



Blue Horizon Ventures Credentials





Market Context.

Culture & Leisure...



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



Lisa Thomas
Client
Partnerships &
Marketing



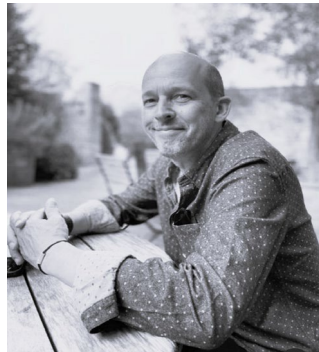
**Gavin Seabourne-
Push**
PA23 Procurement



Jo Scalpello
Marketing and
Strategic Planning



Paul See
Technical,
Production & Asset
Management



Iain Peebles
Hospitality Specialist



Joe Stead Burgess
Creative Learning &
Education



Kim Chalkley
Culture Finance



Our Clients...





Our approach...

And the services we provide



Our approach

Working alongside your team, we immerse ourselves in your business, gaining invaluable insight which we convert into clear, measurable business objectives.

Create a bespoke plan to re-energise your organisation, by unlocking the maximum potential of your culture and entertainment offering.

Assign a specialist team based on objectives and desired outcomes to deliver the project.



Our expertise

The BHV team excels in conducting comprehensive options appraisals, facilitating new build developments, and assessing the economic and social value impact of cultural initiatives.

We have a proven track record of collaborating with Local Authorities, influential cultural stakeholders such as Arts Council England and UK Theatre, as well as the broader cultural and heritage sector, to effectively deliver their social value and commercial sustainability objectives.

Our expertise in options appraisals allows us to thoroughly evaluate different possibilities, considering factors such as financial viability, social impact, and long-term sustainability.

Moreover, BHV's strong network and partnerships within the cultural sector enable us to leverage valuable resources and industry expertise to support the successful implementation of projects.

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 PA 23 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...

A photograph of a large crowd of people at a concert or festival. Many people have their hands raised in the air, some with fingers spread, suggesting they are cheering or dancing. The lighting is warm and slightly blurred, creating a sense of movement and energy. The background is dark, and the focus is on the hands and the upper bodies of the people in the foreground.

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 short- and longer-term actions.



The Response

- Marketing and Branding analysis and recommendations.
- Experience venue case studies and what is gold standard.
- A full analysis of current event and space trends.
- A deep dive into the regional Cultural Ecology.
- A detailed strategic recommendation including Entertainment, Youth, Space and Operations.
- Operational and Leadership model options.
- A 15-year Business Model and overall growth strategy.
- Initial thinking on Economic Impact, Social Value and Sustainability.

The Cresset

The Outcome

The Cresset was well placed to provide a premier MCE venue in Peterborough. A venue that can build both on its existing programme and customer base and realise opportunities for further development in entertainment, youth, wellbeing and hospitality.

The report evidenced that with the right operational structure and strategic focus The Cresset would have a commercially sustainable business model and become a significant cultural asset for the wider community.



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 background of the slide is a photograph of the Brighton Centre, a large, modern building with a distinctive white, angular roof structure. The building is set against a clear blue sky. In the foreground, a portion of an older, ornate building with a balcony and a Union Jack flag is visible on the left.

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.



G Live, Guildford

Guildford Borough Council

The Brief

BHV were commissioned in July 2023 to conduct a comprehensive procurement process to appoint a new operator and leaseholder of G Live, one of the UK's most significant multi-purpose entertainment venues.



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

The project delivered 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

Enhanced sustainability and carbon zero commitments.

An architectural rendering of the Swindon Cultural Quarter. The scene depicts a modern, glass-fronted building with the word 'Theatre' prominently displayed above its entrance. The building is surrounded by lush greenery, including large trees and colorful vertical banners. In the foreground, a paved plaza is filled with people, including a woman pushing a stroller, children playing, and groups of people sitting on benches. A large, abstract sculpture is visible near the theatre entrance. The overall atmosphere is vibrant and community-oriented.

Swindon Cultural Quarter

The Brief

A two-stage project, comprising a market and financial analysis to establish an optimum capability and technical capability for a new theatre in the Cultural Quarter Development in Swindon Town Centre.

