



# THE PIECE HALL

EST. 1779

ANNUAL REVIEW 2020-2021

## THE PIECE HALL TRUST VISION

**The only remaining Georgian cloth hall in the world, The Piece Hall is a unique combination of revered history and vibrant contemporary culture.**

It is run by The Piece Hall Trust whose mission is to project, celebrate and sustain it as an iconic heritage building, creating a world class destination.

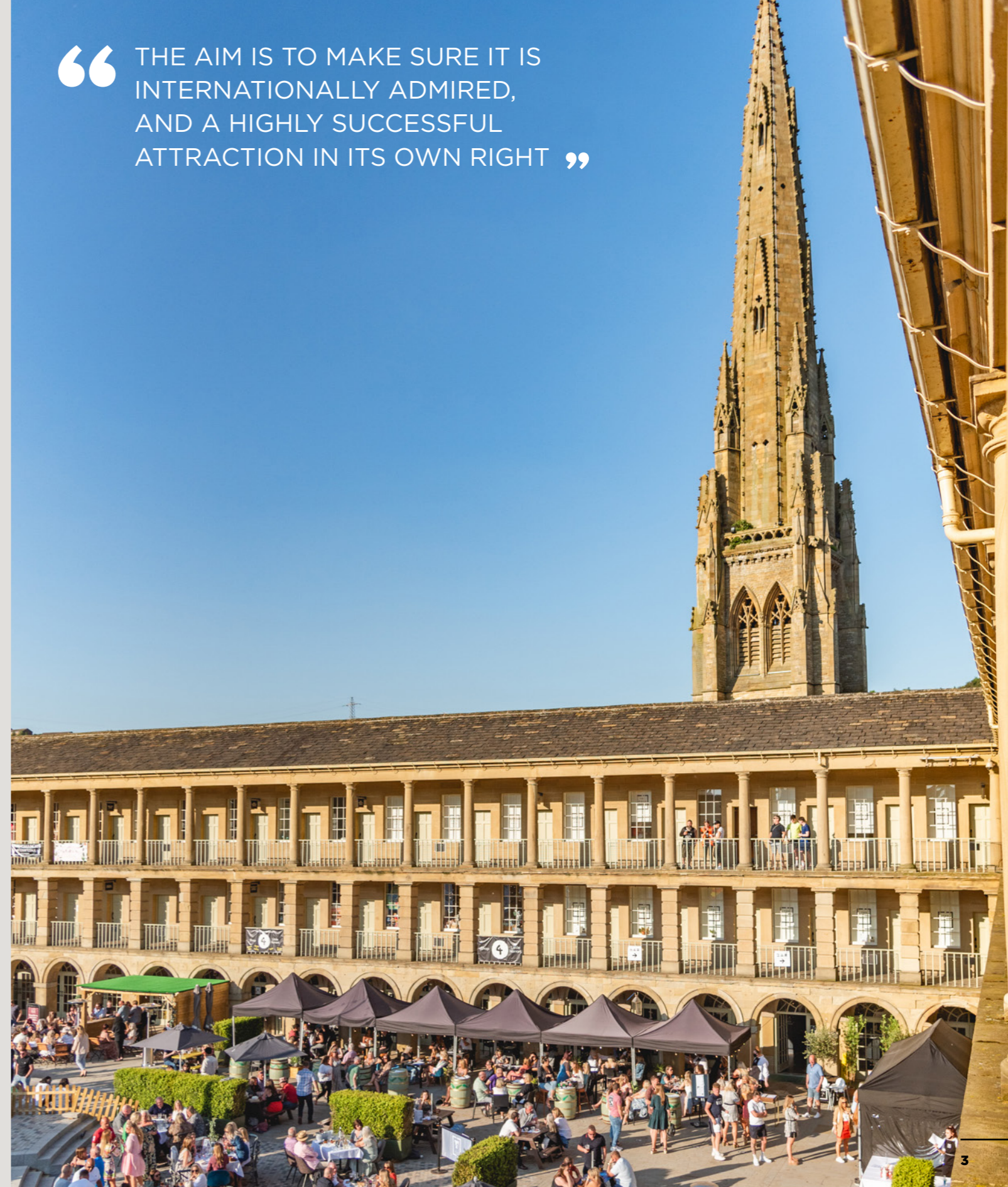
To guarantee the venue can be widely enjoyed by a broad and diverse range of people and communities both now and in the future, it is vital that it continues to thrive.

Our aim is to make sure it is internationally admired, and a highly successful attraction in its own right: a must-see and free to enter for local, national and international visitors, offering a distinctive combination of quality independent retail, both high end and affordable bars, cafes and restaurants, accessible heritage and inclusive, diverse cultural experiences.

As the country moves forward through the pandemic The Piece Hall's role as a major driver for recovery and regeneration both regionally and nationally has never been more important.



