

Leeds  
Heritage  
Theatres



# Trustee Information Pack

Photo: John Wilkie



War Horse  
Photo: Brinkhoff Mögenburg

# Welcome

Thank you for your interest in becoming a Trustee at Leeds Heritage Theatres.



Since 1865, we have been bringing the people of Leeds together in our three iconic venues, City Varieties Music Hall, Leeds Grand Theatre and Hyde Park Picture House, to celebrate the work of local, national and international artists. We work with a huge array of leading artists from a cross-section of artistic disciplines from the worlds of theatre, opera, dance, film, music, comedy and creative learning. Our venues play a vital role in enriching the cultural landscape of Leeds and its surrounding areas, contributing artistically, educationally, and economically.



We have a Board of 12 Trustees who help steer our organisation towards a sustainable future by adopting sound, ethical, and legal governance and financial management policies, as well as by making sure the Charity has adequate resources to advance its mission and vision. As custodians of the charity's vision, Trustees are responsible for ensuring that we remain focused on our objectives, operate transparently, and use our resources effectively. They provide both challenge and support to the CEO and senior leadership team, fostering a culture of innovation and accountability.

The Board is also instrumental in broadening and strengthening our reach and networks, using their connections to unlock new opportunities and partnerships. This commitment and oversight helps to ensure the charity's resilience and relevance both in our city and nationally.

We hope this information pack provides you with the information you need but if you have further questions, please do contact us for an informal conversation.

We look forward to hearing from you.

**Alan Gay OBE**  
Chair, Board of Trustees  
[chair@leedsheritagetheatres.com](mailto:chair@leedsheritagetheatres.com)

**Vicky Cheetham**  
Chief Executive Officer  
[vicky.cheetham@leedsheritagetheatres.com](mailto:vicky.cheetham@leedsheritagetheatres.com)



# About Leeds Heritage Theatres

## Our Mission

We provide a positive, inclusive, and sustainable environment in which to entertain, educate and inspire.

We provide spaces and experiences for people to connect, work, learn, play and enjoy together. We continue to develop our artistic programme and activities to include a wide range of performing arts and film, forming lasting connections and partnerships across our region.

We believe that the arts and culture have the power to change lives, improve well-being, and remind all of us of what connects us as humans.

**It's why we exist. It's what we do.  
It's what we love.**

## Our Vision

**To connect people through arts and culture and inspire future generations to progress our story.**

## Our Values

**Create the extraordinary**

**Bring people together**

**Be resilient**



Leeds Heritage Theatres (LHT) manages three unique historic venues in the city of Leeds and delivers a world-class cultural programme that is diverse and wide-ranging.

Leeds Grand Theatre hosts touring productions from major West End and international producers including large-scale musicals, hit plays, stand-up comedians and one-off concerts. The venue is home to Opera North who are resident at the theatre for three seasons a year. The Grand is also home to Northern Ballet who present two or three seasons a year including a hugely successful annual festive ballet.

Established in 1865 as a room above a pub, City Varieties Music Hall is Leeds' hidden gem – and the Guinness World Record holder for the nation's longest running music hall. Today, the venue is regarded as one of the UK's finest venues for live comedy, music, variety, and is where LHT produces Leeds' favourite Rock 'n' Roll Panto.

Recently re-opened (June 2023) after a major restoration, the Picture House shows a range of cultural cinema spanning family-friendly films, documentaries, classic movies, and new releases.



Gerardine Sacdalan as Juliet in *& Juliet*  
Photo: Matt Crockett

# Learning & Engagement

Alongside performance and film, Leeds Heritage Theatres delivers an ambitious and far-reaching Learning & Engagement programme, providing opportunities for thousands of people to be involved each year. Activities include school partnerships, work experience weeks, after school clubs, tours, animation workshops, technical skills training with Leeds City College, Leeds Grand Youth Theatre, and the vocational Leeds Actors in Training programme.



