



# Market Context Culture & Leisure

- Volatile and unstable trend analysis uncertain
- Cautious optimism in the producer fraternity
- Social Value objectives utilising existing cultural assets to deliver Council's Social Value objectives
- Restructure & reengineer business processes traditional models fractured
- Cost of living driving irregular consumer buying patterns

- Evaporating funding streams Local Authority subsidies, ACE grants etc. is demanding cultural & leisure organisations find new revenue streams
- The commercial operator market is very shallow and only interested in the high value opportunities
- Talent shortage attract, retain, invest, retrain
   & wellbeing are business priorities
- De-skill models automation, simplification invest in tech
- Value for money, trust and quality are minimum standards

# Who are we...



## Who are we...



BHV is a Theatre, Culture, Hospitality and Leisure Consultancy providing strategic thought leadership that will drive commercially sustainable growth, and remove the reliance on funding and public sector support.

Unlike many other Consultants our team of experts have all grown and run businesses within the sector. Additionally, real time hospitality expertise will ensure optimisation of all possible revenue streams.

Our support and advise is not based on abstract theories, it comes from real life experience.

### The team



Julian Russell
Business Growth
& Commercial
Insight Specialist



Lisa Thomas
Client
Partnerships &
Marketing
Specialist



Gavin Seabourne-Pugh Procurement Specialist



James Mackenzie Michelin Star Chef Patron



Paul Seed
Technical &
Production Expertise



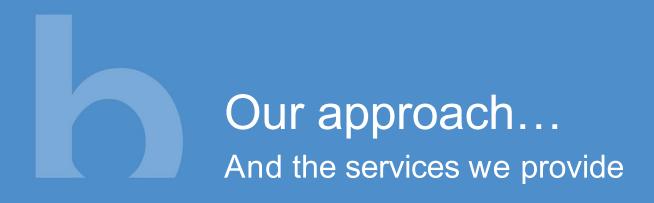
**Iain Peebles**Hospitality Specialist

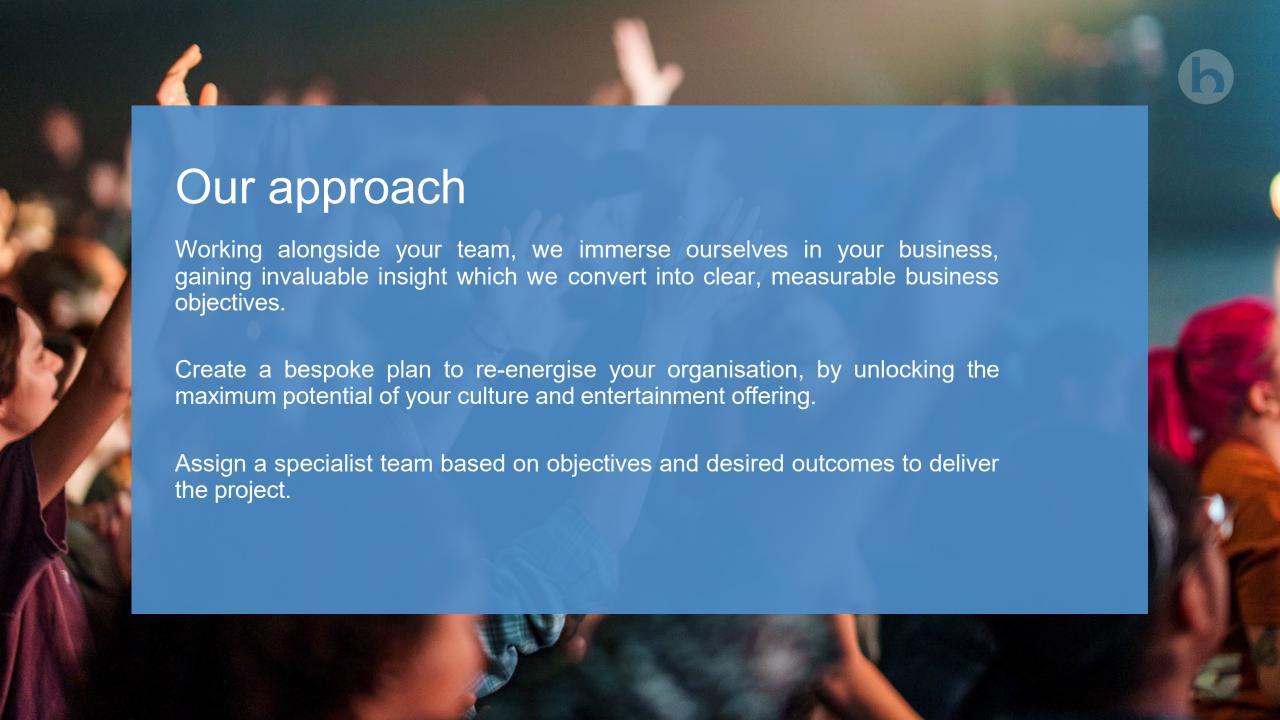


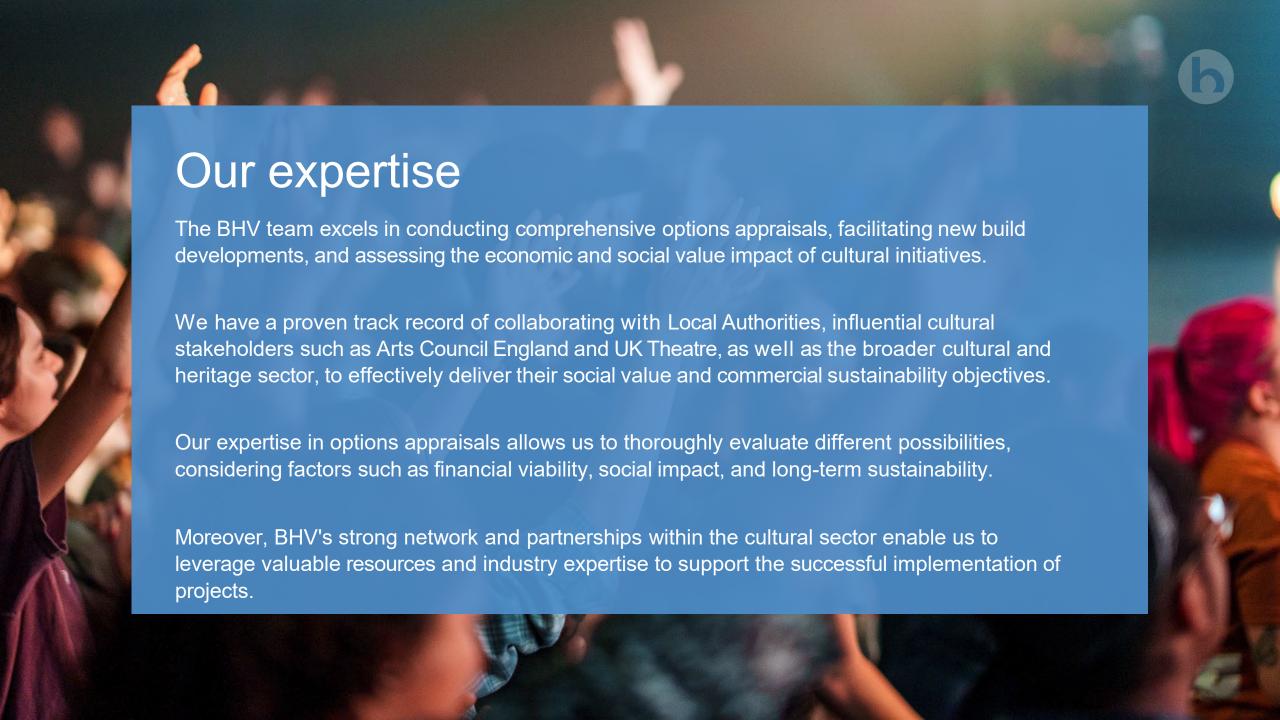
Andy Gray
Venue Leadership
Specialist & Strategist



**Kim Chalkley**Culture Finance
Specialist







## Our services

#### Masterplanning

Balancing the skill of assessing the broader perspective with the art of coordinating intricate details is no small feat.

Our expertise extends from collaborating with top industry professionals on the big picture to overseeing every aspect of the project.

#### **Tender Management**

We understand tender management is not always straightforward.

Whether a contract or group contract, is due to expire or it's a first time tender, we help businesses and institutions through the challenges of selecting suppliers for theatre, arts and foodservice services with PA23 a PCR compliant systems.

#### Food & Beverage Experts

Collaborating with a team of experts, we assist you in crafting a consistently premium approach to food and beverage.

