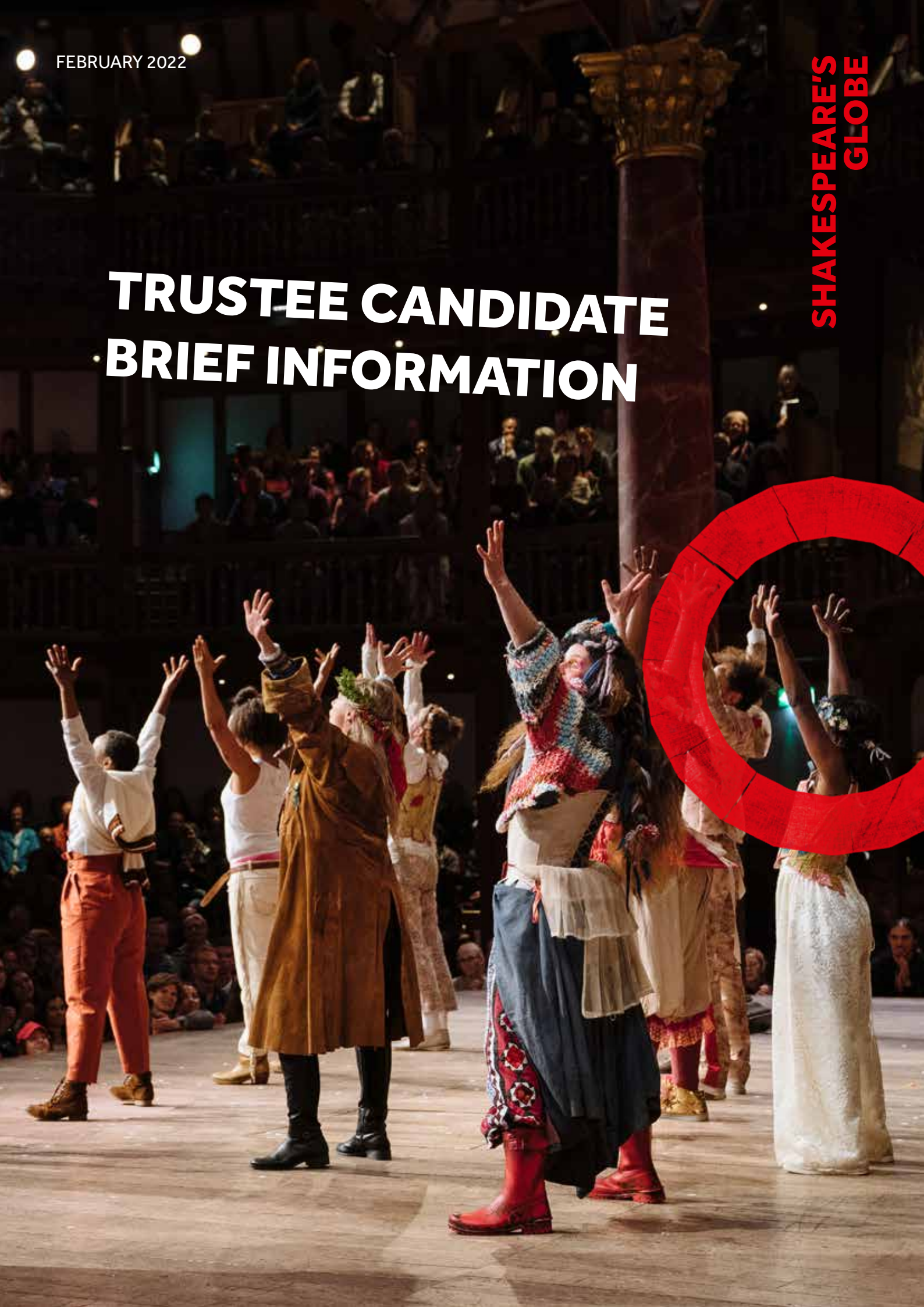


FEBRUARY 2022

SHAKESPEARE'S
GLOBE

TRUSTEE CANDIDATE BRIEF INFORMATION



Shakespeare's Globe is looking for Trustees to join its Board in 2022. With several of our brilliant and dedicated Trustees due to retire this Spring, we are looking for individuals who can sharpen our thinking and bring new and diverse voices and experience as we plan for the Globe's recovery and future.