“ THE AIM IS TO MAKE SURE IT IS  
INTERNATIONALLY ADMIRERD,  
AND A HIGHLY SUCCESSFUL  
ATTRACTION IN ITS OWN RIGHT ”



## NAVIGATING THE NEW NORMAL

**This review tells the story of an unprecedented 12 months, as the financial year 2020-2021 started and ended in national lockdown due to the global COVID-19 pandemic.**

But as well as the various challenges the Trust encountered, this is an inspiring story of hope, resilience, reopening and recovery with the 40 plus independent businesses – and our own commercial operations – showing true Yorkshire grit and determination as we all evolved and adapted to the “new normal”.

Lockdown resulted in an instant 80% drop in our commercial income, but the team immediately sprang into action working incredibly hard to secure £2.6 million in emergency grants to preserve and sustain The Piece Hall.

This meant we not only exceeded financial targets for 2020-2021 but are also on track to deliver on the forecast for 2021-2022.

Ensuring visitors, tenants, staff and volunteers were safe during the pandemic was our main priority, but a creative approach saw many ways to keep businesses ticking over and the community engaged.

Throughout our enforced closure we financially supported tenants with rent holidays so they could stay afloat and continued to offer a range of valuable experiences to the public inspired by our unique historical setting.

One essential retailer was able to stay open, for others there were virtual openings and online markets with click and collect, plus a weekly restaurant delivery service. When guidelines allowed it, socially distanced theatre, dance, music, family fun days and activity trails took place.

We offered free meals during half term for children who would usually rely on free school dinners and despite being closed to the public The Trading Rooms prepared 20,000 free hot meals for NHS workers.

The building was lit up for numerous charities including Baby Loss Awareness when a single social media post reached more than 100,000 people. This allowed us to support causes close to the community’s hearts helping them raise much needed funds when many of their regular revenue streams had been abruptly halted.

There was a rich social media campaign promoting the history of The Piece Hall and we were also delighted to share the news that we’d been named winner of the Iconic Building category in the virtual World Cup of Yorkshire.

The Piece Hall also supported the rebranding of Halifax RLFC and their fun teaser campaign featuring the Halifax Big Cat as they relaunched as The Panthers.

And the annual Christmas present appeal with Calderdale Lighthouse still went ahead to make sure children and young people in need received gifts, even during a pandemic.



  
**1.8 MILLION VISITORS**

FINANCIALLY SUPPORTED  
THE TENANT COMMUNITY  
WITH **RENT HOLIDAYS**



**SECURED  
£2.6 MILLION**  
IN INCOME TO SUSTAIN  
THE PIECE HALL



**220,000 PEOPLE  
REACHED**

THROUGH HERITAGE  
AND LEARNING DIGITAL  
ENGAGEMENT ACTIVITIES



**FED OVER 20,000**  
FRONTLINE WORKERS &  
PROVIDED FREE MEALS  
FOR CHILDREN

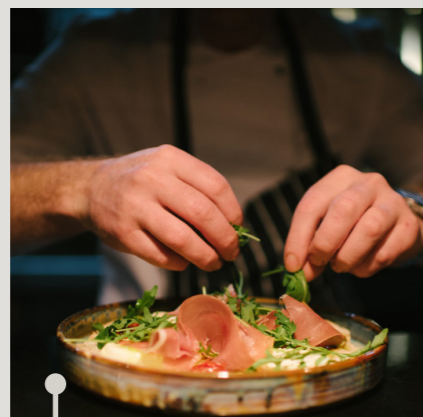


### MARCH 2020 WORLD CUP OF YORKSHIRE

Following five days of heated clashes between 20 rival Yorkshire landmarks, The Piece Hall was proclaimed Iconic Buildings champion in the inaugural World Cup of Yorkshire, run by the regional tourism agency Welcome to Yorkshire during the first national lockdown.

### APRIL 2020 FOOD 4 HEROES

Despite being closed to the community The Trading Rooms team was hard at work cooking over 20,000 tasty hot meals for NHS staff in Halifax as part of a new Food 4 Heroes charity.



### JULY 2020 I CLAP FOR

Artist Ian Berry's striking film was the centre piece of a virtual final clap on the 5 July to mark the 72nd birthday of the NHS and say thank those working tirelessly through the pandemic.



### JULY 2020 REOPENING NO.1

The Piece Hall reopened in line with current government guidelines on 4 July 2020.



### OCTOBER 2020 DR BLOOD'S OLD TRAVELLING SHOW

This co production by imitating the dog & Leeds Playhouse saw covid-safe theatre return to the Courtyard, fusing live performance and digital technology to create an exceptional show.

### NOVEMBER 2020 THE AFTERMATH

Working with Northern Broadside and choreographers Anna Holmes and Sam Ford we helped local young people devise and star in a dance performance exploring how they'd been affected and felt by the impact of COVID-19.



