



**DIRECTOR OF
VISITOR EXPERIENCE**

**SHAKESPEARE'S
GLOBE**

**CANDIDATE BRIEF
FEBRUARY 2020**

OUR CAUSE.

We celebrate Shakespeare's transformative impact on the world by conducting a radical theatrical experiment. Inspired and informed by the unique historic playing conditions of two beautiful iconic theatres, our diverse programme of work harnesses the power of performance, cultivates intellectual curiosity and excites learning to make Shakespeare accessible for all.

'And let us ... on your imaginary forces work'

Henry V, Prologue

FOREWORD.

Thank you for your interest in joining Shakespeare's Globe. We are seeking an imaginative, strategic and inventive Director of Visitor Experience, who will work as part of the Globe's Executive Team.

This is an exciting time to join the Globe as we look to develop a new five-year business plan running from 2020 – 2025, responding to the current macro-economic conditions and the Globe's long term sustainability, alongside realising our major capital project, Project Prospero.

This significant development is the final part of our founder Sam Wanamaker's vision for Shakespeare's Globe as the first point of reference for the study and appreciation of Shakespeare in performance. It will provide a fully integrated campus, including a new library and archive in support of the Globe's research and scholarship ambitions, new education and rehearsals studios and improvements to backstage and production facilities.

This role offers a creative opportunity to shape the Globe's relationships and customer journey with our audiences and visitors, ensuring we are able to achieve our ambition of 'Shakespeare for all' into this new chapter of the organisation's life.

The Globe is embarking on an ambitious Diversity and Inclusion strategy and we are proud of our record in making our spaces and performances accessible. We recognise that Black, Asian and Minority Ethnic and also disabled people are under-represented at the Globe. We encourage applications from BAME and disabled applicants and we are also open to discussions about flexible working.

Please find background information, a job description and a person specification outlined on the following pages.

For an informal conversation, please contact William Pringle, Partner at Berwick Partners on 020 7518 2635 or Leia Clancy, Principal Researcher on 020 7529 3090.



ORIGINS.

Shakespeare's Globe was founded by the Chicago-born actor and director, Sam Wanamaker CBE. Our Cause is to *'celebrate Shakespeare's transformative impact on the world by conducting a radical theatrical experiment. Inspired and informed by the unique historic playing conditions of two iconic theatres – the open-air Globe and the indoor Sam Wanamaker Playhouse – its diverse programme of work harnesses the power of performance, cultivates intellectual curiosity and excites learning to make Shakespeare accessible for all.'*

The first Globe was built in 1599 but burned down in 1613. Its rebuilt successor was pulled down in 1644. The project to rebuild Shakespeare's famous theatre was initiated by Sam Wanamaker after a visit to London in 1949, when he was disappointed to find the only memorial at the site of the Globe was a plaque on a brewery wall. But it was not to be until 1970 that he founded what was to become The Shakespeare Globe Trust, whose purpose was to reconstruct the first Globe Theatre and create an education centre and permanent exhibition dedicated to the exploration of Shakespeare in performance.

More than two decades of fundraising and painstaking research into the design of the original theatre followed, during which time the Globe also established a thriving education department under the leadership of Globe Education Director, Patrick Spottiswoode, which celebrates 30 years this year and remains central to the project's success today. Under the first Artistic Director, the Tony and Olivier Award-winning actor Mark Rylance, the Globe and some of its ancillary buildings were completed and opened by Her Majesty the Queen in June 1997, though sadly neither Sam nor his architect Theo Crosby lived to see this day.

In 2006, Mark Rylance was succeeded as Artistic Director by Dominic Dromgoole, who in 2016 was succeeded by Emma Rice. In 2017, Shakespeare's Globe celebrated the 20th anniversary of its royal opening. In 2018, Michelle Terry succeeded Emma Rice and launched her first season of plays in the Globe in April that year and has recently completed her second season.