“I got creative and independent. It was a different experience and something I haven’t done before.”

Grand Academy Participant

“Thanks to this week... I have become more confident with applying for a job and I know how to go to an interview.”

Work Experience Student



Photo: Kerry Maule

April 2023 – March 2024

## Learning & Engagement

### ENGAGEMENT

Over the last year, we have made **8,285** engagements with young people





### ATTENDANCE

**63** regular participants\* living across 18 wards in Leeds

\* LGYT and LAIT members

### REACH

Our Learning social media posts had **4,788** engagements this year



### HOLIDAY ACTIVITIES

Our new series of holiday activities in 2023-24 resulted in **179** engagements with young people



**26%** of holiday participants live in areas of multiple deprivation across the city

We provided **12** free places to make the holiday activities more accessible to families in Leeds

### SCHOOL PARTNERS THIS YEAR

-  **68%** study in areas with low progression to Higher Education
-  **79%** have above-average\* Free School Meal entitlement
-  **54%** have above-average\* pupil need for SEN support

\* Based on Leeds average

Schools engaged in areas of multiple deprivation



Level of Deprivation	Number of Schools Engaged
1 - Most Deprived	8
2	5
3	1
4	1
5	1
6	6
7	1
8	0
9	3
10 - Least Deprived	1

“The workshops were a really great experience and I have already noticed a confidence boost in the students.”

Teacher at Partner School

Leeds  
Heritage  
Theatres

2023 –  
2024

1

#### LEEDS GRAND THEATRE

- 298 performances
- Attendance 227,588



2

#### CITY VARIETIES MUSIC HALL

- 228 performances
- Attendance 83,526



3

#### HYDE PARK PICTURE HOUSE

RE-OPENED JULY 2023

- 1,756 screenings
- Attendance 77,736



4

#### LEARNING & ENGAGEMENT

ACROSS OUR VENUES

- 331 sessions
- Engagements 8,285



5

#### IN TOTAL

**2,613**

screenings, sessions and  
events have been staged  
and hosted during this year

Attendances

**397,135**



City Varieties Rock 'n' Roll Panto  
Photo: Ant Robling

Whilst the post-Covid years have been challenging for everyone in the sector, we are seeing a steady recovery in our audience numbers. We are now looking to improve our reach within the city and beyond and are committed to ensuring that both our artistic programme and our audiences reflect the vibrant diversity of our city and of our region.



Fantastically Great Women who Changed the World  
Photo: Pamela Raith Photography

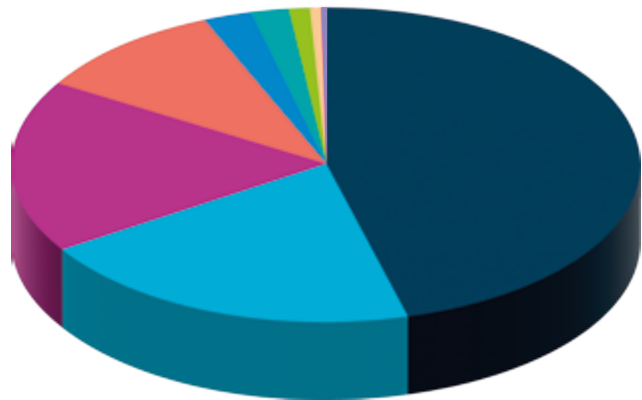
# Financial Overview

Leeds Heritage Theatres is a registered charity and a Limited Company. The majority of the organisation's income is self-generated through performances, screenings and ancilliary sales.

Leeds Heritage Theatres has a close working relationship with Leeds City Council from whom it leases Leeds Grand Theatre on a peppercorn rent. City Varieties Music Hall and Hyde Park Picture House are owned by the charity. In addition, Leeds Heritage Theatres applies for funding from the Council and supports city-wide objectives to engage the whole community in culture, provide routes for young people into employment, and grow the visitor economy.