A background image of a park with large trees, a paved path, and people sitting on a bench. A blue semi-transparent box covers the left side of the image, and a white semi-transparent box covers the right side.

The Response

The work addressed the following:

- Detailed analysis of the UK theatre operator market to highlight key factors related to theatre configuration, capacity, and programming projections.
- Presenting commercial operating models to include gain share options and contractual/lease & commissioning mechanisms.
- Developed ancillary income opportunities including hospitality, ticketing, and booking fee strategy.
- Comprehensive stakeholder consultation and operator engagement.

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.



Southend

The Cliffs Pavilion

The Brief

Project leadership of the £10mil refurbishment and extension of the Cliffs Pavilion, Southend.



The Response

The work addressed the following:

- Conceived the design scheme and business justification in conjunction with the Council and the operator HQ Theatres (now Trafalgar Theatres)
- Lead the procurement programme and the appointment of the entire project team.
- Building a detailed 25-year commercial model outlining the commercial output and ROI of the enhanced venue focusing on comprehensive hospitality and food & beverage capabilities.
- Day to day leadership of the project on behalf of the Council and Trafalgar Theatres.
- Detailed contribution to the Council's LUF submission

Southend

The Cliffs Pavilion

The Outcome

Funding secured for the project, and it is started in September 2024 and will complete by summer 2026.



White Rock Theatre

Hastings

The Brief

A comprehensive appraisal of the current contract partnership with Trafalgar Theatres in the context of the current contract ending in January 2024. It has led to the development of a plan to engage with the market to seek a long-term tenant partnership, to secure the future of the White Rock Theatre.

Supported by a diminishing council subsidy, the theatre's commercial viability has come under increasing pressure operating as a traditional theatre.

BHV were commissioned to support the council secure a new leaseholder for the theatre via a long-term zero subsidy partnership agreement.