The Globe, a masterpiece of traditional craftsmanship and the 'best guess' at the appearance of Shakespeare's original open-air theatre, is now one of the most recognised and best-loved buildings in London, attracting actors, directors, designers, composers, teachers and academics. In January 2014, the organisation's artistic range was greatly extended by the opening of the Sam Wanamaker Playhouse, a beautiful indoor theatre built according to 17th-century designs attributed to Inigo Jones' protégé, John Webb. Seating 350, intimate and lit with beeswax candles, the Playhouse offers an entirely different theatrical environment to the Globe. Today it enables our artistic programme to mirror the style of the Elizabethan and Jacobean period, performing in the outdoor Globe Theatre in the spring and summer and at the indoor Blackfriars in the autumn and winter.

Conserving and cherishing our unique buildings and our other public spaces for the enjoyment of current and future generations remains one of the most important roles for the Board and organisation.



SHAKESPEARE'S GLOBE TODAY.

Shakespeare's Globe now welcomes over a million visitors a year and, with an annual income of around £25 million, operates without any regular public or Arts Council subsidy. This independence will be retained as the Globe continues to develop. Any financial surplus generated by our activities is invested in the ongoing work of the Shakespeare Globe Trust, a registered educational and artistic charity supported by a large body of over 650 committed volunteers, a full time staff of over 350, an extensive membership scheme, and generous contributions from a wide range of companies, charitable trusts and foundations, and private individuals throughout the world.

Shakespeare's Globe has a commitment to explore Elizabethan and Jacobean theatre in the playing conditions under which Shakespeare and his contemporaries originally worked. This principle underlies all our work with schools and universities and informs the experience offered to every visitor to the Globe site, shaping the way in which we present ourselves to the world.

This commitment is nevertheless also vividly contemporary, because from this foundation, Shakespeare's Globe engages with the preoccupations of our own time and 'offers a platform for often challenging cultural debate'.

We provide this platform through our education activities, performance programme and guided tour offer and collectively work in a 'one Globe' manner which enhances the ways our artistic, educational and interpretative offers are nurtured, as well as supporting their individual strengths.

EDUCATION.

Operating throughout the year, our education department under the leadership of Patrick Spottiswoode plays a pivotal role in the work of Shakespeare's Globe. Active since 1989, eight years before the completion of the Globe Theatre itself, it is now one of the largest education departments within any arts organisation in the UK, and the largest integrated with any theatre. Its work is informed by offering students access to the direct experience of the architecture and playing conditions of the Globe Theatre and the Sam Wanamaker Playhouse. Education at the Globe is dedicated to fostering a life-long interest in Shakespeare and the theatre of his time and has had a major impact on approaches to the teaching of Shakespeare nationally and internationally.

In addition to a daily programme of *Lively Action* school workshops attended by over 80,000 students annually, the department's work includes running special projects for young people in Southwark and throughout London, offering courses for undergraduates, postgraduates and teachers, producing online teaching materials and publications, and providing a year-round programme of public events, staged readings, lectures, seminars and platform discussions. The annual *Playing Shakespeare with Deutsche Bank* project, now in its 14th year, provides free tickets to a bespoke schools' Shakespeare production to over 18,000 state secondary schools in London and Birmingham.

Essential to the development of Education at the Globe is its research team, delivering and coordinating academic programmes and events, supporting and contextualising theatre productions and preserving performances through digital recording and archiving. Research also plays an essential part in overseeing the ongoing conservation of the theatres.





PERFORMANCE.

With productions of both Shakespeare and his contemporaries as well as commissioned new work from leading playwrights, plays on the Globe stage are performed from April to October seven days a week.

The Globe Theatre has an audience capacity of 1,500 people, over 600 of whom, known as 'Groundlings', stand in the yard around the stage. This year, 40% of the 330,000 people who saw a play in the Globe Theatre paid only £5 to stand as a Groundling – a price held since 1997. Shakespeare's Globe strives to make all areas of its work accessible to as many people as possible, and to break down the barriers that prevent or limit access to the Globe site. In 2019 the theatres achieved an 11% share of London's playgoing audience and Shakespeare's Globe consistently welcomes one of the most diverse audiences of any UK theatre.

