

# **OSSP** Meeting

Thursday 12<sup>th</sup> December 2018 7pm





#### **FINANCIAL OVERVIEW**

#### **CONTRACT YEARS 1-7**

- Change of Programming & Marketing Strategy to provide a more sustainable venue
- Programming Focus growth in lower risk hires of the venue
- Growth of the hospitality and events business
- Clear brand identity and positioning







### SOCIAL VALUE & COMMUNITY IMPACT

- Apprenticeships
- Employees living locally
- Local suppliers
- Workforce Analysis
- Access Task Force
- Community: Older Adults, Creative Learning







- #LobbyLive
- Family Open Days
- Sponsorship of local events
- Work Experience placements and apprenticeships (Springboard UK)
- Charity & Community Groups
- Workforce Data & Volunteers
- Access initiative working alongside Michèle Taylor of Ramps on the Moon







- 'Closed loop' Coffee Cup Recycling
- Life-Water
- War on Straws all single-use plastic straws removed in early 2018
- Food-waste Reduction Strategy
- Food Sustainability (SRA Membership, Red Tractor, Seafood)
- PIR sensors on urinals, reduced water flush on toilets, energy efficient hand driers
- Recycling of cardboard, paper, lamp tubes, batteries, electrical appliances
- 70% of foyer lighting LED. Transitioning to LED theatrical lighting.







## **FUTURE PLANS & INITIATIVES**

- Community Engagement vision Contract Years 8-10
- Creative Learning Groupwide Development
  - Ben Benson Review
  - Shared best practice
  - Grant raising training with Sarah Gee of Indigo
- Colosseum Years 8 -10
  - Expanded Offering
  - Focus on Young People & Older Adults
  - Recruitment of Creative Learning Specialist







## **FUTURE PLANS & INITIATIVES**

- Forthcoming launch of Showstopping Food & Drink brand identity
- Revised and improved positioning of Hospitality offer across:
  - Pre-show dining
  - Food & Drink to Share (Packages and Platters)
  - Pre-Order Drinks
- Aim to simplify and de-clutter food and drink collateral; encouraging greater uptake amongst customer base.
- Improved online purchase flow to be rolled out as part of rebrand.







- Annual Survey Results & Actions
- HQT&H Engages Expert Group Strategic Partners, including:
  - Coverpoint Consultants
  - Apex Training
  - Blake Morgan
  - Aedas Arts Team

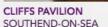


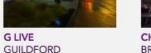




### **BENCHMARKING – VENUE COMPARISON**









CHURCHILL THEATRE BROMLEY



WYVERN THEATRE SWINDON



ORCHARD THEATRE DARTFORD



WHITE ROCK THEATRE HASTINGS



G LIVE

WATFORD

WATFORD

COLOSSEUM

PALACE THEATRE

WESTCLIFF-ON-SEA



BECK THEATRE HAYES



WYCOMBE SWAN HIGH WYCOMBE



SWINDON ARTS CENTRE SWINDON





- Results, activity levels and programme benchmarked with HQ venues ٠
- Theatre Directors network and communication •
- Industry Networks Eg. UK Theatre, Theatres Trust ٠
- Programming benchmarked with other non-HQ local venues and local ٠ authorities including:
  - Alban Arena
  - Troxy
  - O2 Academy







#### How is the entertainment offer determined?

- Industry Knowledge
- Previous event footfall
- Availability of Artistes
- Understanding of venue's strengths
- Customer feedback from Annual Surveys
- HQ Theatre Director network share of information on shows





How are ticket prices and other fees determined and set?

- Pricing set in conjunction with visiting producers, promoters and hirers
- In depth Industry Knowledge and Oversight of Trends
- HQT&H guidelines on fees and charges with TD flexibility by event and venue
- Hospitality and event pricing is determined by HQ and designed to ensure value for money







# MARKETING STRATEGY & EFFECTIVENESS

- Two strands to Marketing Strategy
  - Venue
  - Events
- Work alongside producers and promoters to market upcoming ticketed events;
- Support function for visiting companies and the Hospitality & Events Team
- High impact, but low cost digital strategy to maximise sales and return on investment
- Social Media Focus; Facebook, Twitter
- Print and traditional media still has it's place!









# MEETING THE NEEDS OF AUDIENCES & THE LOCAL COMMUNITY

- Research Undertaken as part of Venue Business Plan
  - Population
  - Demography
  - Propensity to attend
  - Competitor Analysis
- Broad range of events programmed to encourage all members of the community to engage with the Colosseum
- Jewish Festival, Indian singers, Bollywood Celebrations, Irish Dance Championship







# Thanks for listening

