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Board Member
Recruitment Pack

THE GRAND
THEATRE | BLACKPOOL

Welcome from the Chair



Thank you for your interest in the role of Board Member of the Grand Theatre, Blackpool

The Grand Theatre is a Charity run by two voluntary boards: The Trust, which owns the Grade II* Listed Building; and Arts & Entertainment, which operates a thriving arts, education and heritage business.

Along with my colleague, Roger Lloyd Jones, who chairs the Trust, I have had the privilege of leading the operating company. We govern the charities with the skills, expertise and passion of supportive individuals who give their time and energy, free of charge, to ensure that this beautiful historic building offers relevant, varied and exciting opportunities for young and old to enjoy, learn and participate in live theatre experiences.

Why do we do it? Well, because we believe that the theatre plays an important role in the town, not just economically, but socially and educationally, helping Blackpool to be a great place to live, work and learn. It is our way of giving back to a town, a sector and an industry that we believe has the power to transform lives. Trustees serve for a term of 4 years and can then be re-elected for a further 4. With a number of our colleagues now coming to the end of their service, we are now searching for their replacements.

Trustees come from many walks of life: business, finance, human resources, construction, heritage, arts and education, to name but a few. Together we provide strategic leadership, governance and support for an excellent executive team. To find out more, please read on.

It's a very rewarding job. I can honestly say it's been one of the most stimulating and fulfilling roles that I have had the pleasure of performing. It's a chance to meet new people, make new friends and use your experience to help the beautiful Grand Theatre serve generations to come. I very much look forward to welcoming the next set of Trustees to take our good work forward. I'm sure you, too, will find it a most enjoyable way of 'giving back'.

Each board meets 4 times a year and there is a Finance Sub Committee which meets one week before the Arts & Entertainment Board to scrutinise the finances prior to board papers being distributed. Other project or task and finish groups are created as and when required and we attend events as advocates for the business.

We are Trustees of the Charities and Directors of the Companies, which are limited by guarantee (there are no shareholders).

We are a small to medium-sized enterprise which normally employs around 40 members of staff and turns over approximately 3m per annum. I say, 'normally' because Covid-19 disrupted our business, forcing the closure of the theatre for almost eighteen months. However, with more than 1.5m of support from the Arts Council and Local Government, we have been open again since September 2021 and have rebuilt our reserve to ensure that we can return to the sustainable and vibrant business we were prior to the pandemic.

Anthony P Stone
Chairman Grand Theatre (A & E) Ltd

Blackpool Central Pier

Blackpool and the Surrounding Regions

Blackpool is one of the largest and most popular seaside resorts in the country. It is a town and unitary authority in the geographic and historic county of Lancashire, England, on the Irish Sea coast.

The total resident population of Blackpool is just under 140,000 (JSNA 2020). It is estimated that the resort currently attracts 17 million visitors a year.

Blackpool has a lively entertainment scene and the illuminations are the quintessential attraction. These are constantly being reinvented, currently through the Lightpool Contemporary Light Art Festival commissioning new works from national and international artists.

It is estimated that, during the summer months, there are up to 20,000 seats available in theatres, circuses, venues, hotels and pubs, focused on entertaining the visitor.

The town also has a growing arts and cultural offer available all year round for the resident, with the Grand Theatre and Grundy Art Gallery as National Portfolio Organisations, the Opera House a number one touring venue, LeftCoast as a Creative People and Places project and, due to open

in 2022, a brand new museum, ShowTown. Art B&B offers a unique artist-designed accommodation and grass roots organisations, such as Electric Sunshine, bring energy and creativity to the town.

Like many coastal towns in Britain, Blackpool suffered decline since its boom in the 60s and 70s, as foreign holidays became more accessible, along with guaranteed sunshine. However, over recent years the town has benefited from regeneration investment, including the Towns Fund, to improve both infrastructure and benefit the health, education and wellbeing of its residents

Blackpool sits on the edge of some of Britain's most beautiful countryside and vibrant cities. Small towns and villages fan out behind the town across Fylde and Wyre into rural Lancashire. The Trough of Bowland and the Lake District are under an hour's drive away, with Lancaster, Preston and Salford all within the theatre's catchment area.



