

Kidderminster Town Hall Trust

Appointment of Independent
Chair and Trustees

Candidate Pack



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Welcome letter from Mayor and Deputy Leader, Juliet Smith

Dear Candidate,

Kidderminster Town Council is set to embark upon an ambitious plan for the future of its key asset, Kidderminster Town Hall, which has played a pivotal role in the cultural and administrative life of the town for more than 130 years. An impressive Victorian landmark, integral to Kidderminster's cultural heritage, it remains the town's centre of governance and entertainment. The building is widely recognised as an entertainment and wedding venue and also houses the Town Council administrative offices.

In 2019, a successful application was made to the National Lottery Heritage Fund (NLHF) for a grant to develop a new vision and plan for the future of the Town Hall and how it might best serve the people of Kidderminster for years to come.



A number of options regarding the future leadership and management model for the venue have been appraised. It has been decided that an independent Charitable Trust will be formed to oversee the care and commercial success of the Town Hall and ensure its place as a vibrant platform for the arts and through this, improve the quality of life for the residents of Kidderminster and surrounding areas.

The search is now underway for skilled volunteers to form the new board of this trust, which is hoped will be operational by September 2021.

Juliet Smith

Mayor and Deputy Leader, Kidderminster Town Council

About the Roles

What we are looking for ...

We are looking for an independent Chair and up to eight independent trustees, through an open recruitment process, to sit alongside three nominated elected local councillors, to bring their professional skills, attributes and - just as important - interest in the local area to bear, to lead and support the general manager and town hall staff.

Board members will work together to shape the future of this wonderful asset, by agreeing forward-thinking strategies and a business plan, develop local partnerships and more.

To be most effective, the board needs those who come from legal, financial, human resources disciplines, but also those who have experience of and connections with the Arts, leisure and hospitality venue management and local community engagement. To complement and support the range of expertise in the team at the Town Hall and council, those with the following range of experience would also be very welcome; marketing and communications, IT, social media and partnership development.

We need board members who can think strategically and be committed advocates for the vision and future of the Town Hall. Those who can bring entrepreneurial, commercial and networking skills to bear to benefit the project will also be very welcome.

It is very important that there is a balance of voices on this board, to make the strongest decisions and better serve the people of Kidderminster, so we are not specifying previous board experience as essential and will give you full support and guidance if appointed.

Board Role Descriptions

Independent Chair

All trustees are collectively responsible for the decisions and management of the Trust, but the Chair is ‘first amongst equals’, and the ambassador and public face of the trust. The first task asked of the new Chair, once the rest of the boards is appointed, will be to oversee the formulation of a business plan and agree with the board and stakeholders a clear vision for the venue.

The Chair’s role is to:

- Represent the interests of the trust and oversee its establishment;
- Enable the trustees to fulfil their collective responsibility for the trust’s overall governance, strategic direction and provision of public benefit by providing leadership and direction to the board of trustees;
- Work closely with the General Manager to achieve the trust’s aims by ensuring clear distinction between the board’s role in developing and agreeing strategy, and the General Manager and their team’s role in applying that strategy to day-to-day operations
- Support and offer guidance to the General Manager, including through agreeing objectives and assessing performance, and ensuring that management responsibilities are clearly defined

Provide leadership

- Take a leading and high-profile role in the advocacy of the trust, promoting it to a wider audience, and serving as a spokesperson for the trust as required
- Ensure the concerns and comments of the board, advisory group and other key stakeholders are addressed
- Ensure good relationships with the trust’s staff, volunteers, stakeholders and customers

Ensure good governance

- Plan and chair meetings of the board of trustees, ensuring that it functions effectively and carries out its duties, establishes appropriate committees, annually reviews its performance, and monitors the implementation of its decisions
- Meet the legal obligations common to all trustees, and ensure that trustees understand their responsibilities and are annually appraised
- Address any conflicts of interest among trustees and, along with the General Manager, ensure that all trustees have access to appropriate induction, advice, training, development and information relating to their role
- Work with trustees to plan board succession, openly and widely recruiting diverse trustees with relevant skills and experience

Independent Trustees

All trustees are collectively responsible for the decisions and management of the trust.

The role of trustees is to:

- Take ultimate responsibility for directing the affairs of the trust, and to do so with innovation, creativity, ambition and appropriate challenge
- Ensure that the trust has a clear vision, mission and strategic direction and is focused on achieving these as the trust develops
- Act reasonably and prudently in the best interests of the charity, never in pursuit of personal interests or the interests of another organisation, meeting the legal obligations common to all trustees.