We are keen to hear from candidates with experience gained in theatre production, creative industries, finance, digital (new technology, film making & distribution), marketing and communications, delivering major capital projects, commercial, risk and audit, and change leadership.

We are equally keen to hear from candidates who do not meet these specific criteria but believe they could actively contribute to our thinking and to our future success and resilience.

Previous experience as a Trustee is not necessary, as we are committed to full and appropriate induction, mentoring, training and support for all new Trustees.



Cover image by Helen Murray. This image by Cesare De Giglio.

WHY NOW?

In common with all cultural organisations, Shakespeare's Globe continues to face considerable challenges as we plan for our recovery and rebuilding from the major effects of the pandemic on our organisation and the cultural arts sector.

The Globe has a proud record of financial independence, innovation, diversity and excellence in all we do on and offstage, and although we continue to make tough decisions in order to survive, we are determined to grasp the opportunity to become ever more progressive, relevant and ambitious than we have been to date. Our Board is key to that transition and new Trustees will be joining at what is undoubtedly a turbulent time, but one full of extraordinary potential as we work for recovery and rebuild the organisation.

The crisis in the performing arts, together with the global rise of anti-racist consciousness has taught us that we must ask profound questions about structural inequalities and about the Globe's role in all the communities we serve, shaping a new narrative and strategy for the future.

We are clear that to do this with vision and confidence we must have a greater diversity of voices in senior roles, and so we are particularly keen to hear from candidates from backgrounds currently under-represented in our leadership and governance.

As well as Trustees with experience of Boards and business, we also need people who might not have this but can bring passion, new ideas and perspectives, curiosity, and humour.

Message from Nell Leyshon, Deputy Chair and Chair of Nominations Committee

My four years on the Board of the Globe have been stimulating and stretching, and I feel it's been a privilege to give my support to this extraordinary organisation.

I became a Trustee as I believe in representation of freelancers and artists at the highest level and am convinced that we need a wide range of voices to represent many points of view and to both support and challenge.



Image by Cesare de Gijffo.

WHO ARE WE?

Founded by the pioneering American actor and director Sam Wanamaker, Shakespeare's Globe celebrates Shakespeare's transformative impact on the world by conducting a radical theatrical experiment.

Based in London, our site is home to two venues – the Globe Theatre and Sam Wanamaker Playhouse. Pre-pandemic, we welcomed over 1.25 million visitors a year from all over the world to take part in workshops and lectures, enjoy guided tours of our two theatres and we usually share a 10% of London's play-going audience. With an annual income of £25m a year, we have operated, until now, without any regular public or Arts Council England subsidy.

Our performances experiment with the original playing conditions of the playhouse for which Shakespeare wrote many of his plays. Since the opening of the Sam Wanamaker Playhouse in 2014, we have been able to present works written specifically for an indoor theatre and offer a year-round artistic programme.

Many productions also enjoy an extended life online through Globe Player, on the big screen and on television. We are also a major venue for concerts and special events, and have produced many world premieres of new plays, a number of which have gone on to enjoy success in the West End, on Broadway and beyond.

In recent years, our long-standing reputation for international performance was consolidated by 2012's Globe to Globe Festival, which presented every Shakespeare play in 37 different languages at the Globe, and by our world-wide tour of Hamlet, which after its astonishing two-year journey had visited almost every nation on earth. Our productions of Shakespeare often tour throughout the UK, Europe, the United States and Asia, while our educational work extends overseas, notably through the USA and China.

Our education department has long been one of the most active in the UK. We offer a hugely diverse programme of school workshops, public events, university courses, and community projects. We also publish a range of award-winning digital materials and books and conduct rigorous academic research into the historical conditions of Shakespeare's theatre.