Our fundamental belief is that true hospitality originates in the kitchen, and we partner with your teams to ensure that radiates throughout every corner of your business.

#### **Execution & Operations**

This is where we get into the detail, ensuring that all of our planning comes to life and your systems are set up to support you from day one.

#### **Option Appraisals**

We conduct systematic evaluation processes used to assess various options or alternatives related to cultural projects, initiatives, or assets.

The goal is to provide decision-makers with comprehensive information and evidence to make informed choices regarding cultural investments, developments, or strategies.

# Case studies...



### The Cresset

The Brief

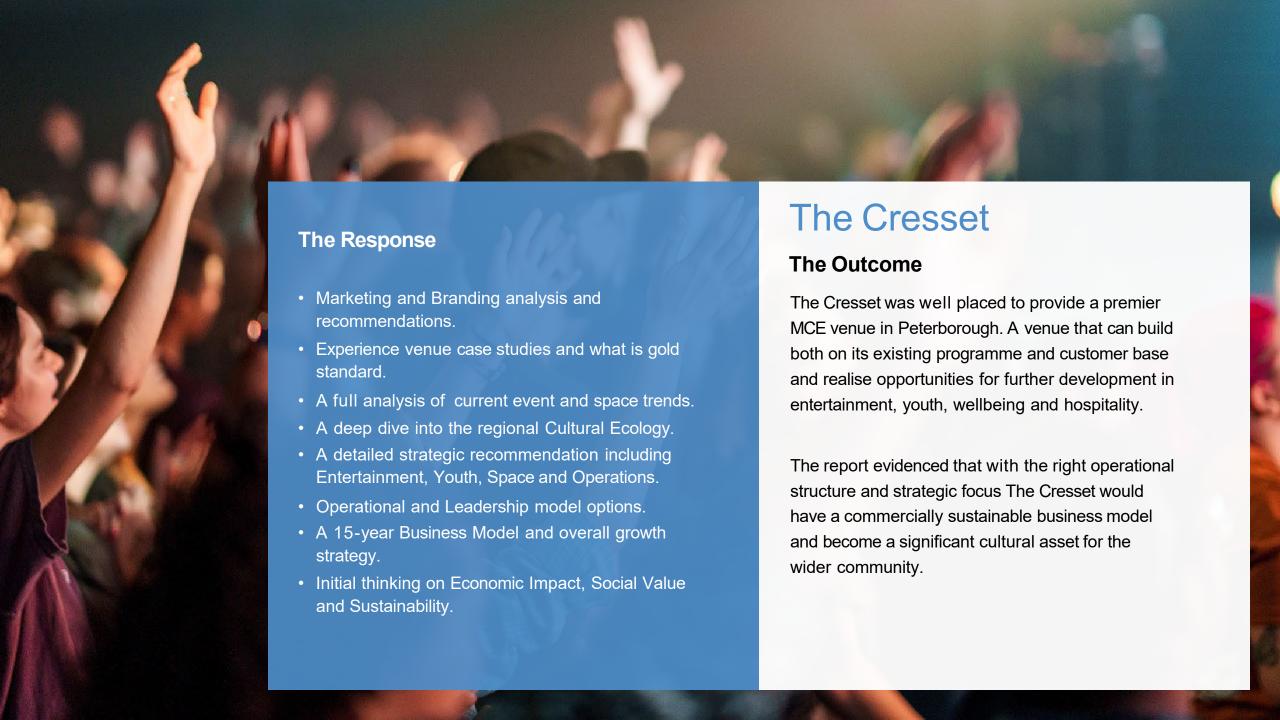
To provide a strategic plan for The Cresset complex and its ancillary spaces including a 1,000-capacity theatre.

To provide an over-arching vision that will deliver financial stability as well as a clear sense of purpose.

A full review of activities and uses with a way forward that is customer focussed, delivering what the local and wider community want.

Summary of changes required to the buildings – a space strategy - and recommended steps.

Delivery plan with estimated costs, including shortand longer-term actions.



