

Candidate Information Pack

Director of Visitor Experience and Business Development

September 2019



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Confidentiality Notice

These details are provided on the understanding that you will treat them as strictly confidential and that none of this information will be disclosed to, or discussed with, any other person without our prior agreement.

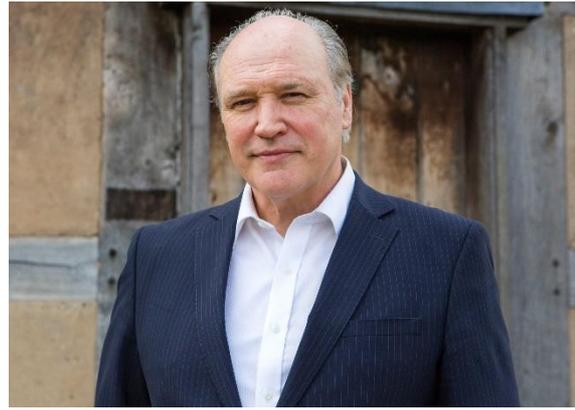
Similarly, any personal information you provide as part of your application will be treated in the strictest confidence. We will not contact any referees that you provide without your prior permission.



Message from the Chief Executive Officer

Dear Applicant,

Thank you for your interest in the Director of Visitor Experience and Business Development role.



This position offers both a challenging and a rewarding opportunity to contribute in a major way to the success and development of one of the UK's leading cultural and tourism organisations.

The Shakespeare Birthplace Trust is developing ambitious plans to increase its local, national and international presence, role and impact.

As well as being one of the UK's major tourist attractions, the Trust is an accredited museum and holds a collection which is designated by Arts Council England as being of national and international significance. Our Shakespeare documents are inscribed on the UNESCO International Memory of the World Register. The Trust is also one of Arts Council England's National Portfolio Organisations, enabling us to focus more creatively on communities less engaged in arts, culture and heritage.

Based in Stratford-upon-Avon, the Trust is charged by Act of Parliament to preserve the world's greatest Shakespeare heritage assets for the benefit of the nation and to share them around the globe.

We attract almost one million visitors each year and generate an annual income of £11 million. We employ some 170 staff (FTEs) and benefit from the active engagement of 170 volunteers. We deliver ground breaking learning programmes such as our annual Shakespeare Week, which this year engaged with more than 2 million primary school pupils. Our digital channels reach more than 3 million users annually.

We are now systematically exploring new ideas for the Trust's future and in this role you will play an important part in shaping and delivering our plans. You will work in partnership across the Trust and externally to drive and support the next phase of our development, focussing on pursuing our vision, leading business improvement and building organisational capability and sustainability.

We recognise that your decision to apply for this role is an important one and we thank you for considering this opportunity with the Shakespeare Birthplace Trust.

A handwritten signature in black ink that reads "Tim Cooke". The signature is written in a cursive style.

Tim Cooke
Chief Executive Officer

Who We Are

The Shakespeare Birthplace Trust (SBT) is the independent charity that cares for the world's greatest Shakespeare heritage sites in Stratford-upon-Avon and promotes the enjoyment and understanding of his works, life and times at home and around the world. The Trust was formed in 1847 following the purchase of Shakespeare's Birthplace as a national memorial.

Together, Shakespeare's family homes form an iconic destination in the UK, attracting visitors from over 90 countries. Our portfolio of sites includes Shakespeare's Birthplace on Henley Street, New Place, Hall's Croft, Anne Hathaway's Cottage, Mary Arden's Farm and the Shakespeare Centre with its collections, archive and learning spaces.

The Trust attracts nearly 1 million visitors a year and runs an award-winning formal and informal learning and events programme to encourage the appreciation and study of Shakespeare's works and the advancement of Shakespearian knowledge.

The Trust holds the world's largest Shakespeare-related library, museum and archive collection open to the public, with over 1 million documents, 55,000 books, and 12,000 museum objects. The Trust also cares for the Royal Shakespeare Company's archive of theatre records, as well as an extensive local history archive of Stratford-upon-Avon and South Warwickshire, dating back to the twelfth century.

We own an extensive property portfolio and operate a sound business model. We have identified future opportunities for development and are currently reshaping our leadership team to increase our capability and capacity.

The Trust has more than 170 staff (full time equivalents) and a similar number of volunteers. For the fourth time in five years it is amongst the Sunday Times 100 Best Not-for-Profit Organisations to Work For (2019).

For more information about the Trust please visit our website www.shakespeare.org.uk



What We Stand For

We have four values which guide us and are the benchmarks by which we measure our behaviour.

