

Trustee Candidate Pack



harewood.org

Photo credit Matt Simm, 2021



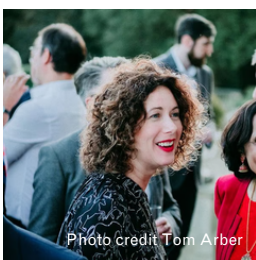
WELCOME

Thank you for your interest in becoming a Trustee of Harewood House Trust. For forty years the Trust has managed and cared for this amazing slice of Yorkshire, since the Charity was first established in 1986.

Our cultural assets are as significant as they are diverse. Harewood is a place for learning and enjoyment, for play and wellbeing, a place full of history and natural beauty. It has always changed and evolved with the times – it captures the stories of the people who have lived, worked and made memories here. Now we look forward to the next exciting chapter. But like many organisations we are experiencing challenges from a volatile external environment and will need highly skilled support as we navigate the path ahead.

We are now seeking five new Trustees to join us. We are fortunate to have a hugely committed and passionate Board. Our Trustees work closely with the small but dedicated Harewood team, overseeing governance, strategy, and finance while also supporting the senior management team. We are looking for Trustees who want to help deliver our Vision, and ensure Harewood's sustainability, its conservation, and its relevance to audiences today. Pivotal to this is our commitment to being open about our history: harewood.org/about/legacy-of-the-caribbean/

I am incredibly proud of what we do here at Harewood - our culture, our impact, our collaborations and the welcome we are able to offer our visitors. If you feel you can apply your skills to help us build on this and contribute to Harewood's future then please do read on.



Emily Shard

Chair of the Board of Trustees



Photo credit Tom Arber

ABOUT HAREWOOD HOUSE TRUST

Harewood House Trust (harewood.org) is an independent charity which engages around 270,000 visitors a year through its built heritage, 140 acres of Grade I listed landscape and an innovative arts and learning programme.

It is one of England's finest 18th century country houses, with a significant collection of fine and decorative arts; we are an accredited museum, with a nationally Designated Collection, and the family seat of the Earl and Countess of Harewood. Like many estates and establishments of the period, the House was largely built from the proceeds garnered from the Transatlantic trade in enslaved individuals, and this has been prominently acknowledged through our arts programming and community engagement over the last 30 years.

Harewood House Trust (HHT) was set up in 1986 as an educational charity and company limited by guarantee. HHT has one wholly owned subsidiary company, Harewood House Trading Ltd, which undertakes non-charitable activities, including retail, catering, commercial events and filming.

Like many other cultural organisations today, HHT faces major financial challenges, with growing operational and maintenance costs quickly outpacing income growth. In response to this, HHT has developed Reimagining Harewood, a five-year plan of renewal, which includes a new adventure playscape, a new visitor centre with commercial opportunities in a redundant listed building, improvements to the car-park and the creation of a new contemporary garden with year-round seasonal interest to replace the former Bird Garden, which closed in 2023. The Trust has recently submitted a Heritage Fund Stage 1 Development Bid to fund the next stage of this development and support Harewood's long term financial sustainability.



Photo credit Tom Arber

OUR ETHOS

Today we engage audiences through our outstanding heritage, art and natural collections, which are augmented by an innovative exhibition and public programme, that extends inside and out. Collecting, commissioning and supporting artists has always been the way at Harewood and this is no different today, as we strive to work with the very best artists, craftspeople and creative studios of our day. We aim to intrigue, entertain and surprise those that visit us, illuminating our history and providing welcoming and accessible ways to access heritage and nature.

In the 18th century, Edwin Lascelles used profits from the transatlantic trade in enslaved people to build Harewood House. Today, we strive to acknowledge this abhorrent history and its ongoing impacts. Using our platform as a cultural institution, we reflect on this history and the individuals and communities impacted by slavery and all other forms of injustice, through our programme and activities.



Photo credit Tom Arber

ABOUT THE ROLE

As a Trustee you will help guide and champion the charity's vision which is to re-imagine what makes a historic country house and its landscape relevant in the 21st century, connecting Yorkshire audiences and beyond with great art and nature through vibrant and inspiring exhibitions, events and experiences. Working collaboratively with fellow Trustees and the senior management team, you will help shape the strategic direction of the organisation, ensure strong governance and financial oversight, and act as an advocate for its vision and values.