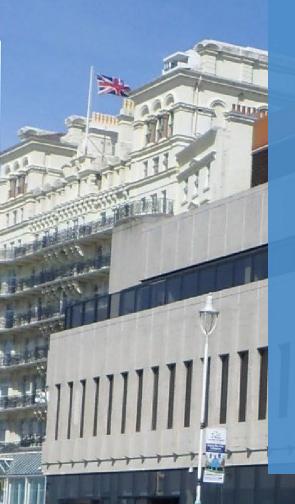


## The Brighton Centre

#### **The Brief**

In conjunction with Theatre Projects, BHV undertook a two-stage project, comprising a market and financial analysis in order to establish an optimum capacity for a new /upgraded venue. Plus, a financial model so that the Council could test options. In summary, the work addressed the following:

- Detailed research of the UK arena market to address key issues related to venue configuration and capacity.
- Operating model assessment.
- Commissioning Strategy options.
- Commercial report including a detailed 25-year business plan.
- Economic Impact statement.



#### The Response

- What size and capacity should the new or upgraded venue be.
- What will it do? (Functions and activities)
- What is the potential for revenue for the council –
   25-year business model.
- Commissioning strategy and operator market engagement.
- What will the wider benefit (economic, social and cultural) look like for Brighton & Hove.
- Is there a business case for investment.

The work for this Study was undertaken on the basis that a new or upgraded venue will be in the same seafront location and which continues to serve as a venue for conferences and live events.

The response included a full review, options appraisal and key design studies.

### The Brighton Centre

#### **The Outcome**

Brighton was well placed to provide the premier conference and events venue for the Southeast. A venue that can build both on its existing programme and customer base and realise opportunities for further development in conferencing, entertainment and hospitality.

The report evidenced that there was a strong appetite within the commercial operator market to participate in a formal procurement process and that the result of this process would deliver a long-term partnership and a positive gain sharing arrangement.



## The Response The work addressed the following: Created a compelling opportunity prospectus to engage with the operator/lease market. Collation of all asset management information to provide a comprehensive deck to all interested parties. Supported the council with the compilation and delivery of the market engagement and evaluation process including: Market Engagement & Communication Preparation & Publication Shortlisting & Invitation to Tender **Evaluation & Selection** Lease Award & Mobilisation Post Mobilisation Support & Evaluation

# G Live Guildford Borough Council

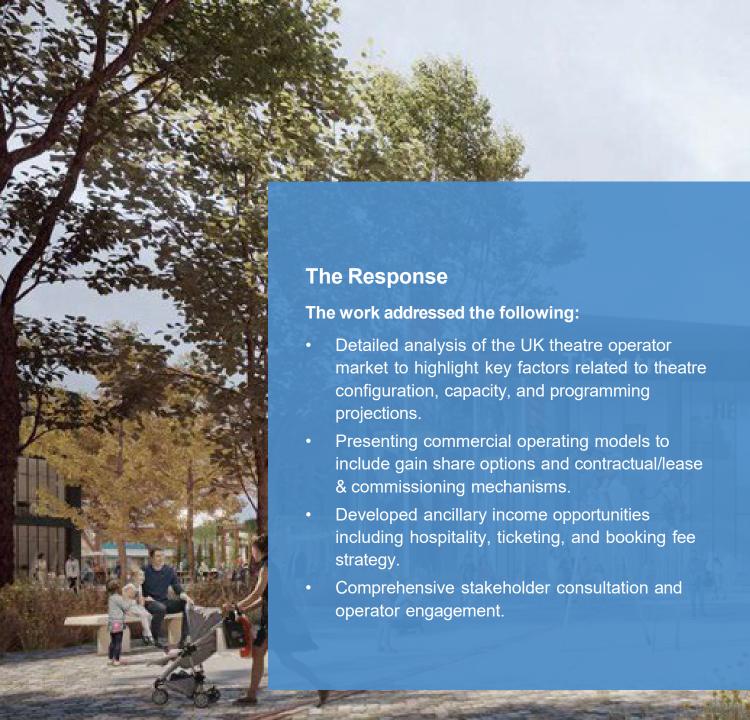
#### The Outcome

BHV led negotiations during the tender process that increased the Council's revenue at the best and final offer stage.

BHV's careful positioning of the initial tenders led to a new 25-year lease arrangement, with one of the UK's most prominent commercial operators.

25-year, FRI, zero subsidy lease, £5mil of operator funded capital investment and enhanced sustainability and carbon zero commitments.





