

Hazlitt Theatre Business Plan

Final Decision-Maker	Economic Regeneration and Leisure Committee
Lead Head of Service	John Foster, Head of Regeneration and Economic Development
Lead Officer and Report Author	Mike Evans, Leisure Manager
Classification	Public
Wards affected	All wards

Executive Summary

A report on the 2021/2022 business plan for the provision of theatrical, cultural and community activities at the Hazlitt Theatre and Arts Centre.

Purpose of Report

Noting

This report makes the following recommendation to this Committee:

1. That the contents of the report are noted

Timetable

Meeting	Date
Economic Regeneration and Leisure Committee	19 April 2022

Hazlitt Theatre Business Plan

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	<p>The four Strategic Plan objectives are:</p> <ul style="list-style-type: none"> • Embracing Growth and Enabling Infrastructure • Safe, Clean and Green • Homes and Communities • A Thriving Place <p>The Hazlitt Theatre materially improves the Council's ability to achieve A Thriving Place.</p>	Leisure Manager
Cross Cutting Objectives	<p>The four cross-cutting objectives are:</p> <ul style="list-style-type: none"> • Heritage is Respected • Health Inequalities are Addressed and Reduced • Deprivation and Social Mobility is Improved • Biodiversity and Environmental Sustainability is respected <p>The Hazlitt Theatre supports the achievement of Health Inequalities being addressed and reduced and deprivation and social mobility being improved, by providing arts and cultural activities to residents.</p>	Leisure Manager
Risk Management	Refer to section 5 of the report.	Leisure Manager
Financial	The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation.	Senior Finance Manager (Client)
Staffing	We will deliver the recommendations with our current staffing.	Head of Regeneration and

		Economic Development
Legal	There are no legal implications from this update report.	Team Leader, Contracts and Commissioning
Privacy and Data Protection	Data is held by the Council in line with our retention schedules.	Policy and Information Team
Equalities	There is no impact on Equalities as a result of the recommendations in this report. An EqIA would be carried out as part of a policy or service change should one be identified.	Equalities & Communities Officer
Public Health	We recognise that the theatre, its operations and services have a positive impact on population health and wellbeing and that of individuals.	Senior Public Health Officer
Crime and Disorder	The theatre and the Hazlitt's arts and cultural services have a positive impact on crime and disorder.	Leisure Manager
Procurement	There are no procurement implications associated with this report.	Head of Regeneration and Economic Development
Biodiversity and Climate Change	The implications of this report have been considered and there are no direct implications on biodiversity and climate change. The Hazlitt Theatre management team work to minimise the negative impact that the theatre has on carbon emissions in the borough.	Biodiversity and Climate Change Manager

2. INTRODUCTION AND BACKGROUND

- 2.1 The Hazlitt Theatre is managed by Parkwood Leisure, whose 15-year contract to run the theatre and provide services from it began in 2013 and ends in 2028. The services include live shows in the main auditorium and arts and cultural services in the Exchange Studio and Fourth Wall.
- 2.2 By way of a Deed of Variation, the contract was varied to relax the KPI requirements and provide some additional financial support in response to the Covid-19 pandemic and the impacts that had on theatres. The Deed of Variation expired on 30 September 2021 and the theatre is now continuing to adapt and recover following the Covid-19 pandemic.

- 2.3 One requirement of the contract is that Parkwood Leisure's management team at the theatre provides the council with a copy of the annual business plan each year. The contract states that the business plan should include:
- Programming
 - Pricing structure
 - Outreach programme
 - Marketing strategy
 - Customer satisfaction surveying
 - Cultural Development strategy
- 2.4 Through constructive dialogue each year the business plan is amended, agreed and implemented for the forthcoming contract year. Contract years at the Hazlitt Theatre run from 1 October to 30 September.
- 2.5 In the 2021/22 business plan year particular attention is given to the outreach programme and cultural development, most notably through the creation of the Hazlitt Institute which will deliver increased opportunities for local people to take part in arts and culture as well as going to the venue to watch and observe. The Hazlitt Institute is particularly targeted at local young people, but it is not exclusively aimed at them.
- 2.6 ERL Committee members previously expressed a desire to review the annual business plan and it is presented here for observation and comment.
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3. AVAILABLE OPTIONS

- 3.1 There are no matters for decision in this report. The committee is asked to note the contents but may choose to take further action depending on the matters reported here.
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4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The committee is requested to note the contents of the report.
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5. RISK

- 5.1 There are no direct risk management implications to this report. The contract mechanisms and monitoring manage risks to the services contract at the Hazlitt Theatre and Arts Centre.
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6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 The council has not completed any consultation for this report. The business plan process includes consultation with local groups and theatre users as well as following industry trends and responding to local demand.
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7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 Feedback from Members can be considered in future annual business plans.
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8. REPORT APPENDICES

- Appendix 1 – Hazlitt Theatre and Arts Centre Business Plan 2021/22
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9. BACKGROUND PAPERS

- None