In the aftermath of the murder of George Floyd and the Black Lives Matter movement, we deepened our work on Shakespeare & Race and formed an Anti-Racist Task Force. With representation from all areas of the organisation, including our Chair of Trustees, this task force authored an anti-racist statement of intent and action, and the Globe made a public commitment to become an anti-racist, pro-equality organisation.

More people engage with Shakespeare through our work than through that of any other organisation. We receive no annual government subsidy, but rely on the generosity of individuals, corporate partners, trusts, foundations and other supporters to sustain and develop our artistic and educational work.

Of course, the pandemic and ongoing uncertainty have taken a heavy toll on the Globe with our survival supported by grants and loans from the Culture Recovery Fund and trusts, foundations and individuals, alongside a significant resizing and restructure of the organisation. We now look to recover and rebuild.



Image by Tristram Kenton.

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.

Strategic Objectives

- Celebrating our Unique Spaces
- Shakespeare for all
- Only at the Globe
- Ensuring our Sustainability

2022–2025: A NEW STRATEGIC PLAN

As we recover from the impact of COVID-19 and work to rebuild our organisation, Trustees and Directorate are developing a new Strategic Rebuilding Plan for the period November 2022 to October 2025.

The new plan will encompass a refreshed strategic framework that will reaffirm our commitment to our cause, build upon our current strategic objectives, and set out clear aims and objectives to inspire our workforce, Board, audiences and project participants, and make clear our ambition to:

- Make a difference by extending our reach, opening up access, inspiring learning and championing the continued relevance of Shakespeare's work through the delivery of impactful programmes.
- Become a diverse, inclusive and anti-racist organisation.
- Celebrate, conserve and develop our unique theatres and spaces through the delivery of a capital investment programme.
- Rebuild, recover and maintain our financial resilience.
- Ensure our resources are used sustainably and our people are supported and developed to deliver our ambitions.
- Play our part in achieving climate justice.



Image by Richard Eaton.

ROLE OF THE BOARD

The Board is responsible for providing appropriate oversight, governance, and leadership to Shakespeare's Globe. The Trustees come from a range of backgrounds, including theatre and performance, education, business, and finance. They share a commitment to, and passion for supporting the success of the Globe in engaging current and future generations and the conservation and care of its unique playhouses.

The key roles of the Board are to:

- establish, contribute to, and oversee the implementation of the strategic direction and the carrying out of the Globe's charitable purposes
- ensure the Globe's sustainability and that resources are used responsibly
- ensure compliance with legal and regulatory obligations and accountability
- uphold and champion the Globe's Cause and Values

The Trustees hold dual responsibilities as charity trustees and company directors.

The Board works in partnership with the CEO and the Directorate team, delegating day-to-day operations and the creative aspects of the work to the expertise of the dedicated staff and volunteers.

The Board has adopted the Charity Governance Code. The Code is designed as a good governance tool for charities and sets out seven governance principles: organisational purpose, leadership, integrity, decision-making risk & control, board effectiveness, equality, diversity & inclusion, and openness & accountability.

Some of the more detailed work is carried out by Committees. All Trustees are expected to become a member of at least one Committee, depending on their expertise.

OUR CURRENT TRUSTEES ARE:

Alex Beard, Deputy Chair and Chair of Development Committee

Cynthia Hall, Chair of Remuneration and HR Committee (retiring 2022)

Dame Anne Pringle (retiring 2022)

Dan Rabinowitz, Chair SGC USA

David Butter

Erica Crump

Jenny Topper OBE (retiring 2022)

Margaret Casely-Hayford CBE, Chair

Matt Jones OBE

Neil Constable, CEO

Nell Leyshon, Deputy Chair and Chair Nomination Committee

Patrick Figgis, Treasurer (leaving 2022)

Professor Julie Sanders, Chair of Performance and Learning Committee

Simon MacKinnon, Chair of Digital Committee

WHAT WE ARE LOOKING FOR

We are seeking to appoint at least five new Trustees as part of and beyond the regular rotation of the Board and succession planning who will widen our diversity and strengthen the recovery and rebuilding plans of the Globe.