# Swindon Cultural Quarter

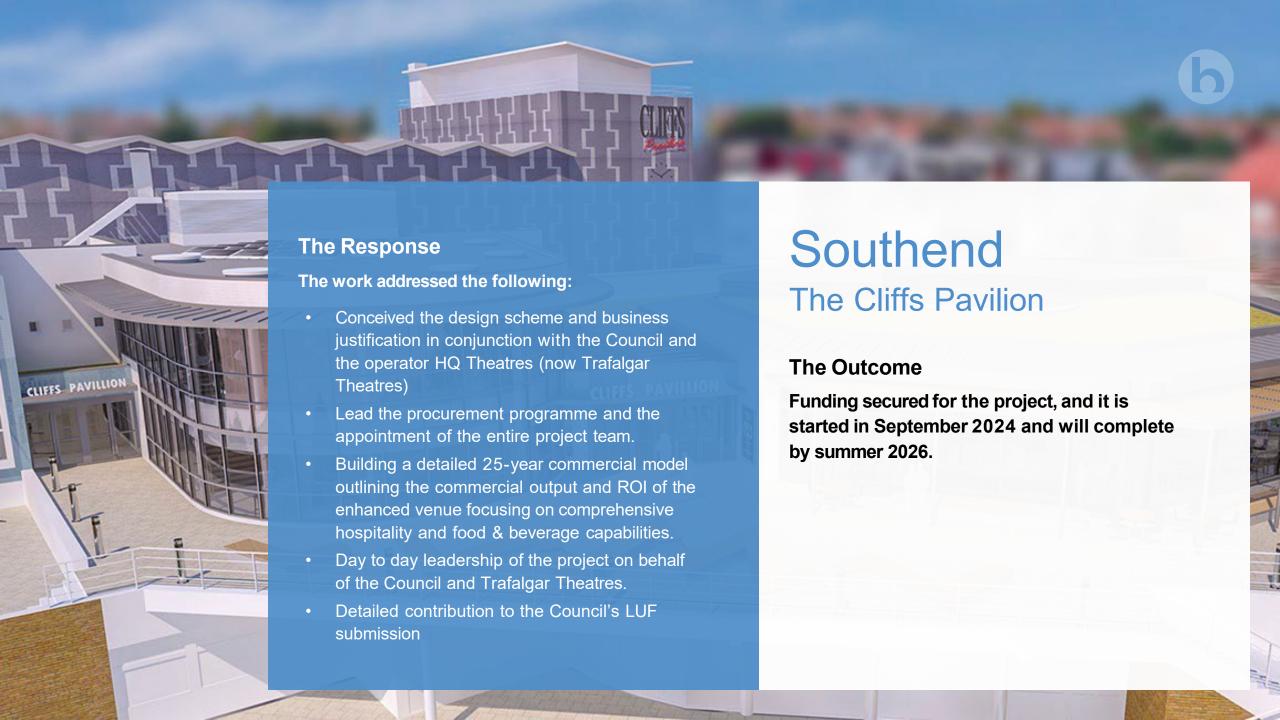
#### The Outcome

A four-month project delivered a detailed assessment of the commercial viability of the new theatre design scheme.

This gave the Council demonstrable evidence of the commercial sustainability of a new venue and the market confidence.

Stage two of this project has been commissioned and will focus on the operating models, Design concept, construction strategy and funding models.









Created a compelling opportunity prospectus to engage with the operator/lease market.

Collation of all asset management information to provide a comprehensive deck to all interested parties.

Supported the council with the compilation and delivery of the market engagement and evaluation process including:

- Market Engagement & Communication
- Preparation & Publication
- Shortlisting & Invitation to Tender
- **Evaluation & Selection**
- Lease Award & Mobilisation
- Post Mobilisation Support & Evaluation