The Globe has also been a welcoming venue for visiting international theatre artists notably, with 2012's extraordinary *Globe to Globe* Festival, in which every Shakespeare play was performed in a different language by companies drawn from all over the world. Our strong overseas relationships continued with the two-year *Globe to Globe Hamlet*, which between 2014 and 2016 travelled over 193,000 miles and visited 197 countries. In support of the Globe's commitment to accessibility, Globe productions tour throughout the UK and beyond every year. Productions also periodically transfer from the stages of the Globe or the Sam Wanamaker Playhouse to the West End and Broadway, with new plays such as *Emilia* by Morgan Lloyd Malcolm playing the Vaudeville this year and *Farinelli and the King* enjoying a highly successful Broadway run in 2018.

The Sam Wanamaker Playhouse has quickly established itself as a thrilling space for the performance of Shakespeare and Jacobean plays. It has also proved itself an excellent venue for the performance of new work – in particular plays holding a sharp lens up to our 16th and 17th century past in order to challenge the assumptions of our own times. Furthermore, with a crystalline acoustic, it is a superb venue in which to perform and record a wide variety of music.



GUIDED TOUR.

Our Guided Tour offer operates throughout the year and welcomes over 300,000 visitors annually. The tours are led by our team of over 30 Guides who provide an accessible and entertaining introduction to the conditions under which Shakespeare, his fellow playwrights and the theatrical companies of the time operated, as well as an insight into life behind the scenes at the Globe Theatre and the Sam Wanamaker Playhouse. The Guided Tour is supported by over 2,000 costume, sword fighting and printing press demonstrations, as well as displays of Globe artefacts, archive materials and rare books throughout our public areas.

OTHER ACTIVITIES.

In addition, Shakespeare's Globe runs, both independently and in partnership, a number of successful commercial activities. Swan at the Globe provide catering, private events, parties and weddings throughout the site which comprises a restaurant, café-bar and foyer mezzanine café.

Our shop sells a wide range of books, films, music and bespoke merchandise on the Globe site and online. Films of past Globe productions are sold on site, screened on cinemas in the UK and overseas and made available on the Globe Player online platform. Shakespeare's Globe also produces a wide range of printed publications, including magazines, theatre programmes, academic and children's books, and publishes online materials to support many areas of learning.

In support of all our activities, artistic, educational and commercial, is the deeply considered Shakespeare's Globe brand, derived from continuing customer relationship management and based on the overarching principle of 'One Globe'. Our visual identity which arose from this in recent years, developed in association with The Partners, has won a number of prestigious international awards, including a D&AD 'pencil' and two Cannes Lions.



THE FUTURE.

In pursuit of our Cause over the five-year business plan period to 2025 all of our work will be focused on four strategic priorities :

Celebrating our unique spaces

We will cherish and develop the Globe's unique theatres and other key publicly-accessible and visible spaces, so that we optimise and facilitate our creative outputs in a safe environment whilst providing our audiences and visitors with a truly world-class experience. Alongside this, we will invest in our back-of-house areas to provide for our long-term sustainability.

Creating truly distinctive and radical work

We will strive to reflect diverse realities, and to explore our individuality alongside our place in the collective. Our theatres will continue to be a platform for cultural debate and we will address the preoccupations of our time as we continue to put Shakespeare to work and ask the questions about who we were, who we are and who we could be. We will help make things legitimate, set precedents and encourage others to follow, learn and develop.

Making Shakespeare accessible for all

Guided by the culturally democratic playing conditions of our spaces, we will continue our pursuit for equality of opportunity to participate in the creative and imaginative work that shapes our individuality and our culture.

Ensuring our sustainability

We will continually assess our business model and financial plans to ensure the organisation continues to flourish for generations to come. We recognise that, over the next five years, there will be many occasions when 'doing less, but better' is the right approach.