The Grand

Blackpool Grand Theatre is a Grade II* listed Frank Matcham theatre which opened in 1894. It is a proscenium arched presenting house with a 1053 seating capacity and a 10m x 10m, 1:24 raked stage. Its seats are spread over 4 levels with the highest, the Gallery, having 300 bench seats (no backrest).

It has a flexible workshop/80 seat performance space known as the Studio, and a further 50 person capacity multi-use room called the Space.

Pre-Covid, Blackpool Grand Theatre earned 91% of its income through sales. Arts Council funding represents 7% of its income. It is a service provider for Blackpool Council, and this represents 2% of its income. Additional funds are awarded through successful grant applications for specific activities. Currently two 3-year Creative Learning projects are being funded in this way through the Esmée Fairbairn and Goldsmiths' foundations. For capital development projects, applications are made to ACE and the National Lottery Heritage Fund.

Pre-Covid, the Grand had 35 FTE posts and, at closure, 57 employees working with 92 volunteers alongside. Currently, there are 14 FTE staff working, with 19 on furlough. The organisation is currently recruiting and re-building the establishment. Recruitment to new, improved, more flexible contracts has begun.

The Grand Theatre plans to re-open in September 2021. Volunteers will return in 2022.

To find out more about the history of the Grand, visit [Our Story](#).



'One of the most beautiful theatres in the country.'

Sir Ian McKellen

The Programme

The Grand Theatre aims to offer an artistic programme that is distinct within Blackpool's busy entertainment market. It is the main playhouse for the town, presenting professional drama and dance, music, children's theatre, opera and ballet. This is supplemented by a wide-ranging programme of music and comedy one-nighters. Its current NPO agreement focuses on the presentation of contemporary dance, physical theatre and work with very young children.

The Grand supports the amateur sector of the region, giving opportunities to rehearse and perform to a wide selection of drama, dance, musical and operatic societies/organisations, including its own Grand Young Company.

A variety of learning and participation experiences, including workshops, classes, projects and labs, spring from the programme on the stage. Over the last five years the Creative Learning team has developed a specialism, Story-led Resilience®, which takes a social justice framework and looks at the stories on our stage through a resilience lens. The aim is to help to equip children and young people with the tools they need to handle what life throws at them. This work has been developed in partnership with Boingboing, Brighton University's Centre for Social Justice and its potential as a new income stream for the business is currently being explored.

The Grand offers local schools and colleges opportunities to see, participate and learn through theatre. It is a member of the Local Cultural Education Partnership. It is an Arts Award Centre and, for the last nine years, has been part of the Royal Shakespeare Company's Associate Schools Programme, working with all 32 schools across the town

The theatre celebrates its heritage value through tours, talks and exhibitions and works in partnership with like-minded heritage, arts and cultural organisations as well as other third-sector partners.

During the pandemic, the Grand has taken its work into the virtual world, with programmes of engagement on its YouTube channel #athomewithyou, workshops and classes delivered digitally and its Christmas 2020 offering, Pantomonium! Filmed and sold as a pay-to-view download. It is anticipated that digital will continue to play an important role in the programme going forward.



Aims and Objectives

BLACKPOOL GRAND STRATEGY MAP

Blackpool Grand Theatre is a Grade II* Listed Matcham theatre which opened in 1894. It is governed by two separate charities: The Trust, which owns the building; and Arts and Entertainment (A&E), which runs it. It is supported by a third charity, the Friends of the Grand (FoG), an independent membership organisation which provides financial and voluntary support to the theatre. Together, these three bodies make up 'The Grand Family'.

Vision: Blackpool's Grand Theatre is a nationally recognised local resource committed to inspiring a life-long love of [the] theatre.

