

# **St Martin-in-the-Fields**

## **Non-Executive Director (Visitor Experience)**



**A Place of Welcome, A Story to Tell:  
Shaping the Future of Visitor Experience at St Martin-in-the-Fields**

# Welcome

from our Chair, Mark Bromley



Thank you for your interest in joining the Board of Trustees for St Martin-in-the-Fields Ltd. I've been Chair of the Board for 4 years and lead a wonderful diverse group of talented Trustees, all of whom share the ethos and values of St Martin's and a commitment to help the CEO and his senior team rebuild a vibrant and agile business following the challenges of the pandemic.

We are actively seeking a new Trustee with skills in visitor experience, interpretation within historic buildings and customer engagement to fill this gap within our Board skillset. You will be joining as we prepare to celebrate our 300th anniversary in 2026 and as we work with the St Martin's Trust in the launch of a £40m capital fundraising campaign to undertake significant work in enhancing and improving our site which will include an overhaul of our visitor communications, customer service training and historic interpretation and storytelling. We seek support to help us ensure that we remain accessible and inspiring for visitors old and new and we celebrate our wonderful building for generations to come.

Your help and expertise will be invaluable to us, and I hope you will be inspired to apply for this role. I very much look forward to receiving your application.

**Mark Bromley**

Chair

# Context

There are references to a church on our site as far back as 1222; George I built the current St Martin's in 1726. Its design became the template for a thousand churches across the US. St Martin's has generated many social initiatives over the years, including Shelter, Amnesty, Liberty, and The Big Issue. The wider organisation includes The Connection at St Martin's, tackling the causes of rough sleeping, and St Martin-in-the-Fields Charity, whose BBC Radio 4 Christmas Appeal generates c.£5m per year.

Before covid, St Martin's greeted around a million visitors a year, through worship, concerts, hospitality, retail, and events. The pandemic forced the commercial arm of the organisation, St Martin-in-the-Fields Ltd, to scale down substantially but St Martin-in-the-Fields Ltd (SMITFL) has risen to the challenge of reimagining and rebuilding and is achieving great things.

Our vision is to go far beyond simply generating the necessary levels of profit. It is visibly to embody the things the whole community aspires to – rehabilitation, empowerment, ecological alignment, education, health and social justice – while broadening our customer base. We want St Martin's to be not just an iconic venue, but an iconic institution, drawing customers to enjoy its products and ambience, but also attracting admirers seeking to replicate its commercial

activities across the world: a beacon of 'fully alive' business that makes it a destination. What happens in our crypt should be as dynamic and inspiring as what happens in the church.

Building on existing experience and a global reputation for music and hospitality, we also want St. Martin's to excel as world class concert venue and a café, events (contemporary music, arts, social and meeting space) and retail experience that is the pride and focus of the whole community, and once again attracts visitors from far and wide.

Alongside this, we will be renewing our focus on the longer-term capital development needs of the site by reviewing an ambitious 'Building Futures' project which was started before the pandemic and which sought to identify and scope a range of building development projects to help ensure St Martin's remains fit for the future and best maintains the large estate it occupies, which is all Grade 1 listed.





# The support we need

St Martin-in-the-Fields is more than a church; it's a living landmark at the heart of London, a stone's throw from Trafalgar Square. For centuries, it has been a place of worship, a haven for the displaced, and a vibrant centre for music and culture. As we look to the future, we recognize the immense potential to enhance the experience of the hundreds of thousands who visit us each year, ensuring that every individual connects with the rich history and enduring spirit of this iconic space.

Our ambition is to create a visitor journey that is both engaging and enlightening, one that seamlessly blends the historical significance of the building with the dynamic energy of its present-day mission. We want visitors to step through our doors and be transported – to feel the weight of history in the ancient stones, to be moved by the power of music that fills the nave, and to understand the church's ongoing commitment to social justice. We want to achieve this in a way which engages and excites, interests and inspires - we want to encourage those who may never have set foot in a building such as ours to find our stories presented in ways which will surprise and delight them.

We also want to develop a world-class welcome and encourage our staff to engage with our visitors in far more meaningful and memorable ways. Fostering a sense of kindness, caring and compassion for our visitors through exemplary customer service is another key aspect of our vision for the future.