PURPOSE OF THE ROLE.

The post of Director of Visitor Experience is responsible for the strategic development and operational delivery of the Visitor Experience department, engaging volunteers and paid staff to provide a seamless and world-class customer service experience, alongside the financial success of the Globe's commercial operations.

The role is responsible for the strategic running of all customer facing areas of the Globe site, including the popular Guided Tour, security of the Globe estate, the successful operation of the Globe's Retail offer and the relationship with the Globe's longstanding catering operator, Swan at the Globe. The Director will be expected to ensure that the highest standards of service are offered by the Globe's Visitor Welcome team, Tour Guides and Volunteers to our annual million visitors and staff, maintaining an appropriate duty management and security presence and ensuring that all public areas are maintained to a high standard; with the overall result that, all staff and visitors will feel secure, welcome and inspired.

The post holder will be expected to participate as a member of the Executive Board, contributing to the overall direction, leadership and development of Shakespeare's Globe.



DEPARTMENTAL VISION.

The Visitor Experience department provides a world class welcome to all our site visitors and stakeholders and supports the Globe's financial sustainability in delivering a sustainable commercial income stream.

The Visitor Experience team have responsibility for all public areas and are, for many, the first point of contact with Shakespeare's Globe. The team aspire to welcome all visitors to our unique spaces: to develop their curiosity and enhance the theatrical and educational experience whilst encouraging them to engage with Shakespeare, his contemporaries and modern theatre.

KEY WORKING RELATIONSHIPS.

The position reports to the Chief Executive and works closely with the Executive team and Wider Leadership Team.

The Visitor Experience department comprises:

41 team members, 32 guides, 11 retail team members and over 600 volunteers.

The position is directly responsible for line managing:

Head of Visitor Experience

Head of Retail

Head of Security

Collections & Content Manager

'Dotted line' management of the Head of Box Office

Visitor Experience Administrator





RESPONSIBILITIES.

STRATEGIC VISION

- Leadership and line management of the Visitor Experience & Retail teams; supporting, involving and guiding staff members and volunteers to feel valued, inspired and empowered to succeed and deliver on robust income targets.
- Setting the tone and direction for the Visitor Experience & Retail teams; driving the delivery of an exceptional visitor experience and consistently high standards in all aspects of Globe site management, including compliance with Health & Safety regulations and ongoing auditing of site visitor standards.
- Developing a sustainable business plan for the department; being committed to continual improvement of the visitor welcome via implementing and evaluating standards including benchmarking against other attractions.
- Proactively building strong working relationships and liaising closely with all departments, integrating organisational processes, promoting 'One Globe' to ensure that a seamless and excellent customer experience is provided, and events are planned well in advance. This includes being an integral member of the Business Steering Group.
- Supporting the Volunteer Management team to promote diversity in volunteering and proactively supporting the Globe's access goals.
- Proactively developing and sustaining effective partnerships with local communities and key organisations and stakeholders, including residents groups.

OPERATIONAL MANAGEMENT

- Championing a detailed operational strategy for the Visitor Experience teams, which incorporates the 'One Globe' ethos.
- Ensuring that an appropriate duty management and security presence are maintained at all times and that all public areas are maintained and presented to a high standard.
- Encouraging development within the Visitor Experience and Retail teams; encouraging and empowering staff across all levels to showcase ideas and succeed in their roles.
- Proactively working with the Director of Marketing and Communications to develop and deliver on domestic and international marketing strategies.

COMMERCIAL OPERATIONS

- Overseeing the relationship with Swan at the Globe catering operation to ensure that the catering operation delivers to its contractual concession agreements, health and safety requirements and the effectiveness of the major on and off site events business.
- Ensuring high customer care and experience standards are maintained and monitored at all times. Managing the review and renewal of the current catering contract and any formal retendering process. The role will also ensure that any Swan at the Globe corporate client relationships can potentially be turned into fundraising support.
- Supporting further development of the Globe's Retail offer including the on-site shop and website, licensing, publishing, programme sales and the commissioning and production of merchandise with the Head of Retail and team.
- Maximising any Globe Theatre, Sam Wanamaker Playhouse or venue hire income and oversee the marketing of such.

