

# CHAIR **AND** TRUSTEE

RECRUITMENT PACK

AUTUMN 2024

THE  
PIECE  
HALL

EST. 1779

# FOREWORD

## THANK YOU FOR YOUR INTEREST IN WORKING WITH US

The Piece Hall Trust was established as an independent body in 2013 and following completion of works, is now responsible for the operation of the historic site as a place where Trade, Culture and Heritage mix. As a charity, The Piece Hall Trust exists to promote the conservation, protection and improvement of the environment by preserving The Piece Hall, and by advancing the public's engagement in and understanding of history, the arts and cultural activities.

The Piece Hall itself is Yorkshire's most important secular building; it's Grade I listed and is a rare and precious thing, an architectural and cultural phenomenon which is absolutely unique. It is the only remaining Georgian cloth hall in the world, the sole survivor of the great eighteenth century northern cloth halls, a class of buildings which embodied the vital and dominant importance of the trade in hand woven textiles to the pre-industrial economy of the West Riding of Yorkshire, from the Middle Ages through to the early nineteenth century.

As we move into the next 5 years of our strategic plan we acknowledge what got us here won't get us to where we strive to be; we need to engage differently, to change the dial on how we operate, how we work, what we do and the way we do it.

**It's not sufficient to do things better we must do better things.**

One thing is for sure; that as a Trust we have an infectious energy and warmth within our DNA that drives us to do these better things.

The way the Board works is key to our success; we are the only ones who do what we do and we want our Board to ask good questions to help us capture what good looks like and deliver it.

As the tenure of our Chair and several of our Trustees come to an end, we are looking for high calibre candidates who can lead and develop the Board, help steer our future path as a Trust and support and challenge our Leadership team in making this happen.

To be successful you will need to share our vision, our drive to do better things, and you will be a superb communicator with a high level of emotional intelligence. You will have a proven track record of strategic leadership, an understanding of governance and Board experience. In addition, you will have financial and commercial acumen, coupled with experience of driving the execution of strategy, growth, change and organisational development. You will also have the ability to represent us externally and commit the energy and time required to be effective.

These are exciting and fun roles, in a dynamic and growing organisation, at a time of significant opportunities that will give challenge and reward in equal measure.

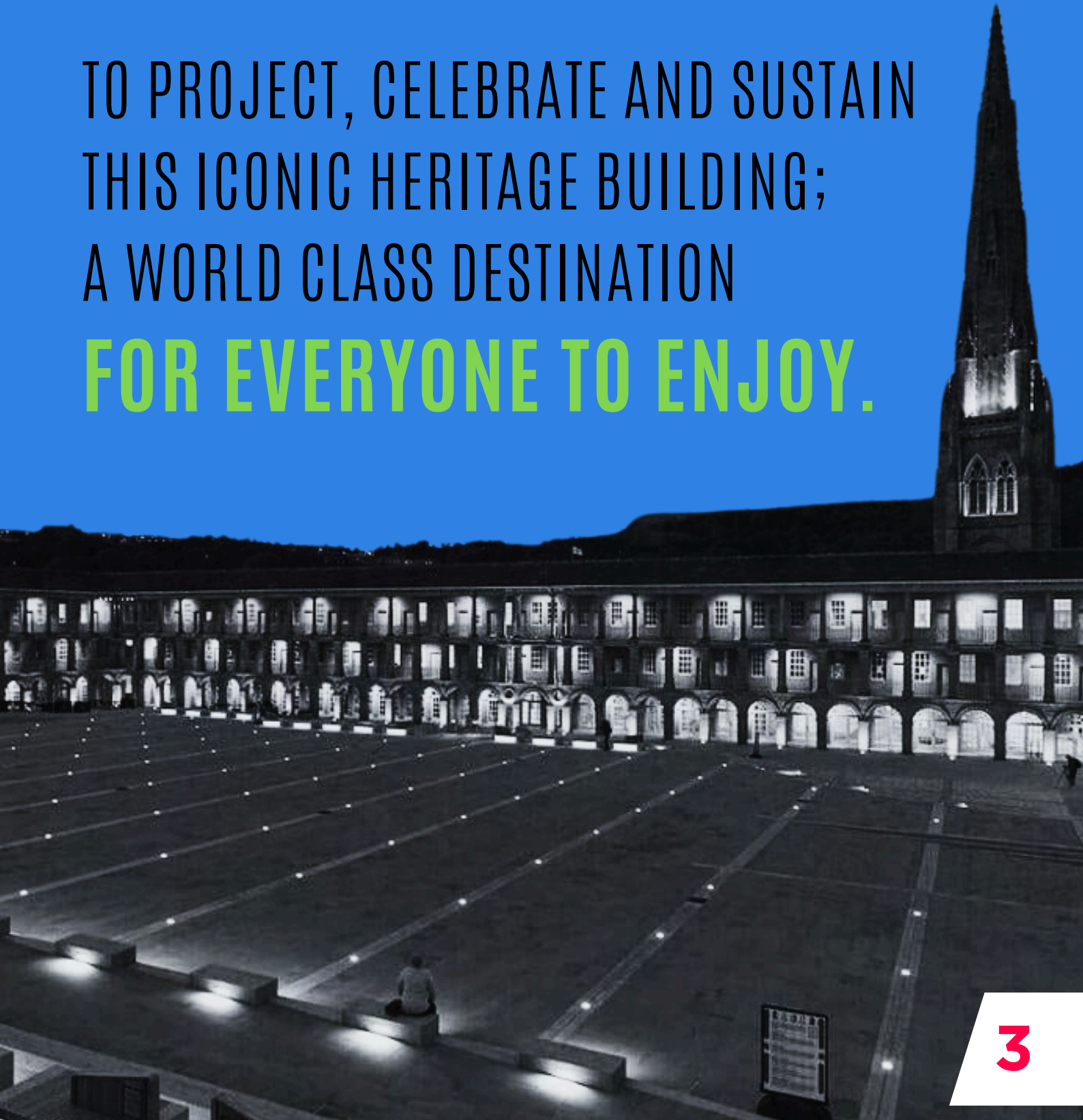
We hope you find this appointment brief informative, and that you are inspired to apply. We look forward to meeting you.