This is where you come in. We are seeking a Non-Executive Director with a passion for visitor experience, a deep appreciation for historical interpretation, experience in customer service, and a background in helping organisations to bring their buildings to life for visitors. You will play a crucial role in shaping our strategic vision, ensuring that we:

- **Deepen engagement:** Develop innovative ways to tell the story of St Martin's, using a range of media and techniques to appeal to diverse audiences, from the casual tourist to the dedicated scholar.
- **Enhance accessibility:** Ensure that our visitor experience is welcoming and inclusive for all, regardless of age, background, or ability.
- **Balance preservation and innovation:** Find creative solutions to preserve our heritage while embracing new technologies and approaches to interpretation which engage people of all ages and backgrounds.
- **Foster a sense of place:** Capture the unique atmosphere of St Martin's, creating a space where visitors feel a sense of connection, reflection, and inspiration.
- **Grow our reach:** Expand our visitor base, attracting new audiences and building a global community around the church's mission and values.
- **Provide a world class welcome:** Greet our visitors in ways which will be warm and welcoming, providing customer experience that will leave positive and lasting impressions of St Martin's as a place where all are welcome.

The Crypt, with its atmospheric café and event spaces, offers a particularly exciting opportunity. We envision it as more than just a place to eat and gather, but as an integral part of the visitor experience, a space where history and hospitality intertwine, as well as a place where people can find fun, entertainment and escapism.



# Experience sought

This is a chance to be part of a team dedicated to ensuring that St Martin-in-the-Fields remains a vital and relevant place for generations to come. We invite you to bring your expertise and passion to our Board and help us write the next chapter in the story of this extraordinary place.

We seek candidates who have a strong background and proven track record in several key areas:

- **Visitor Experience and customer welcome:** Extensive experience in developing and enhancing visitor experiences, likely gained in roles within museums, heritage sites, cultural attractions, or similar organizations.
- **Historical Interpretation:** A deep appreciation for and understanding of historical interpretation principles and practices. Experience in bringing history to life for diverse audiences through various methods.
- **Strategic Thinking:** Proven ability to contribute to strategic planning and decision-making at a senior level, with a focus on enhancing visitor engagement and reach.
- **Audience Development:** Experience in attracting and engaging diverse audiences, understanding their needs and preferences, and developing strategies to expand visitor base.

- **Accessibility and Inclusion:** A commitment to ensuring that visitor experiences are accessible and inclusive for all, with experience in implementing best practices in this area.
- **Heritage Management:** An understanding of the challenges and opportunities involved in balancing the preservation of historical sites with the need for innovation and development.
- **Stakeholder Engagement:** Experience in working with a variety of stakeholders, including staff, volunteers, community groups, and funding bodies.
- **Communication and Collaboration:** Excellent communication and interpersonal skills, with the ability to work effectively with a team and build consensus.

In addition to these areas of expertise, the ideal candidate would also demonstrate:

- A passion for the mission and values of St Martin-in-the-Fields.
- A creative and innovative approach to problem-solving.
- A strong understanding of the cultural and heritage sector.

# Time commitment

The SMITFL Board meets 6 times each year with one session being an extended strategy discussion. Meetings are usually 90 minutes long and are held at St Martin-in-the-Fields in London. Several Trustees occasionally join meetings remotely and we are happy to accommodate this although would ask that in person attendance is possible for at least 3 meetings each year.

We would expect Trustees to be available to occasional meetings with relevant senior staff within the leadership team to help provide guidance and support where necessary. There would also be the opportunity for this Trustee to join the strategic group leading the property development plans for St Martin's and to provide sector knowledge and guidance to that group.

# Remuneration

This position is not remunerated however reasonable travel expenses will be reimbursed.

# Accessibility

We understand that different members of the community have different access needs, and we will make modifications to the way we do business in order to accommodate people with particular access needs. Our buildings are fully accessible, and we offer a range of methods to assist if required.

We can offer the following amenities:

- Lift/step free access to the building, all key meeting rooms and bathrooms.
- Accessibility dogs are welcome.
- Papers and materials can be presented in different formats.
- Hybrid meeting options.

# Diversity and inclusion

St Martin's welcomes applications from all sections of the community and is committed to maintaining an inclusive working environment,

with a diverse workforce. We value individuality, equality and representation and appoint on merit.



# How to apply

Please send us a short application which should be no more than 2 sides of A4 along with your CV. Set out why you are interested in the role and what experience you have that you believe will help St Martin's. Please email this by Friday 23 May 2025 to [peopleandculture@smitf.org](mailto:peopleandculture@smitf.org).

If you would like an informal chat about this role, please email our Chief Executive, Chris Denton at [chris.denton@smitf.org](mailto:chris.denton@smitf.org) to arrange a time to talk. Our Chair, Mark Bromley, is also available for a chat if you would like.