BUDGET MANAGEMENT

- Taking accountability for the development and management of income and expenditure budgets, ensuring commercial growth is a key objective for all members of the team.
- Securing budgeted Guided Tour and Retail income, leading on approved business plans to manage costs to optimum levels of efficiency and excellence delivering budgeted results.
- Empowering the Head of Visitor Experience and Head of Retail and supporting Sales teams to ensure all income-generating and new commercial opportunities are being explored, tested and exploited.
- Working closely with the Communication and Development departments to ensure marketing, press profile and fundraising activities are developed to promote the Guided Tour, Retail and Swan at the Globe offers and to maximise visitor numbers and revenue.

BUSINESS CONTINUITY

- Working proactively within a cross-departmental team to ensure that appropriate business continuity plans are in place in the event of a major incident; overall responsibility for the operational recovery of the site and supporting cross-departmental colleagues in their incident response responsibilities.
- Managing the ongoing development of security procedures as necessitated by external factors; working closely with the Metropolitan Police and others to ensure the ongoing safety and security of all staff and visitors.
- Supporting the Head of Security to manage the Security contract; ensuring all operating instructions are up to date.
- Developing and leading on business interruption plans during Project Prospero and ensuring that all income generating activities are exploited during this period.
- Be an integral member of the Project Prospero Management Team and develop the curatorial and interpretative aspects of the Guided Tour and the visitor experience aspects across the sites with colleagues to ensure a sustainable, interactive and educational Guided Tour offer.

The Director Visitor Experience is the Globe's Designated Premises Supervisor for all matters concerning the Premises Licences of Shakespeare's Globe.

COLLECTIVE LEADERSHIP RESPONSIBILITIES TO SUPPORT THE CAUSE.

BRAND MODEL

Use the Globe's brand model to aid decision-making. Ensure that everything that we do is consistent with the brand using the four values – Curiosity and Learning, Our Unique Spaces, Shakespeare For All, and Performance to support the Cause.

BUSINESS OR CREATIVE PLANNING

Creating and implementing short and longer term business, financial and or creative plans that ensure the Globe sustainably achieves its strategic, financial, cultural and charitable aims whilst adhering to our Cause and Brand Model.

FINANCIAL MANAGEMENT

Be responsible for day to day budgetary management including regular review of revenue and costs in keeping with the annual departmental plans and wider business planning process.

PEOPLE

Actively promote and champion the Globe's long term people plan whilst supporting others in the department and direct reports to implement new ways of working and cultural change to ensure these become embedded across the organization.

In partnership with the HR department, be responsible for all elements of the employee journey within areas of the department's responsibility and ensure that these are consistent with the People Plan and Globe policies. These should include: departmental structures and succession planning, vacancy management, job description review, recruitment and selection, probation and regular performance reviews, annual appraisal and development plans; support for training and development activity and employee welfare to attain consistent and positive employee experiences across the Globe.

DIVERSITY AND INCLUSION

Champion the Globe's ambition and strategy to achieve a diverse workforce that better reflects all of society and the community in which we operate.

Actively support the Globe's ambition to achieve an inclusive culture by practising inclusive leadership, offering two-way communication that provides all employees with a voice, recognises individual contribution and respects difference.

PERSON SPECIFICATION.

This post requires a customer-focussed candidate, who has the ability to provide purpose and direction to motivate their teams and colleagues, whilst also making a personal impact within a dynamic and fast-moving arts organisation.

The ideal candidate will have previous experience in a very senior role in visitor engagement and commercial sales with a comparable complex, multi-dimensional organisation and a significant number of employees. They will demonstrate high level strategic planning and budgeting experience, administrative leadership, and strong communication, influencing and interpersonal skills. The ability to question and evaluate existing practices to improve financial effectiveness, maximise value from existing resources, and identify opportunities to generate new and additional sources of income is an essential requirement of this post.