# OUR VISION



To create a **world-class iconic heritage destination** that attracts visitors from across the world, serves the **needs of the local community**, and contributes to the **regeneration of the region and the UK**, whilst preserving and sustaining the **integrity and heritage** of the building.

TO PROJECT, CELEBRATE AND SUSTAIN  
THIS ICONIC HERITAGE BUILDING;  
A WORLD CLASS DESTINATION  
**FOR EVERYONE TO ENJOY.**



# 2024 IN NUMBERS



MORE THAN

**200,000**

PEOPLE HAVE ATTENDED LIVE EVENTS

MORE THAN

**3,000,000**

PEOPLE HAVE VISITED US



MORE THAN

**£6,000,000**

EXTRA INTO THE LOCAL ECONOMY

MORE THAN

**4,000**

VOLUNTEER HOURS RECORDED



# KEY MOMENTS SO FAR



## SEPT 2022

Over 22,000 people come together at the Piece Hall to celebrate Calderdale's first Pride at the venue.



## JAN 2023

90 people - architects, engineers, writers and designers pick The Piece Hall among the UK's favourite places.



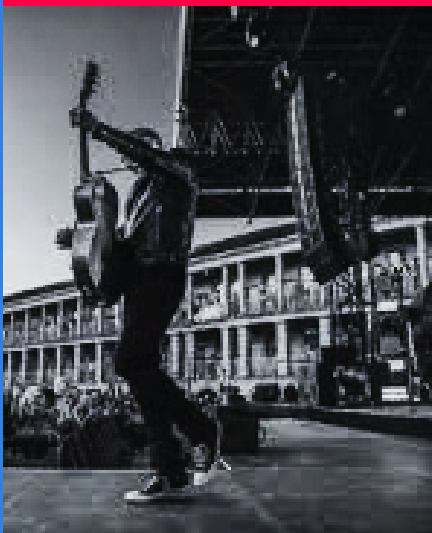
## MARCH 2023

Our updated membership scheme 1779 is launched with presales, discounts and exclusive events.



## DEC 2023

Global superstar Bryan Adams announces date for Summer 2024 at The Piece Hall.



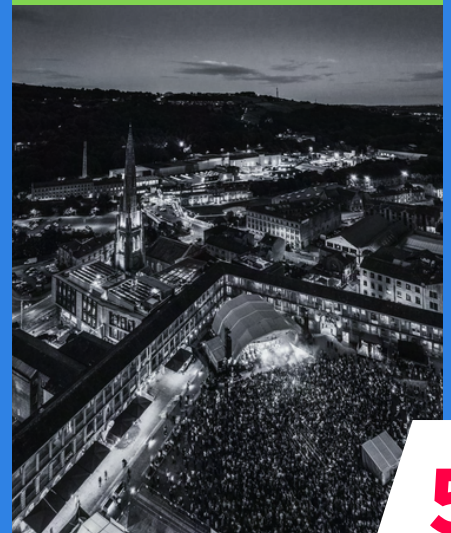
## FEB 2024

American producer Erik "Blu2th" Griggs launches a new music programme alongside us for 14-18 year-olds.