Other major funders include The Keith Howard Foundation who support the Learning & Engagement Programme and, for the Hyde Park Picture House refurbishment, the National Lottery Heritage Fund and The Garfield Weston Foundation.

**Leeds Heritage Theatres  
Income Sources 2023/24**



- Ticket Share
- Secondary Sales
- Bkg Fee & Commissions
- Services supplied
- Grants
- Use of Reserves
- Other
- Memberships
- Donations



SIX UK Tour  
Photo: Paula Raith Photography



Northern Ballet's The Nutcracker  
Photo: Bill Cooper

# Our Future

We have ambitious plans for Leeds Heritage Theatres and we know that there are a lot of opportunities we can grasp in the coming years.

Our five strategic aims are as follows;

## Proud to Belong

Everyone feels they matter and has a fantastic experience with Leeds Heritage Theatres which makes them want to keep engaging with us.

## Extraordinary Stories

Leeds Heritage Theatres tells relevant and meaningful stories that are enjoyed by audiences and admired by the industry.

## Rooted in Leeds

Staff, artists, audience and visitors are representative of Leeds. All of Leeds knows about us and most of them have engaged with us.

## A thriving future

Leeds Heritage Theatres has a financially sustainable future with growth in sales and income, having a positive economic impact on Leeds and the cultural sector.

## Responsible growth

Leeds Heritage Theatres engages with the climate emergency and makes changes to ensure a sustainable future, internally and externally.

Having focused inwards for a number of years, we're now looking to an outward facing future, connecting with others in the cultural sector and beyond to build partnerships, support communities, improve well-being and entertain current and future generations.



Photo: Chris Coote



Photo: LHT team



# The Board of Leeds Heritage Theatres

The Board is chaired by Alan Gay OBE and consists of a group of 12 dedicated individuals with a wide range of skills and experience, from the business sector, marketing, education, fundraising, the law and local government.

The role of the Board is to:

- Be accountable for the strategic direction of Leeds Heritage Theatres.
- Protect the financial stability of the organisation.
- Ensure compliance with governance legislation and strive for best practice to safeguard the reputation and values of Leeds Heritage Theatres.
- Guide and challenge the decision-making of the senior leadership team.
- Support the artistic and learning vision of the organisation.

## The Role of Trustee

### Role Purpose

- Provide support and guidance in your specific area of expertise.
- Translate the risks and opportunities of your specific area for other Trustees, to enable the Board as a whole to engage in an informed way.
- Take the lead in evaluating proposals for your area of expertise.
- Contribute to the work of the relevant Board sub-committees.
- Draw on your networks to support our work.

We ask all our Trustees to act according to the [Nolan Principles of Public Life](#).



Photo: Chris Coote

## Time Commitment

The Board meets four times a year in Leeds or virtually at times mutually agreed by Trustees. Trustees are expected to have read the papers for each meeting, and to contribute to discussions.

Trustees may also be asked to join at least one sub-committee. Sub-committees meet four times a year, for approximately two hours.

Board members are invited to attend performances, screenings and events throughout the year, and we estimate that the commitment required, including preparation time, for a Trustee role is 1 day a month.

Board positions are voluntary, but reasonable out-of-pocket expenses can be paid on request.

## Terms of Office

Trustees will be appointed for a three-year term of office with an option for renewal for a further two terms to a maximum of nine years subject to the following;

- Review of skills and diversity matrix to identify opportunities as Trustees reach the end of their term of office.
- Annual Trustee appraisal in which consideration will be given to attendance, commitment and contribution.

## Working with us

Leeds Heritage Theatres is an Equal Opportunities employer and actively welcomes and encourages applications from everyone regardless of their age, sex, race, religion or belief, sexual orientation, gender identity, ethnicity, disability or nationality.

Leeds Heritage Theatres is a PiPA (Parents and Carers in Performing Arts) partner. PiPA enables and empowers parents, carers and employers to achieve sustainable change in attitudes and practices in order to attract, support and retain a more diverse and flexible workforce.