### MARCH 2021 LIVE AT THE PIECE HALL CONFIRMED

As the government revealed the 'roadmap' out of lockdowns and restrictions, dates were confirmed for a number of live outdoor gigs in the summer.

## HIGHLIGHTS FROM AN UNPRECEDENTED YEAR



### APRIL 2020 VIRTUAL LEARNING ZONE OPENS

Dozens of virtual events were created to keep people connected to the building despite the lockdown. There were 41 digital-engagement activities for all ages with the children's craft videos being viewed more than 13,000 times on social media.



### JUNE 2020 HERE I AM

An art project to mark refugee week and celebrate Calderdale becoming a Valley of Sanctuary in partnership with Artworks saw 365 submissions.

### AUGUST 2020 YORKSHIRE DAY

On 1 August a low-key in person celebration took place with socially distanced family activities to mark Yorkshire Day and the third anniversary of The Piece Hall reopening.



### OCTOBER 2020 NEVER GO HUNGRY

Inspired by Marcus Rashford and alongside CMBC and Community Foundation for Calderdale, as part of the "Never Go Hungry" campaign Blondins provided meals for children who usually get free school dinners at risk of going hungry due to the pandemic.

### JANUARY 2021 THE PIECE HALL CLOSES TO THE PUBLIC

The national lockdown meant The Piece Hall had to close its doors for a second time but we continued to support the many tenants who were trading online.



### APRIL 2021 THE PIECE HALL REOPENS

Dixons Music Primary School sung their winning Song for Yorkshire entry alongside performances from Lizzie Jones MBE, and local poet Keiron Higgins.

## CHAIR'S STATEMENT

### SIR ROGER MARSH OBE DL

**Despite some significant challenges caused by the impact of COVID-19, 2020-2021 was a solid year for The Piece Hall, leaving The Trust in a strong financial position.**

This is testament to the hard work of the CEO and the Executive Team in securing significant funding from the DCMS Cultural Recovery Fund and generous grants from Historic England, Arts Council England, the Foyle Foundation, and the Garfield Weston Foundation. The grants were hard fought and hard won, and we are immensely grateful to all our funders for their continued support and belief in this important heritage asset.

While the gates of this treasured building were closed, I saw first-hand the work that continued in the background to ensure that once The Piece Hall was able to open it would play its full part in our post-pandemic recovery.

The team also worked hard to support the local community during lockdown including cooking up 20,000 meals for frontline workers, offering free school meals to children in half term and keeping

morale up with regular 'light ups' and other spectacles to support charities, VE Day celebrations, honouring Captain Sir Tom Moore, and thanking the NHS with the much-loved 'I Clap For' project in conjunction with artist Ian Berry.

Moving onto re-opening, our popular 'Live At' concerts in the summer played host to over 40,000 people, with hotels and restaurants fully booked up and the town once again busy and vibrant. Astonishingly, from re-opening in April 2021 up to November 2021, we welcomed back over 1.8m visitors. Our winter markets in November achieved record numbers of 60,000 visitors and shoppers in one weekend alone. There is no doubt that The Piece Hall has not only once again put Halifax and Calderdale on the map, but kick started some much needed economic and emotional recovery.

As I have said many times "we must use heritage as the currency of the future" and that is precisely what happens at The Piece Hall. Referred to as 'The most important renewal project of its time' and 'an exemplar business model' by Historic England, this is a practical and successful example of Levelling Up in action.

In my role at the Leeds City Region LEP, Chair of NP11 and member of the Government's Trade Investment Advisory Group I have seen the critical importance of heritage-based regeneration and how it can attract new investment into areas that have sometimes been overlooked. For every £1 spent on The Piece Hall it generates at least £5.30 to the local economy. This represents a great investment or as the ex-treasury experts who conducted our independent economic report in 2019 concluded "extraordinary".

In addition to this, pre-pandemic, The Piece Hall, which is unusually free of charge to enter, only required just over 20% public funding. The rest of its income was generated by its commercial activities. This is in marked contrast to very many other heritage and cultural assets which require 60% or 70% public funding, so whilst we cannot operate without some public funding support in order to remain free to enter, we more than pay our way.

As mentioned in last year's accounts and annual review, it is important that as the organisation grows and the challenges and opportunities we face change, that the board ensures that it has the right balance of skills, knowledge and expertise. I would like to thank my former colleagues Roland Stross and Rupinder Ashworth, who have now stepped down, for their contribution to the success of The Piece Hall. I would also like to take this opportunity to welcome our new Trustees who each bring with them a wealth of experience: Noor Ali, Syima Aslam MBE, Ben Smith and Tim Smith. You will find more in-depth information on our new Board members later in this review.

I would like to thank The Piece Hall Trust CEO, Nicky Chance-Thompson DL and the rest of her Executive Team for the work they have done over the year to preserve and sustain The Piece Hall during the pandemic and the hard work that has gone into bringing it alive for the public since re-opening. With some great iconic acts announced for 2022 we can all look forward to an exciting and successful year ahead.