Ambitious

We will be motivated and determined with a desire to achieve and succeed and we will be challenging in our pursuit of excellence.

Innovative

We will be imaginative and creative, embracing innovation within our sector and with the audiences and creative practitioners that we work with.

Collaborative

We will work together with colleagues and partners through idea sharing, co-producing and co-creating to accomplish common goals.

Outward Facing

We will be a customer facing, audience-led organisation that will strive to be diverse and inclusive.

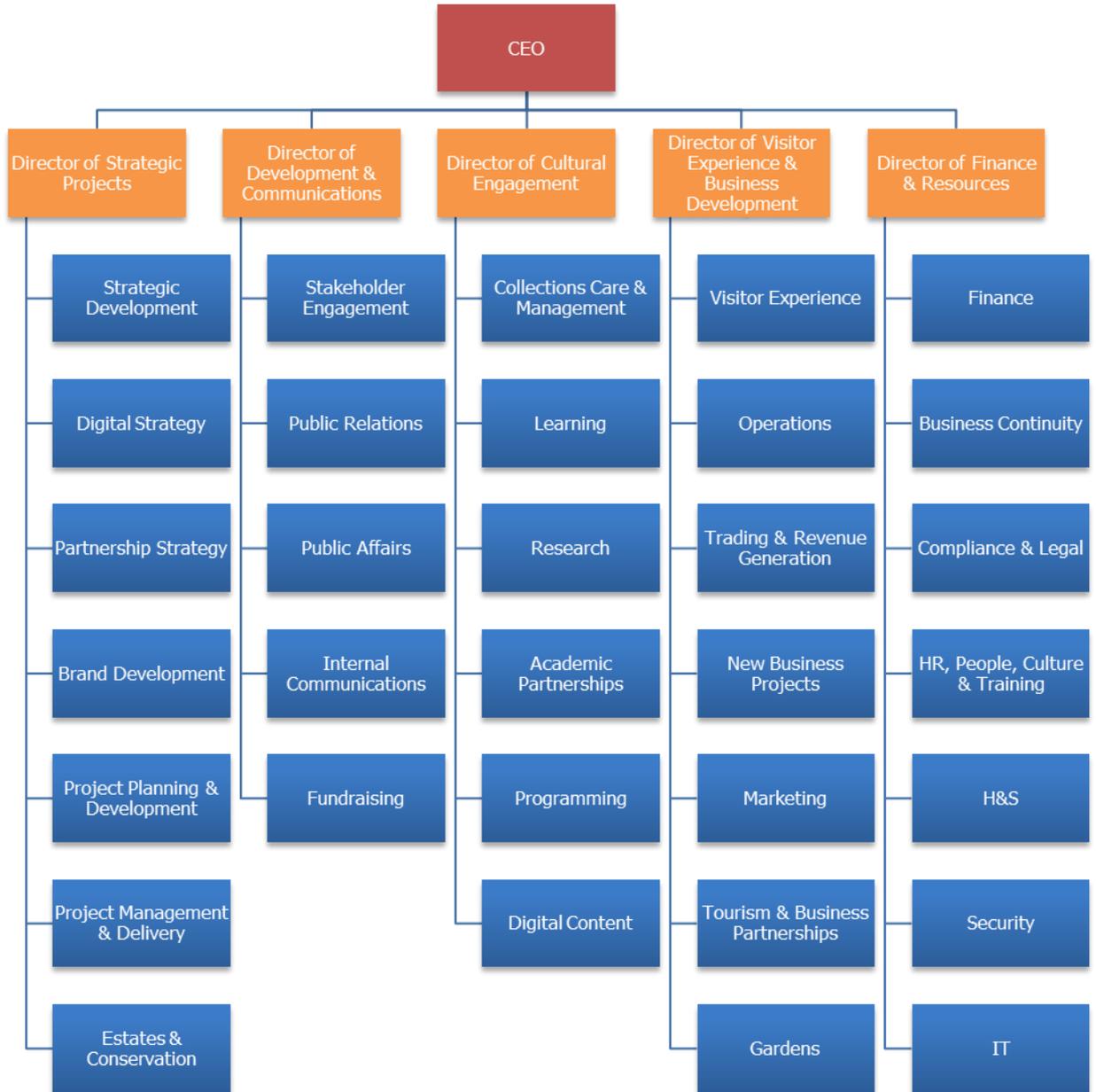


Competencies

Competencies describe the knowledge, skills, attitude and behaviours required in a given situation. They focus on how the job is done. The framework is not intended to provide a list of all the knowledge, skills and behaviours that all staff within the Trust will use or display during the execution of their roles but simply those most critical to the role that we are currently recruiting.