Mission: We offer opportunities to enjoy, participate and learn through theatre.

Charitable Purposes & Aims:
ART | EDUCATION | HERITAGE

AIM 1: for the three charities to work together to achieve greater strength, financial sustainability and increase our public benefit.

AIM 2: to offer a distinctive, rich and varied programme of quality arts and entertainment, using our artistic programme and heritage assets as tools to power participation, learning, resilience and positive experiences.

AIM 3: to grow and sustain audiences, participants and community users from Blackpool and beyond, by forging powerful partnerships, building long-lasting relationships and encouraging more and new people to benefit from the theatre's offer.

AIM 4: to invest in the maintenance, development and accessibility of our theatre building with a commitment to reducing our environmental impact.

AIM 5: to commit to continuous improvement of the skills, knowledge and diversity of our employees, volunteers and trustees.

Core (Financial) Enablers

Ticket Sales	Secondary Spend	Revenue Grants	Donations	Rent	Capital Grants
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Core (Resource) Enablers

Programming & Learning	Sales & Marketing	Technical Services	Finance, HR & Admin	FOH Services	Trustees & Volunteers	Building Services
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Control Functions

Governance: Boards & Committees

Lease	Policies & Procedures	Audit
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Values: Trustworthy | Respectful | Professional | Open & Honest | Welcoming & Helpful



Looking Ahead

Gaining NPO status in 2012 was a first step towards the Grand being recognised for its potential to play a wider role in the artistic life of Blackpool. Over subsequent funding rounds, it has persuaded ACE to increase its investment by a total of 37%. It is our ambition to do so again in the next bid, early 2022.

The Grand sees itself as a local resource: dedicated to using the stories on its stage to generate opportunities for people from all parts of our community to learn, share, participate and grow. In 2012 our Creative Learning Department consisted of one part-time role; today, we have 2.5 FTE and a wide pool of freelance artists, practitioners, and educationalists working with us. This work is moving from the outer edges of what we do and who we are to becoming a central pillar of our creative offer. Growth has been made possible by more than £500k investment from various local and national trusts and foundations over the last four years.

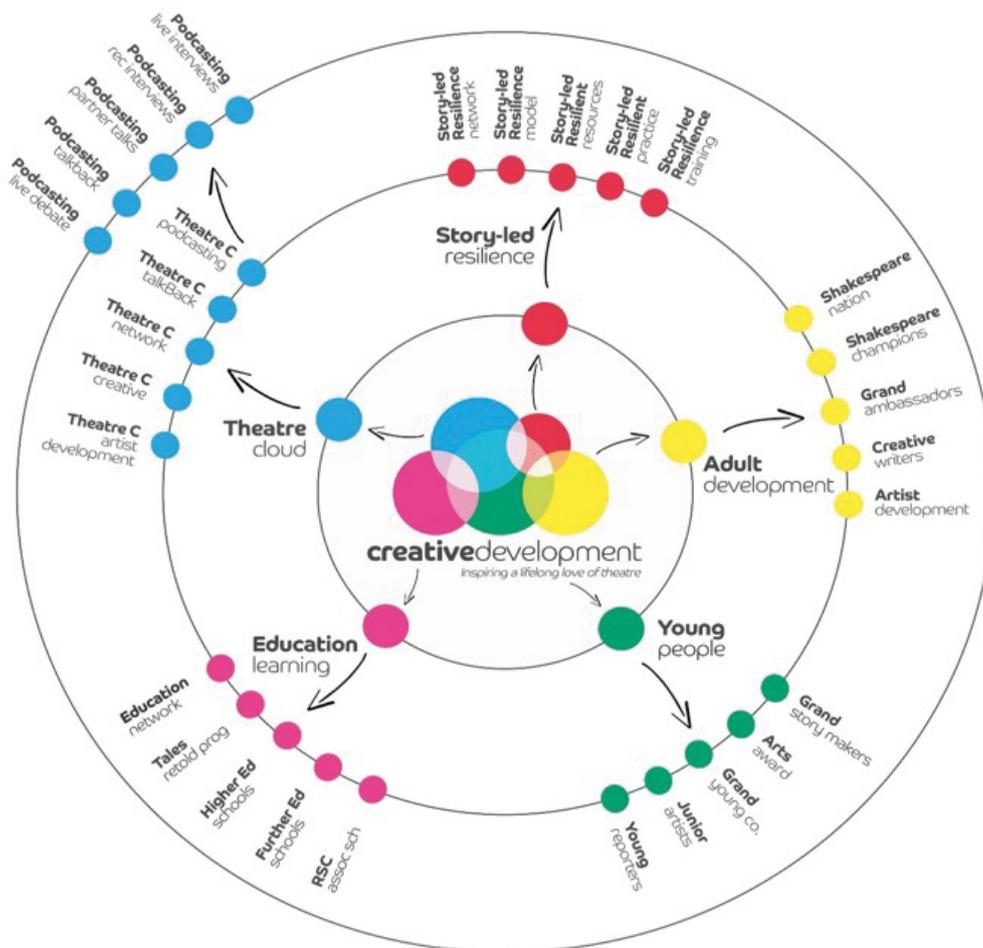
And our ambitions stretch far beyond Blackpool. In 2019, we were commissioned by the Children's Theatre Partnership to create the participation and learning materials for three tours: Holes, An Unexpected Twist and Animal Farm. Our job was to take our unique Story-led Resilience® and share the practise with four theatres (Canterbury Marlowe, Coventry Belgrade, Newcastle and Norwich Theatres Royal) in a three-year training programme,