# Hastings

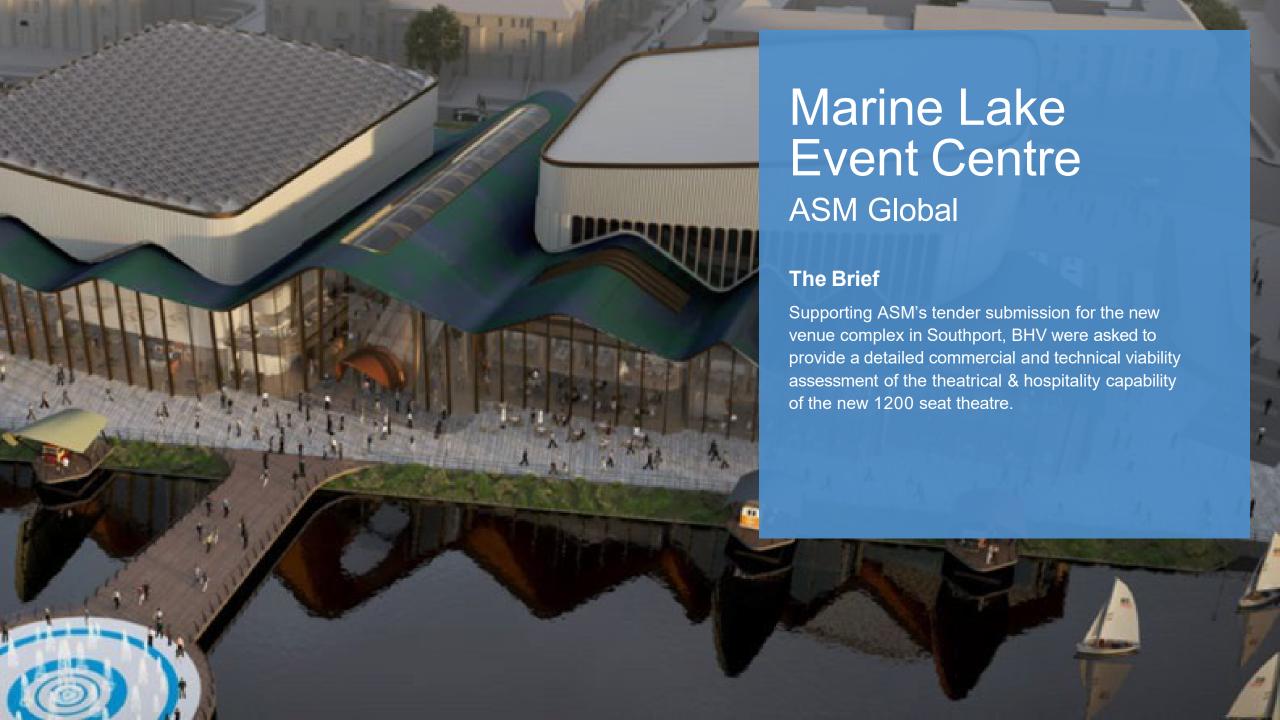
#### **The Outcome**

The appointment of a new long-term operator and leaseholder.

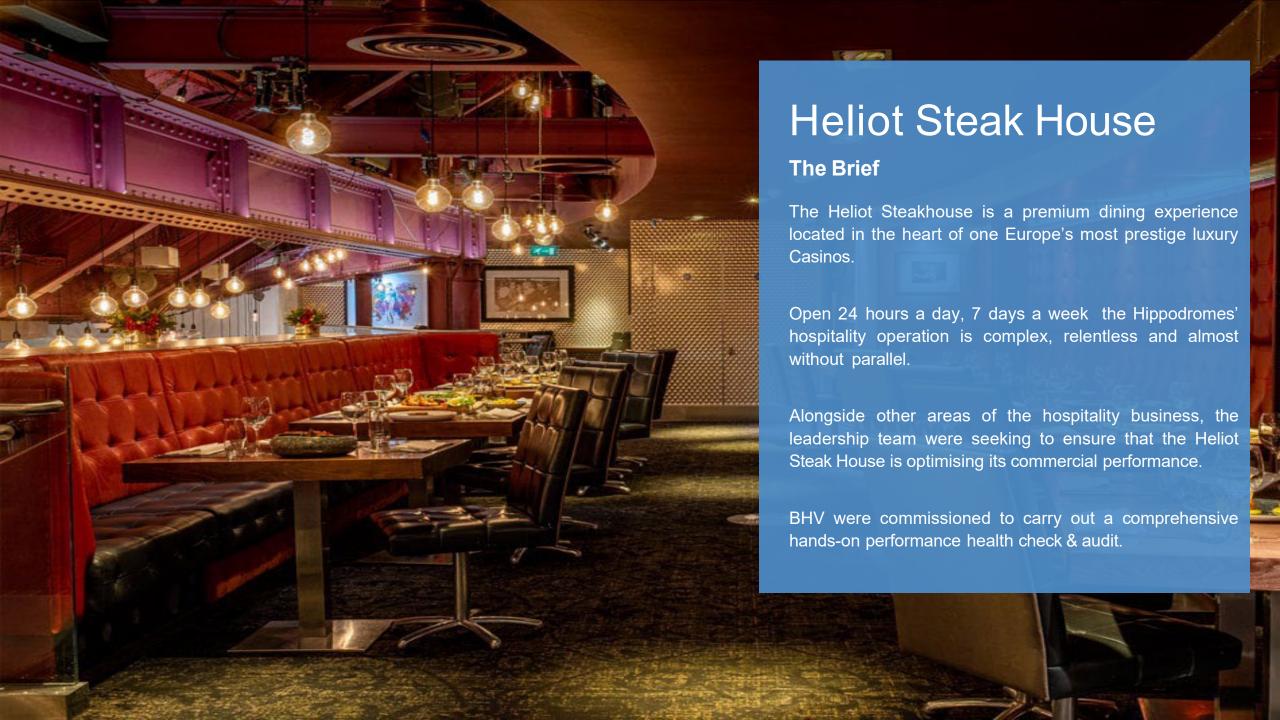
Innovative commercial partnership.