“THE PIECE HALL HAS KICK STARTED SOME MUCH NEEDED ECONOMIC & EMOTIONAL RECOVERY”



# AN “EXEMPLAR” BUSINESS MODEL

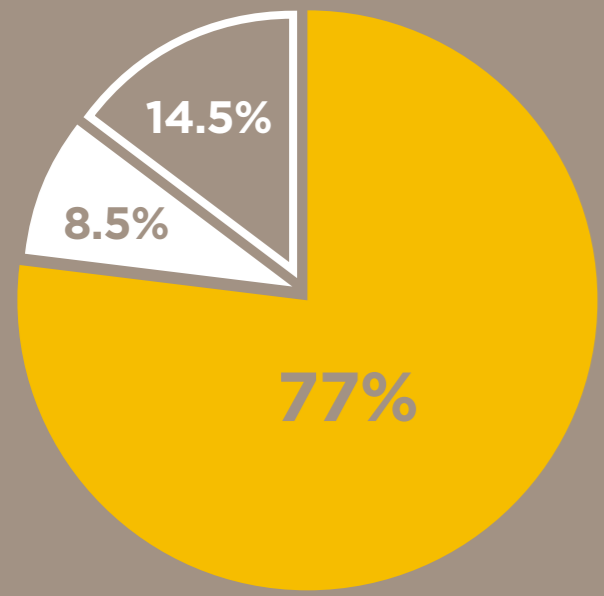
Prior to the pandemic 77% of The Piece Hall Trust’s income was generated from its own commercial activities – a business model that is considered “exemplar” by Historic England.

Putting this into context, most other national heritage assets require around 60% public funding, whereas The Piece Hall Trust only requires around 20%, while remaining free to enter.

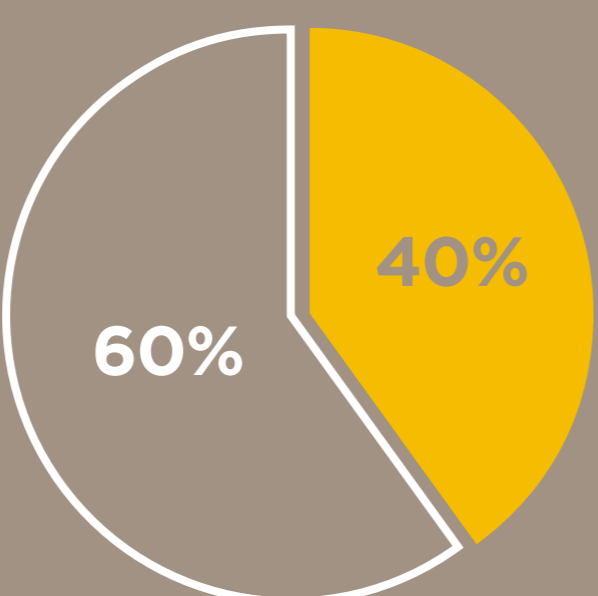
The Trust’s ambition is to return to this model as we recover from the pandemic.



**77% OF INCOME**  
GENERATED THROUGH  
THE TRUST’S  
COMMERCIAL ACTIVITIES



**THE PIECE HALL TRUST’S  
BUSINESS MODEL**



**INDUSTRY AVERAGE  
BUSINESS MODEL**

■ PRIVATE FUNDING    □ PUBLIC FUNDING    □ COUNCIL FUNDING



# CHIEF EXECUTIVE'S STATEMENT

## NICKY CHANCE-THOMPSON DL

The last financial year was one like no other. But The Piece Hall's journey through the pandemic has been one of resilience, survival and staggered recovery.

2020-2021 saw significant disruption as the UK started the financial year in lockdown. As the pandemic continued Calderdale, along with a number of regions in the North of England, moved into some of the harshest 'tiered' restrictions, with a further national lockdown being imposed in November 2020.

Throughout these restrictions - which were, of course, not unique to The Piece Hall - there was a significant amount of work taking place behind the scenes. We secured more than £2.6m in funding to sustain The Piece Hall. This was a lifeline as per day operating costs were slightly higher due to the support we gave to our tenants with rent holidays, a decision to directly employ more staff rather than use third party providers and the significant public health, sanitation and security measures put in place to both reassure people and combat the transmission of COVID-19.

We are incredibly grateful to the funders who allowed us to come through this challenging period in a strengthened position including the National Lottery

Heritage Fund, the Department of Culture, Media and Sport, Arts Council England and Historic England. Their support has meant despite everything we have faced, the Trust still managed to break even.

During lockdown we were determined to support both our tenants and local community. We cooked 20,000 hot meals for frontline workers, lit up the building to support charities and encourage donations, and when it was allowed we created a sanctuary and safe space for vulnerable groups.