We are interested in people with experience in the following areas: legal, development & fundraising, business development & commercial strategy, capital project management, education, marketing & audiences, HR, horticulture & landscape management, capital projects and digital technology.

Further information about the people we are looking for to support each of these areas can be found at the end of this information pack.

We particularly encourage applications from people with a good understanding and/or lived experience of issues relating in particular to one or more of the following:

- Global majority communities in West Yorkshire
- Disability/disability rights
- Under-served/working-class communities in Leeds

MAIN RESPONSIBILITIES OF A TRUSTEE

- To understand Harewood House Trust's aims and objectives as set out in our governing document and ensure that we operate in accordance with them.
- To help set the strategy for the organisation, including the financial strategy, and ensure implementation and progress is monitored.
- To use your skills, knowledge and experience to further our work, putting aside any personal interests, and declaring any conflict of interest if/ when they arise.
- To identify any risks to Harewood House Trust and ensure they are monitored.
- To attend and contribute to meetings of the board as relevant and undertake agreed tasks between meetings.
- To uphold any policies and procedures relevant to the trustee role including confidentiality, safeguarding and data protection.
- To uphold and contribute to our approach to equality, diversity, and inclusion.
- To provide support and challenge to the CEO and other staff to ensure they are carrying out their roles and achieving the set objectives for Harewood House Trust.
- To act as an ambassador and champion for Harewood House Trust.

Applicants should have an understanding and acceptance of the legal duties, responsibilities and liabilities of Trusteeship, including Nolan's seven principles of public life: selflessness, objectivity, integrity, accountability, openness, honesty and leadership.

For more information about charity Trusteeship, see the Charity Commission's Essential Guidance (CC3). www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3

Time commitment

- Three Board meetings every year (two online and one at Harewood)
- Annual Board strategy day (at Harewood)
- Time to read and digest papers before meetings
- Attendance on at least one Board committee or group
- Attendance at exhibition previews and events (optional)
- Occasional ad hoc support to the CEO and/or members of the Senior Management Team

Average time commitment is 12 days a year.

Term of appointment

The initial term of appointment is three years.

Remuneration

Trustees give their services on an honorary basis and receive no remuneration, except for expenses reasonably incurred in the performance of such services.

Committees and Groups

- Finance & General Purposes Committee
- Audit Committee
- Collections Committee
- Capital Project Board

Induction & training

New trustees will be provided with:

- An induction pack
- A tour of Harewood House and gardens
- Opportunities to meet the CEO and members of the senior management team

Board structure

HHT Trustee board comprises up to 15 trustees, (including some members of the Lascelles family, although they must always remain as a minority). Trustees who have joined since 2017 are appointed for a term of three years and can be re-elected for two further three-year term. Many of our Trustees choose to serve 3 full terms.

Legal Trustee



Photo credit Tom Arber

Legal Trustee

We are seeking a qualified legal professional to provide strategic legal insight, strengthen governance, and support the Board in maintaining high standards of compliance, accountability and good practice.

We are particularly interested in individuals with experience in:

- **Charity and Trust Law**

Strong understanding of charity governance, regulatory compliance, trustee duties and responsibilities, and risk management.

- **Contractual and Commercial Law**

Ability to advise at a strategic level on commercial agreements, partnerships, procurement and intellectual property.

- **Employment, Property or Planning Law (Desirable)**

Expertise in any of these areas would be particularly valuable in supporting Harewood's estate, workforce and development activities.

- **Strategic Risk and Compliance Oversight**

Experience helping organisations navigate complex regulatory environments, ensuring legal risks are appropriately managed.

- **Sound Judgement and Ethical Leadership**

Commitment to best practice governance, transparency, accountability and inclusive leadership.

Development & Fundraising (Arts & Heritage)



Photo credit Tom Arber

Development & Fundraising (Arts & Heritage)

We are seeking a Trustee with senior-level experience in development and fundraising, particularly within arts, heritage, or cultural organisations.