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

White Rock Theatre Hastings

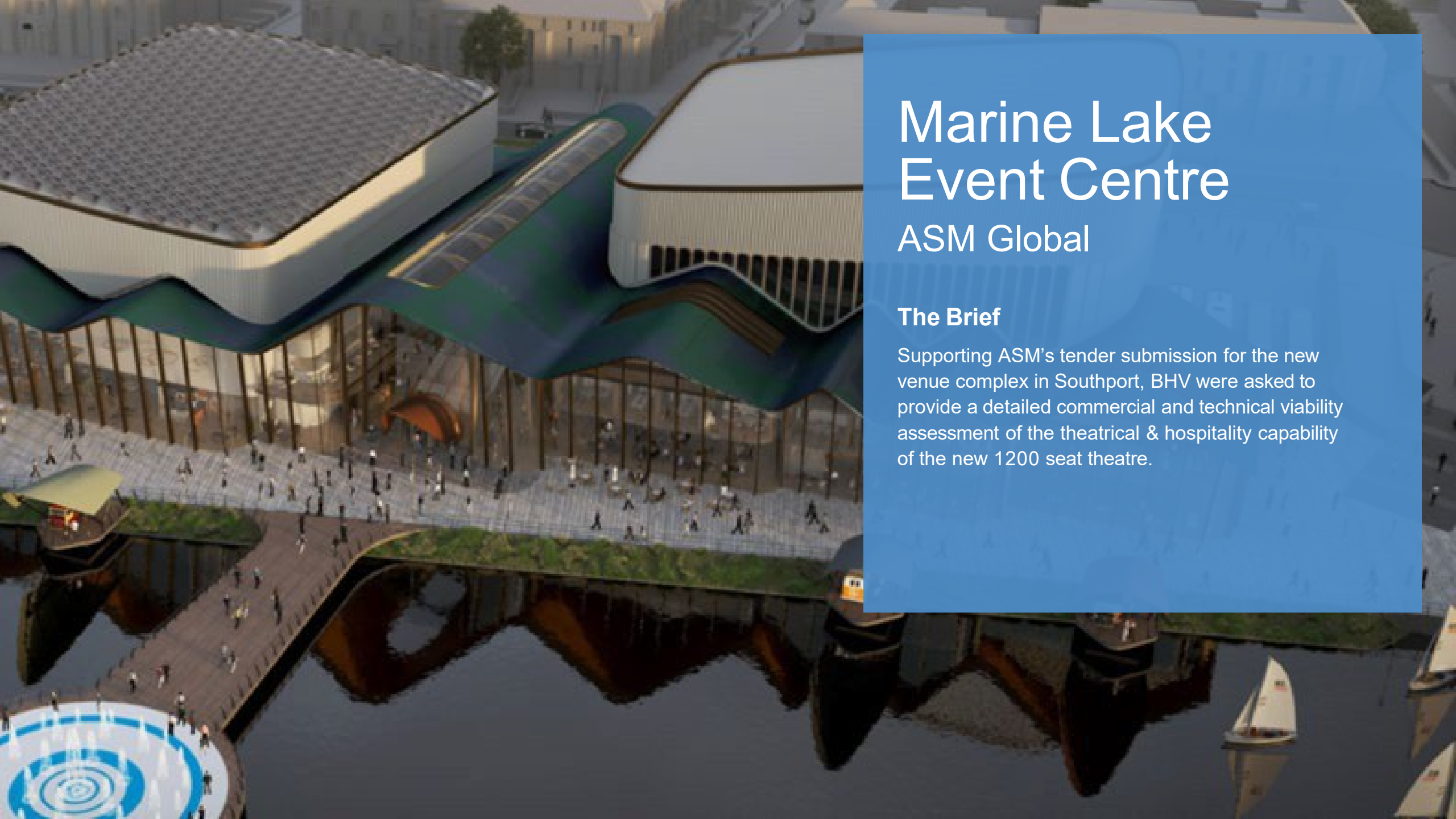
The Outcome

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.

An architectural rendering of the Marine Lake Event Centre. The building features a large, white, undulating roof that resembles a series of connected arches or a stylized wave. The facade is composed of vertical glass panels. In front of the building is a wide, paved plaza with many small figures of people, suggesting a large gathering space. To the left, there is a circular area with a blue and white pattern, possibly a fountain or a stage. The entire scene is reflected in a body of water in the foreground, which also contains several sailboats. The background shows a city street with buildings and trees.

Marine Lake Event Centre

ASM Global

The Brief

Supporting ASM's tender submission for the new venue complex in Southport, BHV were asked to provide a detailed commercial and technical viability assessment of the theatrical & hospitality capability of the new 1200 seat theatre.



The Response

The work addressed the following:

- General overview of the commercial programming market from a theatrical content perspective .
- Review of the Facilities Description – from a theatre technical perspective including view on the appropriateness of the flying provision and the hospitality strategy adopted by the design scheme.
- Review of the FF&E schedule
- Detailed assessment of the hospitality strategy
- Stakeholder engagement providing feedback on the potential for the venue to attract musical touring theatre or other theatre-based product.

Marine Lake Event Centre

ASM Global

The Outcome

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

This gave ASM demonstrable evidence of the commercial sustainability of the new venue and stakeholder and market confidence, supporting and strengthening their tender submission.

In August 2022, ASM were appointed as preferred supplier of the new Marine Lake Events Centre.