When we were able to reopen the gates, visitors in their thousands flocked through, helping us to move quickly from the phase of resilience (survival), to successful reopening and then revival in terms of kick starting the local economy.

We have firmly established The Piece Hall's role in 'levelling up' the UK economy and, in particular, acting as a catalyst for regeneration in Halifax and the wider Calder Valley, which is one of the reasons our funders acted to protect our survival and operations. Thanks also to our incredibly hard working and resilient tenants who really help make The Piece Hall such an interesting and vibrant place to work and visit.

During lockdown The Piece Hall was crowned most "Iconic Building" in the inaugural World Cup of Yorkshire, run by the regional tourism agency Welcome to Yorkshire. The competition saw 20 different Yorkshire landmarks - including York Minster, Harewood House, Bolton Castle and Ripley Castle - pitted against each other in an online tournament of public voting.

We were also pleased to announce some new ambassadors to further The Piece Hall's reach, impact and profile. These are Tony Kenny who is founder of Huddersfield's Code Blue Group and has strong links with The Joshua Wilson Brain Tumour Charity, award-winning fundraiser Mandy Taylor, former journalist and founder and director of Calderdale-based consultancy firm Waverley Consultancy, Stephen Naylor, and Frederick Lloyd of Halifax-based VCEP Limited.

Mandy Taylor sadly passed away in December and will be greatly missed by The Piece Hall community. Mandy was a passionate and positive ambassador and we send her family our deepest condolences.

Significant preparation work took place during the year ahead of live music events being able to take place in summer 2021. Our team and external partners worked to secure and plan for an amazing line up for summer outdoor gigs including, New Order, Kaiser Chiefs, Manic Street Preachers, The Specials and The Cibs.

2020-2021 was a challenging year but also a year of hope and optimism as vaccines were rolled out at significant scale, many venues returned to a period of normality and people from a diverse range of backgrounds better appreciated

the fantastic outdoor spaces and heritage assets Yorkshire has to offer.

Thank you to all of my colleagues, the Board of Trustees, Patrons, Ambassadors, Tenants, Piece Hall members, volunteers and local people for all of their support and hard work which has put us in a strong position for the next financial year. 2022 will see even bigger names play in our courtyard, more young people learning about our industrial heritage, more people from different community groups visiting us for the first time, and more pounds spent in the tills of our local independent businesses.

“ WE SECURED MORE THAN £2.6M IN FUNDING TO SUSTAIN THE PIECE HALL ”





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## OUR IMPACT TOLD BY OTHERS

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The Piece Hall inspires a deep love and affection from its many fans.

While the relationship with the building in 2020-2021 was very different for everyone, it has only cemented the importance of the venue for the community's emotional and economic well-being.

Hear from traders, patrons, funding partners and other supporters on how the experience of living through a global pandemic has only served to further emphasise the value of this precious local landmark.

## THE PIECE HALL'S TRADERS

In its long and colourful history those using The Piece Hall as a place to trade have faced many hurdles, but this year, with its closures and restrictions, saw challenges like no other.

The Trust decided, in these unprecedented times to offer unprecedented support to its tenants. This came in the form of direct financial help as store owners were given immediate rent holidays and practical support to help them keep trading virtually.

Our thriving community of more than 40 independent traders had to show resilience, ingenuity, and determination like never before, and we were determined to be with them every step of the way.

### SHELLEY FOSTER OWNER AT THE HANDMADE GIFT SHOP

We didn't trade at all in the first lockdown, but we did have lots of financial help, with no rent to pay and support in getting grants too. This meant we could pass this on, and suspend the payments from our Makers who rent space within our shop.

In the second lockdown we were able to come in the shop and began operating a click and collect service. We did live posts every day on our social media pages. We took lots of photos of our product we even did one to one personal Zoom calls. The Piece Hall opened the courtyard so people

“ IN THIS TIME WE DECIDED TO TAKE ON A BIGGER UNIT ”



could collect their orders, having access to the courtyard was a big help.

The highlight for me was how resilient we can be when faced with challenges outside of our control, how I was able to adapt my business to make things work. Crazy I know but in this time we actually decided to take on a bigger unit within The Piece Hall.

The Piece Hall is a magnificent building, a real hidden gem. Who would have thought this treasure was right here in Halifax. I'm so grateful every day I get to open my door to such a fabulous sight.



### JOHN FELLOWS OWNER AT MYSTICAL & MAGICAL

At the start of a very unnerving period of pandemic and lockdowns, Nicky and the Trust stepped in and immediately waived our rent for the 1st lockdown and even reduced rent when we came back.

Whilst that undoubtedly helped financially, the regular Zoom calls Nicky and her team set up made us feel part of a family, allowed us to support each other and helped us emotionally. All this support gave us the breathing space and the ability to really focus on our business, so when we did return we could survive the challenges of Covid.