## JUNE 2024

TK Maxx sponsored 'Live at the Piece Hall' sells 170,000 tickets with its 34-night concert series.



# ROLE DESCRIPTIONS



## CHAIR

FIND OUT MORE ABOUT THIS ROLE ON PAGES SEVEN AND EIGHT

**THE ROLE OF CHAIR**

**TO LEAD THE BOARD EFFECTIVELY**

Driving out the skills and experience of other Non-Executive Board Members (Trustees) and working collaboratively with the Leadership Team. Ensure the special balance between support of the Trustees and Leadership Team, both through setting the best example, as well as leading and guiding Board discussions and decisions. Ensure that the Board is driving growth and holding the Leadership Team to account.

**TO DEVELOP THE BOARD AS A WHOLE**

Increasing its breadth of skills and overall effectiveness ensuring its continuing progress and its compliance, assessing skills against requirements. Work with the People and Culture Committee (PCC) to play a leadership role in attracting and identifying new Trustees as exiting terms end or to leave. The Piece Hall forward, ensuring they have the support effective. Uphold the highest standards of integrity and probity of the Board.

**TO ACT AS AN AMBASSADOR**

Whilst supporting the CEO both internally and externally. Establishing effective working relationship with the CEO and the Leadership Team and be available to provide them with advice and support as required, and constructively support relationships with leaders across our external stakeholders, particularly with Calderdale Council (CMC) and Live Nation.

**TO STRENGTHEN OUR GOVERNANCE**

Work with the Board and Finance, Audit and Risk committee (FARAC) Trust governance structures, ensuring the Board and the wider governance structure effects appropriate authority in its engagement with the CEO and the right information and analysis. Promote the highest standards of corporate governance and ensure that The Trust complies with all governance requirements.

**WE'RE LOOKING FOR IN A CHAIR**

**CRITERIA WE'RE CONSIDERING FOR THE ROLE:**

- Proven national experience of Board roles as a Chair, Committee Chair, or Executive of a large complex organisation.
- Track record of delivering operational and cultural improvements, evidence of a strong personal commitment to fostering a positive organisational culture.
- Track record of building effective relationships with internal and external stakeholders, communicating in respect and demonstrating emotional intelligence, collaboration, and leadership skills.
- Ability to work with Public Bodies in areas including social delivery, procurement and demonstrating leadership and time to connect to the community.

**DESIRABLE CRITERIA SOME OR ALL OF THE FOLLOWING WOULD BE DESIRABLE:**

- 1. Experience of working with or close to the PUBLIC sector.
- 2. Experience of working in the heritage, arts, events, hospitality or leisure sector.

**PLEASE NOTE**

These are non-exhaustive and are likely to involve a time commitment of around 10 days per year. They are non-exhaustive roles call to employment. They will be an employee based requirement. The appointment will be for a period of three years, renewable by mutual agreement. Given the requirements of the role, the ability to travel out of county is very important as well as the availability to attend general Board Meetings and Sub-Committee meetings (PCC, FARAC).

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## TRUSTEES

FIND OUT MORE ABOUT THIS ROLE ON PAGES NINE AND TEN

**THE ROLE OF TRUSTEE**

**TO PLAY A ROLE IN OUR STRATEGIC DEVELOPMENT**

The role of the Trust Board is critical to the long-term success of the Piece Hall. As part of the Board, Trustees hold the Leadership Team to account and are responsible for the organisational long-term health, planning and assets and for overall performance and operation. This includes strategic direction on safety, health and safeguarding, as well as

**TO CHALLENGE AND SUPPORT OUR LEADERS**

Standing behind our Leadership Team in defining and delivering the Board's strategy. It is particularly important that the Board should be equipped with the knowledge of managing and financing, and have that it can evaluate and challenge proposals.

**TO ACT AS AN AMBASSADOR**

Supporting the Leadership Team both internally and externally. Establishing effective working relationship with the CEO and the Leadership Team and be available to provide them with advice and support as required, and constructively support our external stakeholders, particularly with Calderdale Council (CMC) and Live Nation.

**TO STRENGTHEN OUR GOVERNANCE**

Working with the Board and FARAC, to consider the appropriateness of Trust governance structures, ensuring the Board and the wider governance structure effects appropriate authority in its engagement with the CEO and the right information and analysis. Promote the highest standards of corporate governance and ensure that The Trust complies with all governance requirements.