Accountability; Legal and Financial Duties

- Ensure that the trust complies with its governing document, charity law, company law and any other relevant legislation or regulation
- Ensure that the organisation pursues its charitable objects as defined in its governing document and uses its resources exclusively in pursuance of its objects
- Regularly monitor performance against the annual budget and support appropriate management action designed to achieve agreed levels of financial performance and ensure financial stability
- Ensure that the charity's governance is of the highest possible standard, and that it is openly and transparently accountable to funders, customers and stakeholders

Policy and Planning

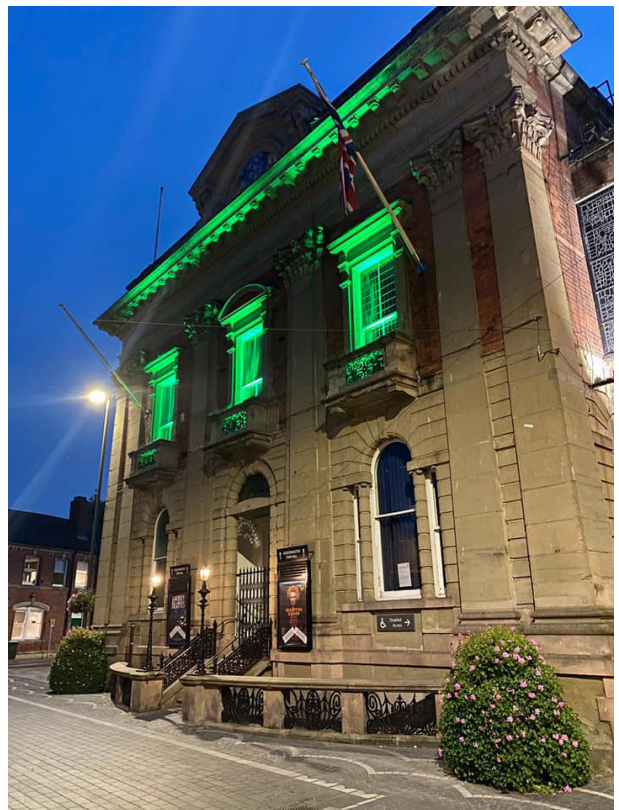
- Ensure that the charity has a clear vision, mission, values and strategic direction and is focused on achieving them
- Contribute actively to the board of trustees in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- Approve and review the business plan, focusing on key issues and providing guidance on new initiatives
- Ensure that all significant risks associated with the trust are recognised and that appropriate mitigation measures are put in place and regularly monitored

Advocacy

- Safeguard the good name and values of the trust, acting as an enthusiastic and well-informed ambassador at all times, and taking responsibility for the trust's 'corporate behaviour'
- Champion excellent customer service and a great visitor experience
- Promote the Town Hall, its activities and its needs, to the public, private and voluntary sectors so as to enhance the trust's profile and assist with its fundraising activities and income generation.

Other Duties

- Scrutinise board papers, taking an active part in board discussions, leading discussions and board sub-groups as required, using any specific skills, knowledge or experience to help the board of trustees reach sound decisions
- Oversee the recruitment of the General Manager and other staff if ever required, and monitor their performance
- Ensure the effective and efficient administration of the organization, ensuring that appropriate internal policies are in place and monitored effectively respecting the role of staff and volunteers
- Act as guardians of the assets managed by the trust, both tangible and intangible, taking all due care over their security, deployment and proper application



Person Specifications

The following sets out what we are looking for from all prospective trustees, and the additional skills and experience we are looking for from a Chair. The most effective boards are ones which include a diverse range of backgrounds, experiences and skill sets. All appointments will be made purely on the basis of merit. Please feel you can apply even if you do not meet all criteria.

Skills / (essential)

The ability to think creatively and strategically, demonstrating good judgement and analytical ability

Good communication, team-working and inter-personal skills, demonstrating tact, diplomacy and the ability to build and manage strong relationships and networks

An ability to command respect among local, regional and national stakeholders – acting as an ambassador for the trust

Experience (desirable)

Senior-level experience and well-established networks, for example in one or more of the following areas:

- General commercial / professional services, including finance, law, estate management and human resources
- Arts / entertainment
- ICT, Communications, Public Relations
- Visitor attraction / venue management
- Community Service / Third Sector

Eligibility

The law disqualifies some people from acting as trustees. You will not be able to apply if you:

- Have an unspent conviction for an offence involving dishonesty or deception;
- Are currently declared bankrupt, or are subject to bankruptcy restrictions or an interim order;
- Have an individual voluntary arrangement to pay off debts with creditors
- Are disqualified from being a company director
- Have previously been removed as a trustee by either the Charity Commission or the High Court due to misconduct or mismanagement.