With the advice and support of The Piece Hall we built our website and started offering a click and collect service once we were allowed to. The Piece Hall team used their marketing and comms skills to promote our shop, website and service, and even when the building was closed, there was always someone on hand to open a gate for our customers to pick up their orders.

“ OUR BUSINESS HAS CONTINUED TO GROW THANKS TO THE LOCATION & SUPPORT ”

We love this place! The building is awe-inspiring. It's unique. We love talking to visitors and customers about the incredible history, the inspirational people who had the vision to turn the building around, the leadership team taking us forward and what it means now for Halifax and the wider area. And we are honoured to be a Piece Hall trader, to be a small part of the ongoing history of this amazing building, part of the 'family', knowing our business has continued to grow thanks to the location and support of everyone here.

## THE PIECE HALL'S FUNDERS, PARTNERS & SUPPORTERS

The Piece Hall is incredibly proud of its many passionate supporters. This year more than ever it has needed its friends, from the formal backing of national funding partners to those who support the venue with a personal membership. We are incredibly grateful to them all.



**EILISH MCGUINNESS**  
CHIEF EXECUTIVE AT THE NATIONAL LOTTERY  
HERITAGE FUND

The Piece Hall is truly a remarkable survivor, saved and transformed with a grant of £7 million from The National Lottery Heritage Fund in 2012, allowing this unique treasure to take a central role again in the life of Halifax and revealing this stunning hidden site to visitors right across the region and the UK. Like many cultural attractions The Piece Hall has had to deal with the impact of the pandemic, but the Trust has demonstrated remarkable resilience in the face of the challenges adapting and providing a shared space for residents of Halifax to enjoy. We contributed £250,000 from the Heritage Emergency Fund to help the Trust to adapt, plan and provide a firm foundation for the future.

We are convinced that connecting with heritage has a profoundly positive impact on wellbeing, and The Piece Hall has provided a new space for residents and visitors alike - a place of beauty, community and commerce. We are delighted to have played a part in preserving and making this unique part of Yorkshire's industrial history accessible and are confident that The Piece Hall will continue to develop and thrive, boosting the economy at a crucial time, but critically providing a sense of pride in what is a unique part of this nation's heritage.

“THE PIECE HALL  
IS TRULY A  
REMARKABLE  
SURVIVOR”



**ROBIN TUDDENHAM**  
CHIEF EXECUTIVE AT CALDERDALE COUNCIL

We are proud of the resilience that the whole of Calderdale has shown throughout the COVID-19 pandemic. The Piece Hall is an excellent example of how our local businesses and residents have pulled together through an incredibly tough time.

“WE'VE SEEN A STORY OF  
SURVIVAL, HOPE & TALENT”

We've seen a story of survival, hope and talent, as the iconic heritage destination bounced back and ended 2021 on a high. We are excited to see the important part that The Piece Hall will play in not only our inclusive economic recovery locally, regionally and nationally, but also in raising people's spirits and aspirations.

**STEPHEN NAYLOR**  
DIRECTOR WAVERLY CONSULTANCY & PIECE  
HALL AMBASSADOR

I'm incredibly proud to be an ambassador and enjoy telling people far and wide about this amazing place. The world has changed since the start of the pandemic, but The Piece Hall has come into its own as the heart of our community - a place where people can meet, shop, enjoy and share experiences safely, which is more important than ever.

There is something for everyone - an ice cream, a new book, a place to run around for my children; independent businesses who care about what they do and what they sell; and, a passionate team who lead the charitable trust and want what is best for the building, the history it holds and the memories that are still to be made.

When I bring people through the gates, their reaction is sometimes surprise, sometimes intrigue, but it is always wonder about how this gem, hidden for too long, is now part of the life of Calderdale, Yorkshire and beyond - for us today, and for all our futures.



As well as our Board of Trustees, The Piece Hall has a stellar selection of high profile patrons and a highly supportive group of local ambassadors both of which swelled their ranks this year.

Patrons help to raise the profile of The Piece Hall, introduce it to new supporters and increase awareness of its work.

Hacienda legend and global DJ Graeme Park is one of them:



**GRAEME PARK**  
GLOBAL DJ AND PIECE HALL PATRON

I'm proud to be a patron of The Piece Hall because it's such an iconic and impressive venue that offers a diverse range of events that appeal to a real variety of people. As a DJ, it's also an absolute joy performing in this unique and spectacular cultural setting that never fails to inspire.