**WE'RE LOOKING FOR IN OUR TRUSTEES**

**CRITERIA WE'RE CONSIDERING FOR THE ROLE:**

- An effective influencing and negotiation skills, including an ability to contribute fully to Board decisions, challenge the executive but constructively, and to work with a wide range of stakeholders.
- Sound and strategic thinking ability to analyse complex and promote innovative solutions.
- Working and collaboration skills, an ability to work together with resources and resources in the organisation to solve problems.
- Innovation and a willingness to try solutions combined with a targeted performance orient, and
- Ability and pragmatism, and an ability to adapt quickly to being situations.

**DESIRABLE CRITERIA SOME OR ALL OF THE FOLLOWING WOULD BE DESIRABLE:**

- 1. Knowledge and experience of Hospitality, leisure, arts, heritage or culture.
- 2. Commercial experience of procurement, contract management and experience of shaping and implementing strategy and delivering transformational change.

**PLEASE NOTE**

These are non-exhaustive and are likely to involve a time commitment of around 10 days per year. They are non-exhaustive roles call to employment. They will be an employee based requirement. The appointment will be for a period of three years, renewable by mutual agreement. Given the requirements of the role, the ability to travel out of county is very important as well as the availability to attend general Board Meetings and Sub-Committee meetings (PCC, FARAC).

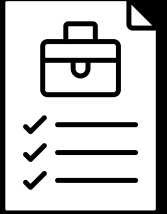
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ALL CANDIDATES MAY SIT ON UP TO 2 SUB-COMMITTEES OF THE BOARD.  
FINANCE, RISK AND AUDIT SUB-COMMITEE (FRASC)  
PEOPLE AND CULTURE SUB-COMMITEE (PCC)

PLEASE NOTE THE APPLICATION PROCESS AND DEADLINES ARE THE SAME FOR BOTH ROLE TYPES.

# THE ROLE OF

# CHAIR



## TO LEAD THE BOARD EFFECTIVELY



Drawing out the skills and experience of other Non-Executive Board Members (Trustees) and working collaboratively with the Leadership team. Ensure the optimal balance between support and challenge, particularly between the Trustees and Leadership Team, both through setting the best example, as well as leading and guiding Board discussions and decisions. Ensure that the Board is effective in providing direction, driving growth and holding the Leadership Team to account.

## TO DEVELOP THE BOARD AS A WHOLE



Increasing its breadth of skills and overall effectiveness ensuring its continuing progress and its composition, assessing skills against requirements. Work with the People and Culture Committee (PCC) to play a leading role in attracting and identifying new Trustees as existing terms expire to take The Piece Hall forward, ensuring they have the support and induction they need to be effective. Uphold the highest standards of integrity and probity of the Board.

## TO ACT AS AN AMBASSADOR



Whilst supporting the CEO both internally and externally. Establishing effective working relationship with the CEO and the Leadership Team and be available to provide them with advice and support as required; and constructively support relationships with leaders across our external stakeholders, particularly with Calderdale Council (CMBC), Live Nation and NLHF.

## TO STRENGTHEN OUR GOVERNANCE



Work with the Board and Finance, Risk and Audit Sub-Committee (FRASC) to consider the appropriateness of Trust governance structures, ensuring the Board and the wider governance structure effects appropriate authority in its engagement with the CEO and Leadership Team, informed with the right information and analysis. Promote the highest standards of corporate governance and ensure that The Trust complies with all requirements.

# WHAT WE'RE LOOKING FOR IN A CHAIR

## ESSENTIAL CRITERIA

ALL OF THE FOLLOWING ARE CONSIDERED ESSENTIAL REQUIREMENTS FOR THE ROLE:

- ✔ Notable national experience at Board-level as a Chair, Committee Chair, or Non-Executive of a large complex organisation;
- ✔ A track record of delivering organisational and cultural improvements; evidence of a strong personal commitment to fostering a positive organisational culture;
- ✔ A track record of building effective relationships with internal and external stakeholders, communicating with impact and demonstrating emotional intelligence, collaboration, and leadership skills;
- ✔ An ability to work with Public Bodies on topics including vision delivery; coupled with political astuteness.
- ✔ UK based and willing to undergo a DBS security check and the enthusiasm and time to commit to the role



## DESIRABLE CRITERIA

SOME OR ALL OF THE FOLLOWING WOULD BE DESIRABLE:

- ❓ Experience of working with or close to the Public Sector.
- ❓ Experience of working in the heritage, arts, events, hospitality or leisure sector

## PLEASE NOTE

These are non-executive and are likely to involve a time commitment of around 15 days per year. They are non-remunerated roles (at this point in time). There will be an entitlement to reimbursement of pre-approved reasonable travel expenses. The appointments will be for a period of three years, renewable by mutual agreement. Given the requirements of the roles the ability to flex around other commitments is very important as well as the availability to attend in person Board Meetings and Sub Committee meetings (PCC/FRASC).





