Sound business planning skills, the ability to manage budgets, plan successfully and manage risk.
- An audience focused approach and passionate about offering outstanding customer care.
- Entrepreneurial flair and the ability to spot income generating opportunities and contribute to pushing the business forward.
- Demonstrable experience of improving the efficiency and cost effectiveness of operational services whilst maintaining high standards of service delivery.
- Experience of procurement and contract management and an understanding of the management of property and estates.
- Experience and understanding of health and safety and security standards as they affect a public venue.
- Ability to make an effective contribution to a senior management team, by thinking strategically and working collaboratively with colleagues across the organisation to deliver results.
- Excellent people management skills - able to coach and develop a team to deliver results including experience of planning and managing change, and to role model Tate values across the organisation.
- Excellent interpersonal and communication skills with the ability to liaise and negotiate with a wide variety of people at all levels.
- Clear thinking with sound judgement – able to manage competing demands, make effective decisions under pressure and think creatively to come up with solutions to problems.
- The ability to incorporate diversity and inclusion within your plans and to take the lead in creating an inclusive and respectful working culture at Tate St Ives.
- An interest in and commitment to the work of Tate.

Summary of Terms and Conditions of Employment

Type of Contract

This appointment is offered on a permanent contract.

Working Hours

This post is offered on a full-time contract working 36 hours per week – Monday to Friday.

Salary

This post is graded on Band 1L of the Tate pay scales.

An appointment will be made at circa £50,000 per annum dependent upon the skills and experience of the successful candidate.

A review of pay is undertaken annually at Tate through negotiation with the recognised trade unions. Any increases to individual salaries, will be subject to the terms of Tate's annual pay settlement and will be applied from 1 April.

Annual Leave and Public Holidays

Annual leave is 25 working days per annum rising to 27 working days per annum after three years' service. In addition, we offer paid time off for the 8 public holidays and 1 Tate day (on 24 December when the galleries are closed).

Pension Benefits

An important part of the pay and reward package Tate offers employees is the option to join the Civil Service Pension arrangements. These arrangements currently offer a choice of two types of pension:

- **Alpha.** This is a defined benefit occupational pension scheme that currently has a member contribution rate which ranges from 4.6%-8.05% dependent on your salary. As your employer we meet the rest of the cost of the scheme. Further information about this can be found at www.civilservicepensionscheme.org.uk
- **Partnership** pension account. This is a stakeholder pension with a contribution from ourselves. How much we pay is based on your age. We pay this regardless of whether you choose to contribute anything. You do not have to contribute but, if you do, we will also match your contributions up to 3% of your pensionable earnings. The contributions are in addition to the age-related contribution mentioned above.

If you have previously worked for an employer who participated in the Civil Service Pension scheme or other Public Service pension schemes different conditions may apply.

Other Discretionary 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.

Diversity and Inclusion

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](#).

How to apply

Our opportunities are open for you to apply online. Please visit: 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. 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 **Sunday 1 March 2020 by Midnight**.

Our jobs are like our galleries, open to all.