“IT'S SUCH AN ICONIC & IMPRESSIVE VENUE THAT OFFERS A DIVERSE RANGE OF EVENTS ”

**Full list of current Piece Hall Patrons:**

- England rugby legend **Brian Moore**
- Entrepreneur, businessman and arts supporter **Clive Lloyd**
- Global DJ and Hacienda legend **Graeme Park**
- Paralympian, world champion wheelchair racer **Hannah Cockroft MBE DL**
- Actor, writer and broadcaster **Adil Ray OBE**
- Award-winning television writer, producer and director **Sally Wainwright OBE**
- Former beats international vocalist **Lester Noel**, now a drama and music teacher
- Writer and director **Mark Herman**, best known for Brassed Off, Little Voice, and The Boy in The Striped Pyjamas
- Founder of Music and The Deaf, **Paul Whittaker OBE**
- Star of stage and screen, actor, director and writer **Reece Dinsdale**
- Halifax businessman **Roger Harvey OBE**
- Reputation management and corporate communications expert **Tom Lees**



**We have a 40 strong team of passionate volunteers and supporting them through the pandemic has been incredibly important.**

They bring their knowledge and enthusiasm to our events, learning programmes, heritage tours, and Gallery, helping us to bring The Piece Hall's story to life.

Our volunteers join us for many reasons, whether it's to support a local charity, meet new people, share their skills or learn new ones.

They make a huge difference to the customer experience at the venue, but many tell us the experience has also been a lifeline for them too.

**LIZ BROWN**  
PIECE HALL VOLUNTEER

“Lovely”, “brilliant” and “we couldn't do all this without you” are just some of the words of praise I've received as a volunteer.

As a retired Midwife I needed to be part of something connecting me to both people and to Halifax. Supporting The Piece Hall and everyone who has helped to steer it through such an exciting and ambitious reincarnation is totally uplifting for me.

Then we were visited by COVID-19 and asked to stay at home until it was safe to mix again and when the easing came I was very glad to be in touch with the Spin a Yarn group. We were able to meet outside and keep the spirit alive. There were some really good opportunities to volunteer last year and I did whatever I could to be back in The Piece Hall.

Being born and bred in Halifax I am so proud that the lives of so many people are remembered in the history of The Piece Hall. My family and people I grew up with were all part of its legacy one way and another. Volunteering gives me a sense of belonging.

“VOLUNTEERING GIVES ME A SENSE OF BELONGING ”

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## COMMUNITY, HERITAGE & LEARNING

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**Bringing the heritage of this unique and iconic building to life for both local communities and visitors from around the globe is a key aim and one we were determined to continue despite the impact of COVID-19.**

Programmes are created to engage and inspire communities, respond to their needs and widen access to heritage. Projects are collaborative, creative, and diverse, continuing the legacy of innovation and spectacle that The Piece Hall is renowned for.

Prior to the pandemic, the venue hosted a huge array of events, from contemporary music concerts to impressive site-specific performances, circus spectacle and street theatre. Seasonal festivities included markets alongside special food and drink celebrations and fairs, heritage events and trails.

During the year 2020-2021, the team focussed on supporting the community, bringing people together safely, maintaining connections, keeping The Piece Hall in people's hearts and minds and finding new ways to engage our audiences.

Despite the challenges of lockdowns and COVID-19 restrictions The Piece Hall was determined to still offer an inclusive programme of events where possible.

Socially distanced performances took place in conjunction with Northern Broadsides and Leeds Playhouse. A low-key Yorkshire Day celebration took place with family activities to mark the third birthday of The Piece Hall reopening. Hundreds of children took part in socially distanced seasonal trails and activities.

Within the first month of lockdown The Piece Hall team created a Virtual Learning Zone to engage with and support schools, families, and adult learners from home.

The platform had 41 digital-engagement activities for all ages and focused on the development of history resources aimed at schools and home school pupils with almost 220,000 people viewing the heritage content which was shared online.

A new virtual tour was developed with support from Historic England including bespoke films, animations and one of the largest 3D building scans in the UK.

The Trust also managed to maintain and increase its charity partnership projects. While many venues were closed completely, The Piece Hall became the safe home for several mental health support groups and the annual Christmas present collection in conjunction with Calderdale Lighthouse Project saw 800 gifts wrapped and distributed to children in need.

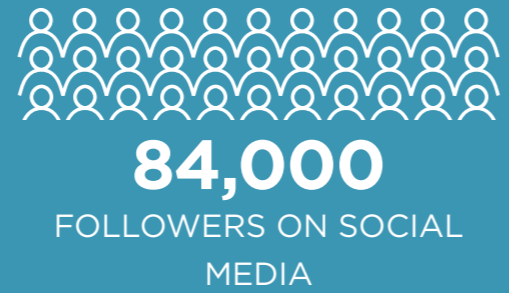


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# SPREADING THE WORD ABOUT THE PIECE HALL

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Coverage and reach via broadcast, print, online and social media.



Media outlets:

- Mentions in articles across a breadth of local, regional, national, business and trade press titles including Sky News, The Guardian, Daily Star and The Daily Telegraph
- Regular local and regional coverage engaging with surrounding communities via Halifax Evening Courier and The Yorkshire Post
- Music coverage in the likes of Stereoboard and NME
- Sector coverage in Museums + Heritage Advisor
- The Halifax RLFC 'Big Cat' story, which The Piece Hall supported, attracted significant interest, with over 140 articles

## RE-OPENING & RECOVERY

Though falling just outside the financial year 2020-2021 The Piece Hall was able to partially reopen on 12 April 2021.