# THE ROLE OF

# TRUSTEE



## TO PLAY A ROLE IN OUR STRATEGIC DEVELOPMENT



The role of the Trust Board is critical to the long-term success of The Piece Hall. As part of the Board, Trustees hold the Leadership Team to account and are responsible for the organisational long-term health, planning and assets and for overall prioritisation and operation. This includes strategic direction on safety, health and environment, as well as safeguards.

## TO CHALLENGE AND SUPPORT OUR LEADERS



Standing behind our Leadership team in defining and delivering the Board's strategy. It is particularly important that the Board should be equipped with an understanding of managing and financing, and have knowledge of the wider sector, so that it can evaluate and challenge proposals.

## TO ACT AS AN AMBASSADOR



Supporting the Leadership Team both internally and externally. Establishing effective working relationship with the CEO and the Leadership Team and be available to provide them with advice and support as required; and constructively support relationships with leaders across our external stakeholders, particularly with Calderdale Council (CMBC), Live Nation and NLHF.

## TO STRENGTHEN OUR GOVERNANCE



Working with the Board and FRASC/PCC to consider the appropriateness of Trust governance structures, ensuring the Board and the wider governance structure effects appropriate authority in its engagement with the CEO and Leadership Team, informed with the right information and analysis. Promote the highest standards of corporate governance and ensure that The Trust complies with all governance requirements.

# WHAT WE'RE LOOKING FOR IN OUR TRUSTEES

## ESSENTIAL CRITERIA

ALL OF THE FOLLOWING ARE CONSIDERED ESSENTIAL REQUIREMENTS FOR THE ROLE:

- ✔ Clear and effective influencing and communication skills, including an ability to contribute fully to Board discussions, challenge the executive effectively but constructively, and communicate with a wide range of audiences;
- ✔ Independent and strategic thinking with an ability to analyse complex issues and promote innovative thinking;
- ✔ Team working and collaboration skills, including an ability to work together with other executives and non-executives in the organisation to solve collective problems;
- ✔ Results orientation and a willingness to look for solutions combined with a focus on targeted performance measurement; and
- ✔ Adaptability and pragmatism, including an ability to adapt quickly to fast moving situations.



## DESIRABLE CRITERIA

SOME OR ALL OF THE FOLLOWING WOULD BE DESIRABLE:

- ❓ Knowledge and experience of hospitality, leisure, arts, heritage or culture.
- ❓ Commercial experience of procurement, contract management and contract execution; and experience of shaping and implementing strategy and delivering transformational change.

## PLEASE NOTE

These are non-executive and are likely to involve a time commitment of around 15 days per year. They are non-remunerated roles (at this point in time). There will be an entitlement to reimbursement of pre-approved reasonable travel expenses. The appointments will be for a period of three years, renewable by mutual agreement. Given the requirements of the roles the ability to flex around other commitments is very important as well as the availability to attend in person Board Meetings and Sub Committee meetings (PCC/FRASC)



# HOW TO APPLY



## WE ARE HANDLING THIS RECRUITMENT PROCESS DIRECTLY

To apply for either of these roles, please send a CV and covering letter to [kate.swift@thepiecehall.co.uk](mailto:kate.swift@thepiecehall.co.uk) no later than 30th September 2024.

## WE ASK YOU TO SUBMIT THE FOLLOWING:

- 1** A CV setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps within the last two years
- 2** A Statement of Suitability (no longer than three pages) explaining:
  - Your motivation for applying for the Chair or Trustee role
  - How you consider your personal skills, qualities and experience provide evidence of your suitability for the role, with particular reference to the criteria in the person specification.
- 3** Please also complete our equal opportunities form using [this link](#) and return this with your main application. This allows us to see if there are any unfair barriers to becoming an appointee and whether there are any changes that we could make to encourage a more diverse field to apply. You can select “prefer not to say” to any question you do not wish to answer. The information you provide will not be used as part of the selection process and will not be seen by the interview panel. Applications will not be considered complete until this monitoring information has been provided.
- 4** Disability Confident. If you wish to be considered for the Disability Confident scheme, then please state this at the beginning of your Supporting Statement



THE  
PIECE  
HALL

EST. 1779

# THANK YOU

FOR CONSIDERING THIS ROLE

WE LOOK FORWARD TO  
RECEIVING YOUR  
APPLICATION.