whilst creating a complete set of teaching and participation resources to be shared, free of charge, with all the theatres on each of the tours. Unavoidably, this was curtailed by Covid-19 but will restart when the tours recommence in 2022. Nevertheless, even during closure, we have been commissioned by both the Royal Opera House and Royal Shakespeare Company to share the practise in on-line workshop programmes for teachers and practitioners from across the UK. We are currently working with Edge Hill University's Department for Innovation to explore ways to expand and monetise this strand of our work.

Since re-opening in September 2021, we have enjoyed huge financial and critical success for the shows we have presented. Pantomime broke all box office records and, with next year already on sale, we are seeing very healthy advance bookings. Despite the Omicron Variant and the general uncertainty facing all businesses, we are planning ahead with confidence, helped by the financial support offered by the Cultural Recovery Fund, as well as other local government initiatives. Whatever is thrown at us next, we are strong, resilient and ready to tackle the challenge.

Creative Learning

The pictogram, below, describes how all our creative learning initiatives fit within the artistic and audience development aims of the business:



Some examples of current two and three-year funded projects that we are delivering:

Tales Retold

In partnership with Blackpool English Hub working with 12 schools. It aims to achieve positive outcomes for children in oracy, resilience and creativity. Its main funder is the Goldsmiths' Charitable Trust with additional support from Blackpool Council's Opportunity Area and School Improvement Board. The project started in June 2021 and culminates in June 2024 with the first Blackpool Schools Story-Telling Festival.

Resilient Story-Maker

In partnership with the voluntary youth sector, including young carers, we work with up to 100 young people in their informal community settings and over zoom. They are building creative skills as well as defining and applying particular choices/moves to build their personal resilience.

Its main funder is the Esmée Fairbairn Foundation.

The project started in 2020 and converted to digital delivery. It ends in 2023 with a young person-led series of events where they will share work, be co-commissioners and provide peer-led creative resilient resources.

Illuminate Holiday Programme

In partnership with Blackpool Social Services' Looked After Children's Team, we are working with children and young people in care during the holidays on a Light and Sound project that aims to give them a voice and shine a light on their experiences. This project will be working with LightWorks (Blackpool's Illuminations team). The project started in 2019 and was paused in 2020, and it will recommence in October 2021.