Essential requirements

- A strong track record of delivering a vibrant and dynamic visitor experience likely to have been gained via a senior position within a busy, multi-art form arts centre, visitor attraction or retail environment.
- Extensive experience of directing, motivating and inspiring large and diverse teams of employees and volunteers acting as a role model.
- Able to work collaboratively within a wider leadership team, thinking strategically, working across a range of disciplines and contributing to plans to develop and extend the organisation as a whole and visitor experience in particular.
- Track record of delivering to budget with the ability to prioritise and empower a team to meet demanding visitor numbers and income targets, identify cost savings securing the best value from limited resources.
- Good commercial knowledge with an entrepreneurial approach and experience of managing a catering contract.
- Appreciation of the security challenges inherent in a high-profile visitor attraction or retail environment.
- A drive to ensure consistency in approach across the teams covering duty management, retail, catering and security and able to offer alternative perspectives to existing thinking.
- Focussed and results-orientated, with the ability to achieve growth and development targets by gaining buy-in from stakeholders and finding answers to complex problems.
- Ability to hold a 'big picture' perspective whilst managing the day-to-day implementation and impact of detailed plans.
- Understanding and awareness of Health and Safety and Premises Licensing requirements.
- Proven project management skills to deliver new programmes and ideas.
- Well networked within either the arts or heritage sectors with a good understanding of where excellence in visitor experience resides.
- Empathy with the work of the Globe including an appreciation of the relationship and challenges between the charitable purpose and commercial imperatives.



CURRENT EXECUTIVE TEAM.

Neil Constable Chief Executive

Ian Dixon Chief Operating Officer

Anthony Hewitt Director of Development

Sandra Lynes-Timbrell Director of Visitor Experience

David Lyon Director of Finance & Business Administration

Patrick Spottiswoode Director, Globe Education

Mark Sullivan Director of Communications

Michelle Terry Artistic Director

Chair of the Board Margaret Casely-Hayford CBE

Deputy Chairs Alex Beard and Nell Leyshon

GUIDANCE NOTES

Diversity and Inclusion

The Globe is embarking on an ambitious Diversity and Inclusion strategy and we are proud of our record in making our spaces and performances accessible. We recognise that Black, Asian and Minority Ethnic and also disabled people are under-represented at the Globe. We encourage applications from BAME and Disabled applicants and we are also open to discussions about flexible working.

Job Description and Person Specification

Please read the person specification and job description carefully. You should ensure you meet the essential criteria before submitting an application. Only pertinent information will be considered when shortlisting applicants for interview.

Data Protection

The information given will be used to create a shortlist for interviews. Any data about you will be held securely with access restricted to those involved in dealing with your application in the **recruitment process**.

Equal Opportunities Monitoring Form

To help us monitor our equal opportunities policy at Shakespeare's Globe, we would be grateful if you could complete the enclosed Equal Opportunities Monitoring Form. When your application is received, this form is removed and is not used during the shortlisting process. The information submitted is kept in the strictest confidence, following Data Protection requirements and will only be used to monitor and analyse the Globe's policies.

HOW TO APPLY.

The closing date for applications is 13 March 2020

The preferred method of application is online at [Berwickpartners.co.uk/75414](https://berwickpartners.co.uk/75414).

If you are unable to apply online please email your application to

Response.manager@berwickpartners.co.uk quoting reference: **75414** .

All applications will receive an automated response.

All candidates are also requested to complete an online Equal Opportunities Monitoring Form which will be found at the end of the application process.

Any postal applications should be sent to:

Holli Gilley / 75414

Berwick Partners

20 Cannon Street, London EC4M 6XD

FURTHER INFORMATION

For an informal conversation, please contact William Pringle,
Partner at Berwick Partners on 020 7518 2635 or
Leia Clancy, Principal Researcher on 020 7529 3090

THANK YOU.