| Director Level | |
|--|--|
| Managing Relationships | Pursuing Excellence |
| <ul style="list-style-type: none"> • Communicates and engages with impact and sophistication; adapts style and uses varied media to meet different audience needs. • Builds and manages effective teams; leverages strengths; promotes and enables effective cross departmental working. • Creates a culture which values diversity and prioritises equality and inclusion. • Demonstrates social awareness; manages relationships; influences people and events. • Is widely regarded as empathetic. • Maintains a healthy and safe environment for Trust people and visitors. • Swiftly implements changes to keep up with legislation and best practice. | <ul style="list-style-type: none"> • Realises the potential of individuals, teams and the Trust by creating a high-performance culture and continuous improvement. • Inspires people to reach great heights of performance and success through leadership. • Uses understanding of current and future needs of customers to help shape the future strategy of the Trust, team or department. • Delivers creative and personalised customer service which shows continuous improvement. • Credibly represents the Trust's senior people by demonstrating a superior knowledge of Shakespeare - current and related topics. |
| Driving Delivery | Creating the Future |
| <ul style="list-style-type: none"> • Creates an environment and culture which is highly performance focused. • Creates a problem-solving culture, where every person feels motivated and trusted to solve every day and longer-term problems. • Manages the Trust's portfolio of activities to achieve return on investment. • Effectively manages one or more departments and increases employee engagement. • Designs and executes business strategies which build the strengths of the Trust and secures its sustainability. | <ul style="list-style-type: none"> • Creates a culture which values innovation and continuous improvement. • Drives the strategic direction of the Trust and creates a clear vision. • Creates an environment for challenge, change and renewal to secure the sustainability of the Trust and its work. • Makes high-quality decisions which secure the future of the Trust and its work; creates a culture of appropriate risk taking. |

The Leadership Team



The Role

This role reports to the CEO and has overall responsibility for:

- Delivering an exceptional visitor experience that is recognised as world-leading locally, nationally and internationally.
- Identifying and developing new opportunities to maximise income generation.
- Maintaining and developing existing income streams.

Specific responsibilities include to:

Visitor Experience

- Lead, develop, influence and implement a 5-year visitor strategy aimed at creating an exceptional and engaging visitor experience that is recognised and acknowledged as world-leading locally, nationally and internationally
- Research and identify target audiences, locally, nationally and internationally, and develop appropriate visitor experiences, bringing Shakespeare to life in an engaging and memorable way
- Drive a market-leading visitor experience in the Shakespeare houses and gardens proactively developed and relevant in order to exceed the expectations of visitors and target audiences
- Create the highest standards of collections conservation, presentation, interpretation and engagement (including informal learning) in the Shakespeare houses and gardens using new technologies to enhance their impact and/or accessibility
- Develop and deliver an enhanced core visitor experience through a compelling programme of events, activities and exhibitions to add value, encourage repeat visits and/or to attract target audiences
- Develop exceptional customer service skills in all employees, ensuring that visitors experience the same level of care, consideration and engagement wherever and however they interact with us
- Set and deliver financial targets, prepare operational and capital budgets and monitor, review and evaluate progress to result in year-on-year operating surpluses and growth
- Report quarterly to the Board and actively engage Trustees in visitor experience initiatives and activities, highlighting options for ongoing improvements

Trading and Revenue Generation

- Develop, influence and deliver:
 - A visitor-centric strategy in order to maximise revenue through increased admissions and visitor numbers
 - A retail strategy to maximise sales ensuring new revenue opportunities add to and complement the visitor experience
 - A strategy for catering and hospitality to complement the visitor experience and generate increased revenues
 - An online strategy to maximise revenue and increase visitor numbers and secondary retail spend

- Set and deliver a pricing strategy for all products including visits, lectures, readings and special events in consultation with key stakeholders as appropriate
- Develop and implement measures and targets to ensure that the Shakespeare houses deliver net income to agreed targets and other key performance indicators
- Act as a Director of SBT Trading Ltd and lead the development of commercial activity to deliver budgeted surpluses through sound investment in new initiatives and developments at our sites and through third parties regionally, nationally and internationally

Operations

- Deliver operational excellence through the integrated management of the Shakespeare houses and gardens; balancing access for visitors and our people with the conservation needs of our sites and collections
- Ensure a safe environment and compliance with statutory requirements and Trust policies for fire, security and health and safety, including emergency and Disaster Recovery plans and ensure that all staff and volunteers understand and can perform their roles and responsibilities