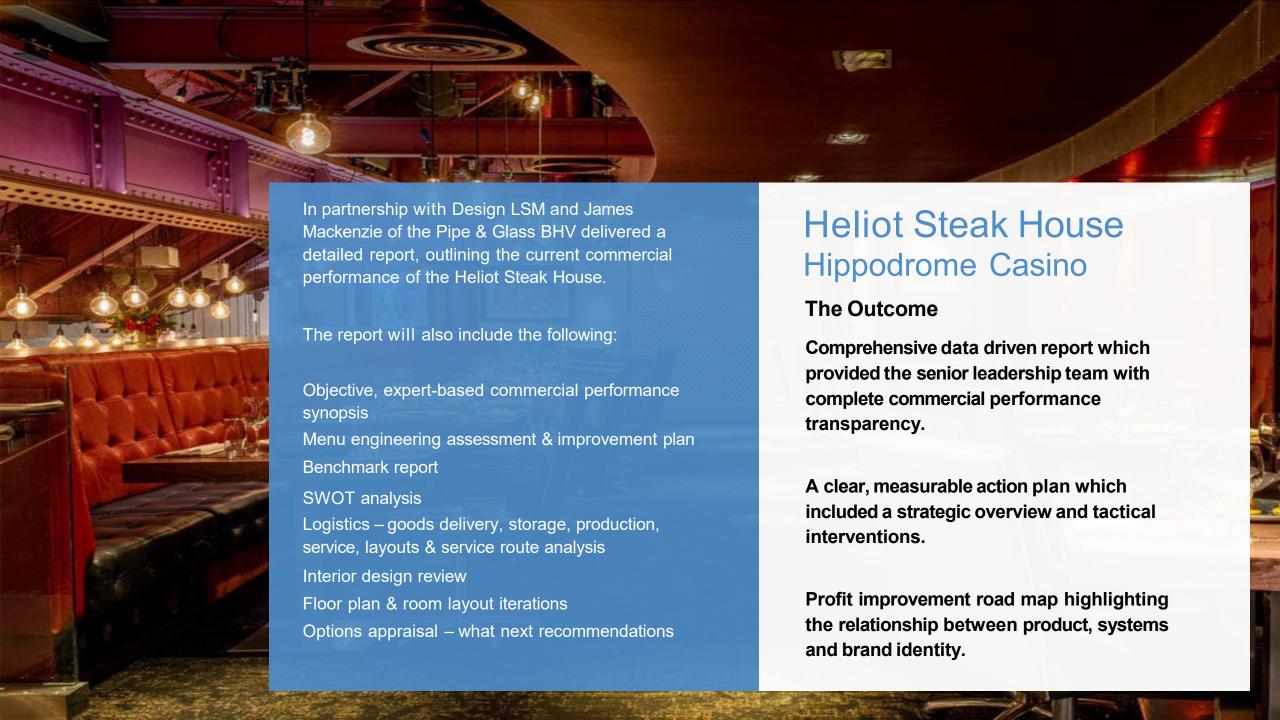
25-year, FRI, zero subsidy lease.

**Enhanced community engagement** framework, protecting the economic impact and social value benefits to the town.









# Why BHV...





Helping transform the commercial resilience of cultural assets.

Julian@bluehorizon-ventures.com

Lisa@bluehorizon-ventures.com