Consumer Snapshot

- The Grand presents approximately 350-400 performances a year
- 130 – 160,000 tickets are sold to 28,000 bookers annually (pre-pandemic)
- 48% are Web sales (51% use mobile), 39% Counter, 13% Phone
- Dormitory Dependable 21.8%, (17% within 40min drive time)
- Trips and Treats 20.4% (20% within 40min drive time)
- 55.8% of ticket income comes from local FY postcode bookers
- 35.6% Male, 64.4% Female bookers
- 45-54yrs 19.3%, 55-64yrs 32.1%, 65+ 36.4%
- 51.9% are first time bookers
- NET Promoter Score 79
- Average Price Paid £20.04
- Ticket Types 66.9% Adults, 43.1% Concessions

Finance and Funding Summary

The Grand's 2019/20 audited accounts can be reached here:

<https://register-of-charities.charitycommission.gov.uk/charity-search/-/charity-details/1022754>

Both the Grand Theatre Arts & Entertainment and Trust charities currently hold reserves within their stated policy levels, financial support from Arts Council England and Blackpool Council of more than £1.5m has enabled the business to continue as a going concern and interest in a vibrant and sustainable future.

Partners

The Grand has developed partnerships with a range of organisations including:

Future U, UCLan, Headstart Blackpool, Aspired Futures, Blackpool Carers Centre, Boingboing, University of Brighton, Edge Hill University, Blackpool and the Fylde College, Blackpool Sixth Form, The RSC (Royal Shakespeare Company) and Blackpool English Hub.

Governance

Theatre Ownership

The Grand Theatre is owned by Blackpool Grand Theatre Trust Limited ('the Trust') a company limited by guarantee and having charitable status. The main charitable objects of the Trust are to conserve, maintain, develop, and enhance the building and the Theatre's historic and archival collections. The Trust leases the Theatre to Blackpool Grand Theatre (Arts & Entertainments) Limited ('A&E').

Theatre Operator

The Theatre is operated by Blackpool Grand Theatre (Arts & Entertainments) Limited ('A&E'), a company limited by guarantee with charitable status. The main charitable objects of A&E are to present an eclectic programme of the performing arts. In addition, the Theatre contributes to the development of creativity and learning in the local and wider community.

The Catering Company, Grand Productions and Showseats Limited are subsidiaries of A&E and profits on their operations are donated to the parent company.

The Theatre is supported by The Friends of the Grand

– a voluntary group that raises funds for the theatre and provides operational support.