The occasion was marked by a beautiful performance from Dixons Music Primary School singing their winning entry into the Song for Yorkshire competition alongside celebrated classical singer Lizzie Jones MBE and poet Keiron Higgins.

As restrictions continued to be lifted, we were able to reintroduce more of our programme, including the hugely successful Live at The Piece Hall summer gigs which saw us welcome 40,000 people into the building to enjoy world class acts.

### SALLY WAINWRIGHT OBE GENTLEMAN JACK PLAYWRIGHT & PIECE HALL PATRON

Anne Lister is a huge inspiration. She is a source of inspiration to me and the fact that Gentleman Jack has resonated with audiences around the world has been very special for me.

It's fantastic that we're able to honour her legacy in such a beautiful and historical venue that would have been part of her day-to-day life here in Halifax.

In September the star and writer of Gentleman Jack, Suranne Jones and Sally Wainwright OBE unveiled a landmark sculpture of prominent 19th century diarist, landowner, entrepreneur, scholar, traveller, and lesbian, Anne Lister.

The Piece Hall commissioned the work for permanent display in the 66,000 sq ft open-air piazza by sculptor Diane Lawrenson as a tribute to this iconic woman whose story still holds such resonance today.

The artwork has already drawn local, national, and now international visitors, as well as national media attention.

“ A BEAUTIFUL &  
HISTORIC VENUE ”



# OUR BOARD OF TRUSTEES

The Piece Hall Trust is overseen by an independent board of experienced trustees.



**SIR ROGER MARSH OBE DL (CHAIR)**

Chair of The Piece Hall Trust since 2017, Sir Roger has been dedicated to supporting the North's economic renewal throughout his 40 year career and was knighted in 2021. He was appointed Senior Partner at PwC Leeds, and since 2013 as Chair of the Leeds City Region Enterprise Partnership (LEP). Roger is also Chair of the NP11 group of northern local enterprise partnerships and a member of the West Yorkshire Combined Authority.



**NICKY CHANCE-THOMPSON DL (CHIEF EXECUTIVE OFFICER)**

Prior to becoming CEO in 2017 Nicky had a multi-award-winning career in marketing, advertising and media and helped deliver Government programmes, specialising in regeneration. She has helped establish The Piece Hall as an internationally recognised destination making a significant contribution to Calderdale's regeneration. In recognition of her work on The Piece Hall, Nicky was made a Deputy Lieutenant of West Yorkshire, crowned Yorkshire Businesswoman of the Year, and recently won the Judges Special Prize from the IOD.



**TIM SMITH**

Tim worked for the BBC for 30 years, serving local, regional and national audiences, as head of BBC Yorkshire and editor of Look North. Instrumental in bringing Children in Need and Antiques Roadshow to The Piece Hall, he brings leadership experience and a passion for giving something back to the venue.



**NOOR ALI**

A senior buying manager at Morrisons, Noor is a passionate mentor and diversity champion helping develop culture and inclusivity at the venue. She's been named the Asian Women of Achievement Awards Businesswoman of the Year and has a British Empire Medal for Services to Diversity in Retail.



**CLLR TIM SWIFT MBE**

Leader of the Labour Group Tim has been a councillor in Calderdale for 16 years and was Council Leader from May 2012 to July 2014 and then from May 2015 to date. Tim represents Calderdale Council on the Leeds City Region Enterprise Partnership (LEP) and the West Yorkshire Combined Authority.



**SYIMA ASLAM MBE**

Syima is the founder and director of Bradford Literature Festival, which welcomes 70,000 visitors annually and is celebrated as the most socio-economically and ethnically diverse literary festival in the UK. She is supporting the Trust to shape a diverse and successful future for the venue.



**LAURA CRAWFORD**

Laura has spent 30 years in private law practice specialising in restructuring and insolvency. She is passionate about the restoration and sensitive repurposing of heritage buildings and was on the board of a private investment company which managed a portfolio of historic industrial buildings.



**CLLR STEPHEN BAINES MBE**

Stephen is a councillor on Calderdale Council. He was first elected in 1990 and has held many positions, including Leader of the Council. During his working life, Stephen was an Accounts Office Manager and a Director of a construction plant hire business.



**BEN SMITH**

Ben brings a wealth of experience from the technology and entertainment sectors, having worked on high-profile films including 28 Days Later and Hannibal before moving into digital media. Ben co-founded acclaimed technology company Laduma, is president of Really Epic Dog and oversees eight businesses across four continents.

THE TRUST'S PARTNERS

Thank you to the partners of The Piece Hall, this year more than ever.

Without their support the Trust would not be able to realise the extraordinary benefits for the people of Calderdale and the wider Yorkshire region.





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