We are particularly interested in individuals with experience in:

- **Strategic Fundraising Leadership**

Developing and delivering multi-stream fundraising strategies across trusts and foundations, major donors, corporate partnerships and public funding.

- **Capital Campaigns and Major Projects**

Experience supporting significant capital or transformation fundraising initiatives.

- **Stakeholder Relationship Building**

Ability to cultivate long-term relationships with donors, funders and strategic partners.

- **Board-Level Fundraising Advocacy**

Confidence supporting and enabling trustee and executive involvement in fundraising activity.

- **Ethical and Inclusive Fundraising Practice**

Commitment to transparency, accountability and inclusive approaches to donor engagement.

Landscape, Gardens & Horticulture Specialist



Landscape, Gardens & Horticulture Specialist

We are seeking a Trustee with senior-level experience in landscape, gardens or horticulture, particularly those who have delivered major projects and understand the importance of community engagement.

We are particularly interested in individuals with experience in:

- **Strategic Landscape and Garden Leadership**

Senior expertise in managing, conserving and developing significant landscapes or gardens of heritage, environmental or cultural importance.

- **Major Project Delivery**

Track record of leading complex capital or transformation projects, including restoration, regeneration, or public engagement programmes.

- **Sustainable and Environmental Practice**

Understanding of climate resilience, biodiversity, sustainability and environmentally responsible land management.

- **Community and Public Engagement**

Experience of working collaboratively with communities, volunteers, partners and diverse audiences to increase access, inclusion and relevance.

- **Strategic Oversight and Governance**

Ability to provide high-level challenge and guidance, supporting long-term planning and stewardship.

Marketing & Audiences Specialist



Photo credit Tom Arber

Marketing & Audiences Specialist

We are seeking a Trustee with senior experience in marketing, communications and audience development to support Harewood's ambition to broaden reach, relevance and impact.

We are particularly interested in individuals with experience in:

- **Strategic Marketing and Brand Leadership**

Developing and delivering brand, marketing and communications strategies within cultural, heritage, tourism or visitor-facing organisations.

- **Audience Development and Engagement**

Expertise in reaching new and diverse audiences, building inclusive engagement strategies and removing barriers to access.

- **Digital Strategy and Innovation**

Experience leveraging digital platforms, data and insight to strengthen audience relationships and organisational performance.

- **Campaign Planning and Evaluation**

Strong understanding of campaign development, performance measurement and continuous improvement.

- **Commitment to Inclusive Practice**

Demonstrated commitment to equity, diversity and inclusion in communications and audience engagement.

HR & Change Management Specialist



Photo credit Tom Arber

HR & Change Management Specialist

We are seeking a Trustee with senior HR and organisational development expertise to support people strategy, culture and organisational resilience.

We are particularly interested in individuals with experience in:

- **Strategic HR Leadership**

Senior-level experience across HR, workforce planning, talent development and performance management.

- **Change and Transformation Management**

Proven track record leading organisational change, cultural transformation and restructuring programmes.

- **Diversity, Equity and Inclusion Leadership**

Deep understanding of inclusive employment practices and embedding equity, diversity and inclusion within organisational culture.

- **Employment Law and Best Practice Governance**

Understanding of regulatory frameworks, risk management and good governance principles.

- **Organisational Wellbeing and Engagement**

Commitment to supporting healthy workplace culture, staff wellbeing and employee engagement.

Education Trustee



Photo credit Tom Arber

Education Trustee

We are seeking a Trustee with senior experience in education, learning or engagement, particularly within cultural, heritage, or community contexts.

We are particularly interested in individuals with experience in:

- **Strategic Learning and Engagement Leadership**

Designing and delivering education strategies across formal, informal and lifelong learning contexts, aligned to organisational mission and public benefit.

- **Schools, Further Education and Community Partnerships**

Building strong relationships with schools, colleges, universities, and further education providers, as well as community organisations, to create inclusive and high-impact learning programmes.

- **Youth, Family and Community Engagement**

Experience working with children, young people, families and communities, particularly in underserved areas, to widen access and participation.