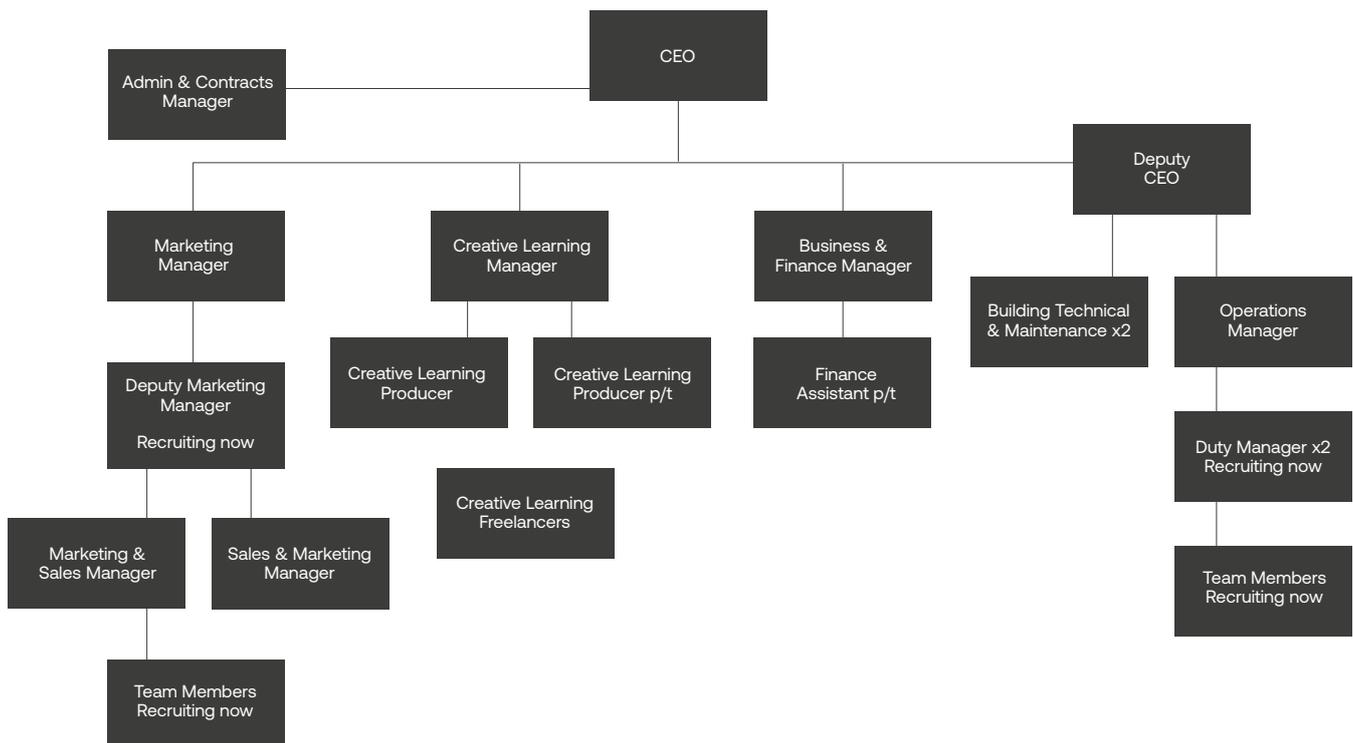
Blackpool Grand Theatre (Arts & Entertainments) Limited Trustees

Peter Akroyd (Chair, Finance Sub Cttee), former City of London banker; **Tony Depledge OBE (Vice Chair)**, director and manager in the passenger transport industry in both the public and private sectors; **Glenn Mascord**, retired teacher and educationalist; **Anthony Stone (Chair)**, consultant, former chairman of the travel trade association for the independent travel management industry; **Sue Walker**, arts education practitioner; **Philip Welsh**, Head of Visitor Economy for Blackpool Council.

Roger Lloyd Jones (Chair) former Senior Civil Servant, **Zoe Hammond (Vice Chair)** Lawyer working in Finance Industry, **Amelia MacPherson (Treasurer)** Finance and Audit Specialist, **Richard Baguley**, Managing Director, GDR Publications, **Mark Price**, Planning and Heritage Specialist, **Michelle Morris**, CEO in the Charitable Sector, **John Grady**, Chair of the Friends of the Grand.

Organisational Chart

We have a strong and experienced staff team in place, with the opportunity to develop further over the coming period.



Person Specification

Board Member and Charitable Trustee is a voluntary role with full training given and out-of-pocket expenses covered.

You do not have to have any previous experience of being a board member but a passion for the theatre and its role in the community is essential. The organisation welcomes applicants from all walks of life and, particularly, young people, those from the LGBTQ+ or BAME communities and people with disabilities. We would also like to hear from anyone with a specialism in any of the following:



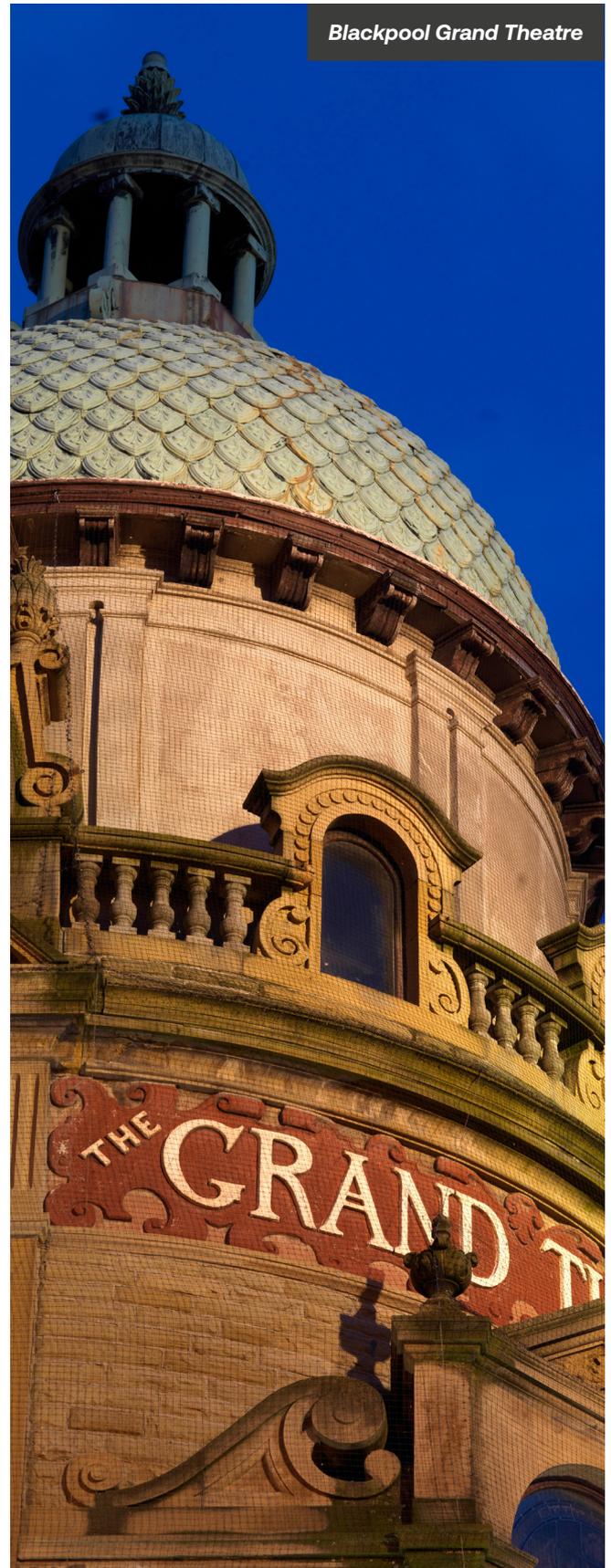
- Human Resources
- Finance
- Architecture or Construction
- Heritage
- Theatre, Arts or Culture
- Hospitality and Catering
- Business
- Education

Commitment

Both the Trust and A & E Boards meet 4 times a year. Recently, these meetings have been virtual but, as things return to normal, they will take place face-to-face at the theatre. Meetings usually take place at 7pm and are finished by 9pm at the latest. The A & E Board has a Finance Sub Committee which meets prior to the Board to scrutinise the finances. From time to time, 'Task and Finish' Groups come together to work on particular projects or initiatives. All board members are encouraged to attend events at the theatre to broaden their understanding of the business and act as advocates for the charities.

More information about the role of a trustee can be found on the Government's website and in its publication 'The Essential Trustee': <https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3>

If you would like an informal chat with a current Board Member, to learn more about the role, please email Helen Booth on helenb@blackpoolgrand.co.uk and she will be happy to organise it for you.



Blackpool Grand Theatre

Application Process

If you would like to apply to become a Trustee of Blackpool Grand Theatre, please write (no more than 2 sides of A4) to explain your interest in the role and what you believe you could contribute to the governance of the organisation and send this, with a copy of your CV, to helenb@blackpoolgrand.co.uk.

Applications close on: Friday 8th July, 12:00pm

Interviews will take place: Thursday 21st July, 1:30pm