With the potential new Trustees, we're looking for a range of individuals with different skills and perspectives who are able to contribute to the work of the Trustees, especially from candidates with experience working in such areas as: theatre production, creative industries, digital (new technology, film making & distribution), marketing and communications, delivering major capital projects, commercial, risk and audit, and change leadership.

We are equally keen to hear from candidates who do not meet these specific criteria but believe they could actively contribute to our thinking and to our future success and resilience.

Experience of governance at this level is not necessary, as we are committed to full and appropriate induction and training for all new Trustees.

What we are hoping to find in you

Trustees of Shakespeare's Globe are expected to have or develop the following key attributes:

- a genuine commitment and sense of personal stewardship and pride over the Globe and its success, an enthusiasm for our performances and educational work as 'One Globe' and a belief in the power of our work to enrich society,
- a curiosity to interrogate Shakespeare's work, and a belief in its relevance today
- an ability and willingness to contribute to the work of the Board, both optimising their own skills, perspectives, experience and knowledge but also engaging with matters and issues outside their own areas of expertise
- an understanding of the role of Trustee/company director, the responsibilities it brings, and the relationship with the CEO and the wider leadership team
- integrity, a commitment to the Globe's values and to it being a diverse, anti-racist and pro-equity organisation, ideally being able to represent or amplify the voices of those currently under-represented
- an ability to digest complex information, work collaboratively, listen to and be tolerant of the views of others, challenge effectively and be prepared to engage in robust dialogue using constructive and open communication skills in whichever ways suit you best
- an ability to move forward strategic decision-making
- an ability to think creatively and independently but also enjoy working as part of a team
- a commitment to the time required, including inside and outside meetings in attending performances and events and meeting with the leadership to be able to fully participate as a Trustee

Whilst some experience of a leadership position is useful, it is not essential as all new Trustees will receive a full induction, mentoring, training and support.

TIME COMMITMENT AND OUR COMMITMENT TO YOU

You will have the opportunity to undertake an influential and valuable role, making a direct contribution to the Globe's work and strategy and the Globe's impact on the UK's cultural landscape.

Trustees are encouraged to gain a deeper understanding of our work by attending performances, both on Bankside and on tour, lectures, concerts and events, as well as occasionally attending staff meetings.

Currently the Board meets five times a year plus a strategy business planning day. Additional meetings are held, typically when required to consider specific matters in more depth. The Board Committees meet between one and six times a year as needed.

We are committed to making all Trustees and colleagues feel welcome and included. We ensure everyone can play an equal part and share our organisational values: being encouraging and collaborative, respectful and open, rigorous and inventive and curious and attentive. We have 'compassionate accountability' as our guiding ethos.

Reasonable expenses for attending meetings and other pre-authorised activities are paid.

Training and Induction

All our new Trustees will have a structured induction, and appropriate training if there are specific skills or experience gaps that are outside the breadth and quality of contribution a candidate could make. We can also seek appropriate mentors if desired, and the Board is renewing its commitment to ongoing training and development for all Trustees.



Image by Marc Brenner.

How to apply

We want to hear about your experience and why you believe you could make a contribution to the success of Shakespeare's Globe.

Please download the application form at www.shakespearesglobe.com/jobs, then send your completed form alongside a CV or short summary of your experience and email it to trustee.r@shakespearesglobe.com.

The application deadline is 20 March.

As part of the application process, you will be asked to complete an online equal opportunity monitoring form. Completed forms will be kept securely and separate from your application. They will not be seen by the Nominations panel and do not form any part of the assessment of your application.

All applications must be made online. If you would prefer to film your paragraph in British Sign Language, or if you have any other access requirements in order to apply, please email to trustee.r@shakespearesglobe.com

An open day will be arranged in April 2022 for those candidates being taken forward.

Interviews will be held during April and will be carried out virtually using online platforms.



Image by Helen Murray.



Image by John Willgoose.

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