Heliot Steak House

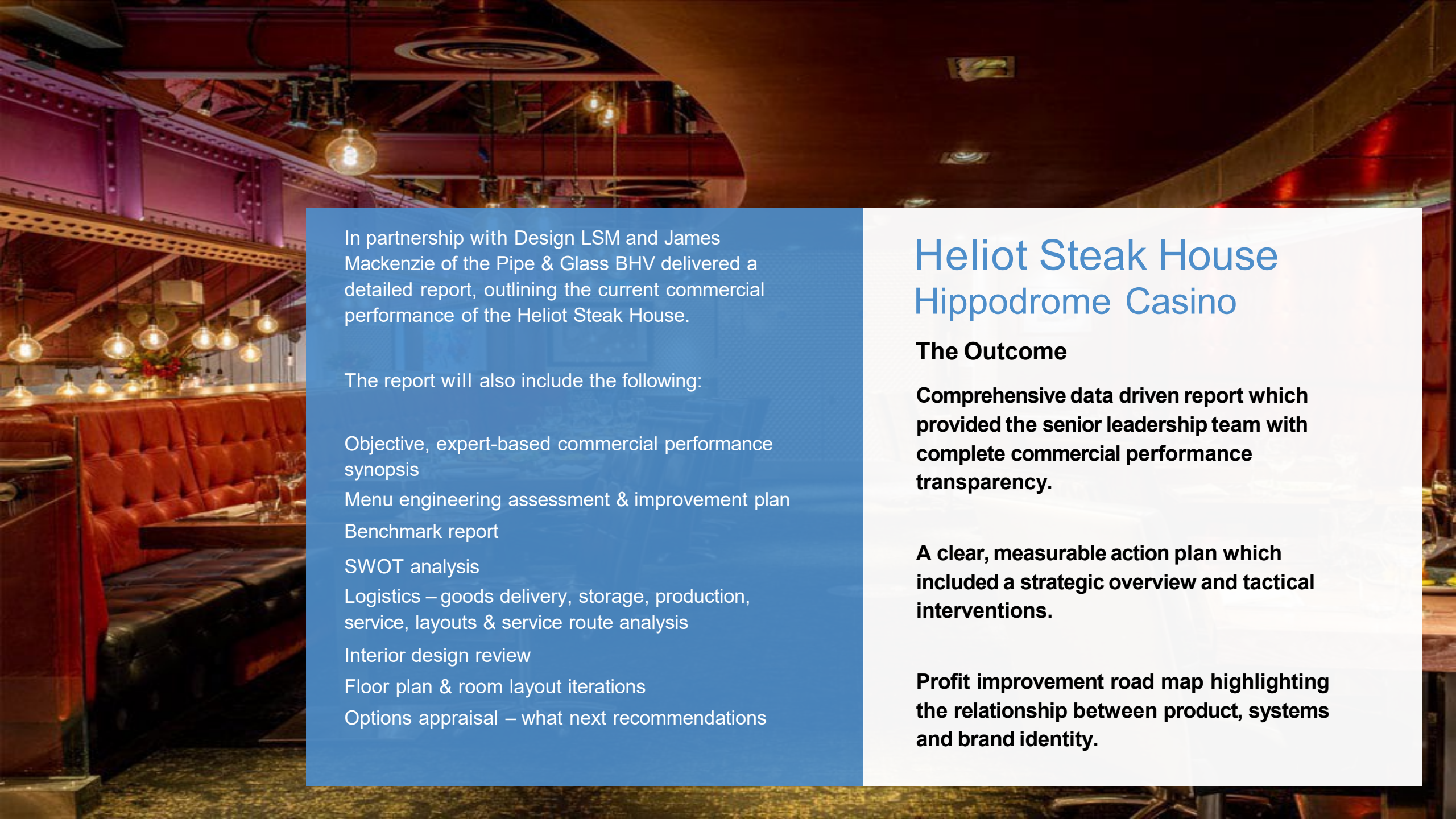
The Brief

The Heliot Steakhouse is a premium dining experience located in the heart of one Europe's most prestige luxury Casinos.

Open 24 hours a day, 7 days a week the Hippodromes' hospitality operation is complex, relentless and almost without parallel.

Alongside other areas of the hospitality business, the leadership team were seeking to ensure that the Heliot Steak House is optimising its commercial performance.

BHV were commissioned to carry out a comprehensive hands-on performance health check & audit.



In partnership with Design LSM and James Mackenzie of the Pipe & Glass BHV delivered a detailed report, outlining the current commercial performance of the Heliot Steak House.

The report will also include the following:

- Objective, expert-based commercial performance synopsis
- Menu engineering assessment & improvement plan
- Benchmark report
- SWOT analysis
- Logistics – goods delivery, storage, production, service, layouts & service route analysis
- Interior design review
- Floor plan & room layout iterations
- Options appraisal – what next recommendations

Heliot Steak House Hippodrome Casino

The Outcome

Comprehensive data driven report which provided the senior leadership team with complete commercial performance transparency.

A clear, measurable action plan which included a strategic overview and tactical interventions.

Profit improvement road map highlighting the relationship between product, systems and brand identity.



Why BHV...



Why BHV

Unique blend of hospitality, leisure, culture and entertainment experience...

Board Level expertise in commercial theatres

Sector specialist

Unrivalled hospitality expertise

Entrepreneurial

Agile and actionable

Value – low-cost base translates into high value return

Empathetic but honest guidance

Personalised solutions to meet your business ambitions

Social Value ambassadors

Overall we are your allies not interrogators



Helping transform the commercial
resilience of cultural assets.

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