- **Inclusive and Accessible Learning Practice**

Strong commitment to equity, diversity and inclusion in education and public programming, ensuring learning opportunities are accessible, relevant and welcoming.

- **Partnership Development and Collaboration**

Track record of developing strategic partnerships that enhance learning, skills development, employability and wellbeing.

- **Evaluation and Impact Measurement**

Understanding of how to assess educational impact, learning outcomes and social value.

Digital Trustee



Photo credit Tom Arber

Digital Trustee

We are seeking a Trustee with senior experience in digital strategy, technology, data or online engagement to provide strategic oversight of Harewood's digital development, ensuring technology effectively supports our charitable mission, audience engagement and organisational resilience.

We are particularly interested in individuals with experience in:

- **Strategic Digital Leadership**

Advising at board level on digital strategy, IT infrastructure, cybersecurity, data management and digital investment, ensuring alignment with organisational objectives.

- **Digital Transformation and Innovation**

Supporting organisations through digital change, including adoption of new technologies to improve operational efficiency, visitor experience, fundraising, marketing and audience engagement.

- **Digital Engagement and Accessibility**

Experience in developing inclusive digital platforms and content, enhancing accessibility, and reaching new and diverse audiences through online channels.

- **Digital Archives and Collections Management**

Understanding of digitisation, licensing, digital preservation and intellectual property in arts, heritage or cultural contexts.

- **Data Protection, Cybersecurity and Risk Management**

Strong awareness of GDPR, information governance, online security and digital risk management.

- **Capacity Building and Skills Development**

Experience supporting digital skills development for staff, volunteers and trustees

- **Ability to Translate Technical Insight into Strategic Guidance**

Confident communicator able to explain complex technical concepts clearly at board level.

We particularly welcome applicants from digital, data, technology, creative or design backgrounds who are passionate about the role digital can play in widening access, engagement and impact within arts and heritage.

Cultural, Arts or Visitor Attraction Leader Trustee



Photo credit Tom Arber

Cultural, Arts or Visitor Attraction Leader Trustee

We are seeking a Trustee with senior executive experience leading a cultural, arts or visitor attraction organisation, who can bring both strategic insight and practical operational understanding to Board discussions.

We are particularly interested in individuals with experience in:

- **Chief Executive or Senior Leadership Experience**

A proven track record of successfully leading a cultural, heritage, arts or visitor-focused organisation at executive or director level.

- **Strategic Leadership and Delivery**

Experience shaping and delivering organisational strategy, balancing mission, public value and financial sustainability.

- **Operational Management Expertise**

Strong understanding of day-to-day organisational leadership, including managing teams, resources, risk and performance in complex environments.

- **Visitor Economy and Audience Insight**

Knowledge of visitor attractions, audience behaviour and sector trends, contributing to Harewood's long-term positioning and relevance.

- **Financial and Commercial Acumen**

Experience overseeing budgets, income generation and business models that support both charitable and commercial objectives.

- **Partnerships and Stakeholder Engagement**

Ability to build and sustain relationships with funders, public bodies, partners and communities.

- **Inclusive Leadership and Culture**

Commitment to equity, diversity and inclusion, and experience fostering inclusive organisational cultures.

This role would suit an individual who has successfully led an organisation and is keen to contribute their experience at Board level, offering both strategic challenge and supportive insight to the executive team.



Photo credit Tom Arber

OUR VALUES

Caring – We care. For our heritage, for our people, for our community and for our planet.

Together – We are one team, all working together to imagine and create memorable experiences for everyone.

Adventurous – We have the courage to find new ways to inspire people with a sense of curiosity and adventure.

Challenging – We demand imagination and rigour in everything we do to delight and enlighten our visitors.

APPLICATION PROCESS

For an informal conversation about any of these opportunities please email recruitment@harewood.org

To register your interest in becoming a Trustee, please send your CV and a letter outlining the skills you offer and reason for applying to: recruitment@harewood.org

For more information, please contact,

Lou Best,

People Manager,

recruitment@harewood.org



HAREWOOD

Registered charity in England no 517753

harewood.org

Photo credit Tom Arber