Leeds Heritage Theatres encourages Access Riders (used by disabled employees to ensure that their access needs are met so they can do their job) and Carer Passports (recognising that combining work with caring can be challenging).

We recognise the important role Unions play in maintaining a strong organisation and work with UK Theatres and BECTU to negotiate terms and conditions for our workforce based on a mixture of national and local agreements in line with our sector.



Photo: Lee Brown

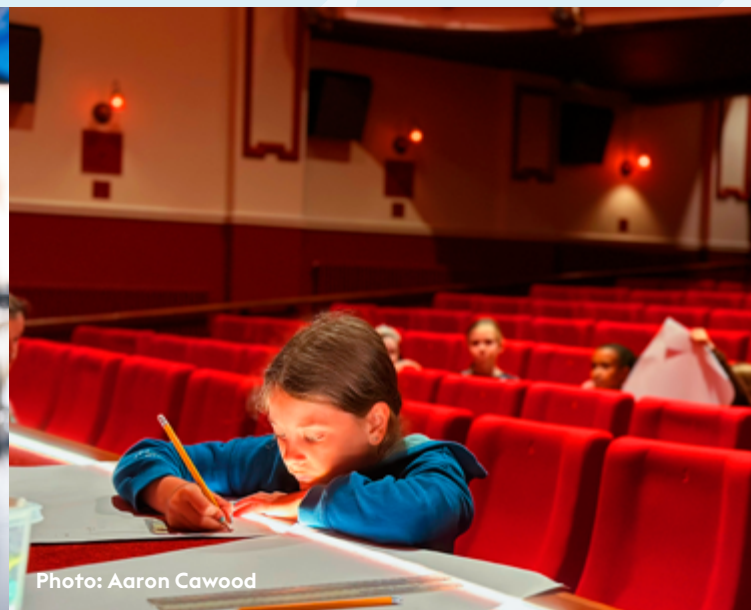


Photo: Aaron Cawood

We're currently looking for Trustees with the following skills:

## Cultural

Candidates should be able to demonstrate that they possess the following skills and attributes:

- A practising creative, predominantly based in West Yorkshire; OR
- A senior arts administrator supported by a successful track record and extensive experience of artistic processes; OR
- A programmer or producer with an active knowledge of the performing arts sector, with the ability to support the development of LHT's artistic programme.

## Commercial

Candidates should be able to demonstrate that they possess the following skills and attributes:

- Proven success in senior leadership in commerce, such as retail or food and beverage; OR
- Significant experience of a Trading subsidiary of a national arts organisation; OR
- Broad experience of Intellectual Property or content commercialisation and brand.

## All candidates should demonstrate:

- A willingness both to represent and act as an advocate for Leeds Heritage Theatres; and
- Strong communication skills and the ability to contribute to Board-level discussion and wider policy and strategy development; and
- A strong interest in film and the performing arts
- A strong commitment to equal opportunities and diversity; and
- A commitment to Leeds Heritage Theatres' values.



LGYT The Addam's Family  
Photo: Chris Coote

# Application

## To apply

Please send a CV and a letter outlining why you're interested and what experience you think you can bring to our board.

You should make reference to how you would fulfil the Role Purpose and Trustee Responsibilities. If you'd prefer to send a video or recording, please do.

Applications should be sent to:

[trusteerecruitment@leedsheritagetheatres.com](mailto:trusteerecruitment@leedsheritagetheatres.com)

**Closing date for applications for  
the Cultural Trustee is  
Fri 13 December 2024**

**Closing date for applications for  
the Commercial Trustee is  
Fri 20 December 2024**





**CITY VARIETIES**  
**MUSIC HALL · LEEDS**



**Leeds Heritage Theatres**  
46 New Briggate, Leeds LS1 6NU

[leedsheritagetheatres.com](http://leedsheritagetheatres.com)

Leeds Heritage Theatres (978161).  
Registered Educational Charity No 500408