An application will not be accepted from anyone:

- Under the age of 18
- Not entitled to live and work in the UK
- A current officer or member of the Council, or anyone who has been a member within the last 4 years

Additionally, applicants must be able to devote the necessary time and effort, including attending board meetings and occasional daytime and evening events and agree to a commitment to Nolan's seven principles of Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership)

Additional Skills and Experience for the Chair

- Good leadership skills, including in creating and delivering a clear strategic vision and direction
- Board level (or equivalent) experience and proven competence in chairing meetings and managing performance
- An understanding of the challenges of leading an organisation in its early development, or in periods of significant change
- Ability to work with the General Manager and Town Clerk to maintain the appropriate balance between management and governance
- Ability to inspire and lead a team of highly skilled and motivated individuals, creating a safe climate for discussion and providing autonomy and independence for the additional trustee recruitment process.



Application Process

Sunday 25th July: Closing date for Chair applications

W/C 26th July: Chair appointment panel shortlist meeting [date to be confirmed]

W/C 2nd August: Independent Chair interviews [date to be confirmed]

Friday 20th August: Closing date for Trustee applications

W/C 30th August: Trustee interviews

For a confidential discussion please speak to:

Rachel Tucker

Associate Consultant, Faerfield Limited

Tel: 0121 312 3755

Email: rtucker@faerfield.co.uk

TO APPLY FOR THIS ROLE, PLEASE CLICK **HERE**

About Kidderminster Town Hall

Context, Mission and Vision

Kidderminster Town Hall was transferred to Kidderminster Town Council by Wyre Forest District Council (WFDC) following the establishment of the town council. Its full operational management was taken on by the town council in April 2019. It had been run by the district council for many years and the existing events and weddings staff were transferred by TUPE. The town hall had been making increasing losses, partly due to being ill-equipped to provide the facilities required for events, concerts, and the like.

Kidderminster Town Council works to make Kidderminster a thriving retail, commercial and residential centre. The Council manages and supports a range of public facilities and services including events, allotments, street furniture, memorials, statues and Kidderminster Town Hall. The Council operates from the Town Hall with monthly meetings taking place in the historic Council Chamber plus regular meetings of three sub committees.

The Town Hall comprises two complementary buildings, constructed 20 years apart, joined together to form an impressive Victorian civic centre. The Town Council own the building and took full responsibility for the management of the entire building from April 2019. This process saw the transfer of the Events and Wedding team to the Town Council as well as exploring new and exciting uses for the building to enhance both the public profile and operational sustainability of the building as a whole. Lying adjacent to the high footfall pedestrian link to and from Weavers Wharf Retail Centre, and facing onto the recently rejuvenated Exchange Square, the Town Hall building has the opportunity to re-focus its linkages with different audiences already in the centre of town.

Kidderminster Council's Vision is that Kidderminster is a place where a good quality of life is open to all and its Mission is for the Town Hall to inspire and enhance the community by providing a sustainable civic amenity that is used, enjoyed and valued by the people of Kidderminster and beyond.

The new Board of Trustees and Executive team of Kidderminster Town Hall will be tasked with a number of challenges and goals;

- Providing the site with the infrastructure that would enable it to compete effectively as a modern events venue
- Restoring its relevance to the wider Kidderminster community, so broadening its audiences and catering for a wider range of needs prioritising cultural entertainment, education and the building's heritage.
- Restoring the building and introducing new elements if thought necessary to complement and enable better use of the whole, and in the process giving it an appeal as a meeting place of choice within Kidderminster Town Centre.
- Putting the whole operation onto a sustainable commercial footing for the long term.

The current operations team consists of a General Manager, (who will report directly to the Chair) plus four full time and three part time employees.



Additional Reading

For further information please follow the links below:

**The Charity Commission - Essential Trustee -
What you need to know**



**Sample Minutes of the Kidderminster Town Hall
Committee** (downloadable from the application website)