Gardens

- Drive and deliver the vision and goals defined by the Interpretation Plan, developing and implementing a long-term vision and plan for the gardens based on the significance of each garden to Shakespeare's work, life and times, enhancing the visitor experience and contributing to the Trust's overall objectives

New Business Projects

- Identify and influence opportunities to develop the visitor/audience experience, increase revenue or reduce operating costs and initiate and build projects to deliver identified benefits
- Create and contribute to business cases, carry out reviews along with cyclical budgeting, forecasting and analysis of data

Audience Development and Marketing

- Drive and deliver the vision and goals defined by the Audience Development strategy, to ensure delivery of a supporting marketing plan which raises the Trust's profile, increases visitors to the Shakespeare houses and gardens, cafes and shops, building audiences for the future
- Identify, influence and direct audience development and marketing innovations
- Ensure marketing supports the broader ambition of the Trust including Development, Communications, Strategy and Cultural Engagement
- Deploy marketing practices to ensure the Trust remains a leader in its field; with active membership of relevant marketing organisations and networks across museums, heritage, tourism and arts sectors

Tourism and Business Partnerships

- Represent and leverage the Trust's interests with a range of local, national and international bodies
- Act as an ambassador for the Trust representing the organisation's work internally and externally
- Contribute to the development of the Trust's profile as a destination both in the UK and overseas and play a lead role in the development of the tourism offer in Stratford-upon-Avon and the region

Requirements for the role include:

Skills

- Excellent interpersonal, presentational, coaching, communication and analytical skills and able to communicate internally and externally at all levels
- Outstanding leadership skills, able to motivate and manage multiple teams across a number of sites to deliver an exceptional visitor experience, continuous service improvement and outstanding results
- Proactive, self-motivated and results-orientated with proven negotiating skills
- Able to combine effective strategic thinking with hands-on organisational and administrative capability
- Commercially astute, target orientated and financially literate with good attention to detail
- Professional credibility, able to lead, network and influence at a senior level, both within and outside the Trust.
- Confident and experienced in speaking at conferences, forums and external meetings

Knowledge

- Relevant professional qualifications or demonstrable relevant experience in the sector
- Knowledge of and interest in Shakespeare and local heritage
- Well-developed awareness of the issues facing the cultural, museums, heritage and tourism sectors

Experience - Essential

- Outstanding track record of setting and achieving budgets to increase visitor numbers, admissions, retail, hospitality and online income streams
- Demonstrable track record of raising the quality of the visitor experience and leading integrated site management
- Developing, planning and implementing the delivery of events and programmes
- Demonstrable experience of marketing research and using customer insight to drive product development, audience development and marketing
- Outstanding track record of key influencing, negotiating and decision-making skills used to deliver income targets and objectives and other agreed corporate KPIs

- Experience and understanding of data analysis and evaluation to meet business needs

Experience - Desired

- Experience in leading and directing projects, particularly in a culturally sensitive listed built environment
- Significant experience in audience development in the cultural sector
- Experience of developing commercial opportunities including on-line and from digital assets



Compensation & Benefits

This role offers a salary of circa £60,000 to £70,000 plus the following benefits:

| | |
|-------------------------------|---|
| Annual Leave | 23 days plus Bank Holidays increasing to 28 days with service |
| Pension | Auto-enrolment pension scheme: 4% you and 4% Trust contributions Full pension scheme following completion of probation period: 5% you and 7.5% Trust contributions |
| Life Assurance | One times salary if non-member of the pension scheme Three times salary if member of the pension scheme |
| Sick Pay | 4 weeks full pay increasing to 20 weeks with service |
| Employee Assistance Programme | 24 hour helpline provided by Health Assured to support you through any of life's issues or problems |
| Other Benefits | Free entry to the Shakespeare Houses for yourself and up to 7 guests 20% discount in our retail shops and cafes Range of discounts in local cafes, shops and other businesses. Access to flexible benefits which include: Art Fund, Cycle to Work, Dining Card, Gym Membership, Health Cash Plan, Holiday Purchase, Online shopping through Perks at Work, and TechBenefits. |

The Application Process

You can apply for this role by visiting our website <https://jobs.shakespeare.org.uk> and clicking on the relevant vacancy.

You will then be asked to load a CV and complete a short application form. If you require additional information, please contact the HR team on 01789 201841 or jobs@shakespeare.org.uk

Please note that the **closing date for applications** is midnight on **Friday 20th September 2019** and that **interviews** for the post will commence during the week beginning **Monday 14th October 2019**.

