

Recommendation 1: Improve Commercial Activities and Opportunities		Comment
A	Create a fully costed three-year business plan to achieve the Council's objective of progressively reducing the financial support. The plan to have been fully scrutinised and in operation by 30 th September 2022 with follow up scrutiny, initially quarterly and subsequently half yearly.	<p>The leisure, culture and hospitality industry is still recovering locally, nationally and globally. Whilst there are positive improvements, Industry leaders in UK are mindful that 2022 is still very much a recovery year. Cineworld, the world's second largest cinema operator have filed for bankruptcy protection in the US.</p> <p>This recommendation has been included in the South Holland Centre Action Plan for development through 2022/23 utilising phased re-opening data from July 21 – March 22 and the ongoing monitoring of performance and recovery Q1-Q2 of this financial year.</p> <p>A robust business plan for 23/24 will be brought forward alongside the budget setting process.</p>
B	In creating the business plan establish a years' rolling program for all areas of the centre to support that objective, by 30 th September 2022 but the sooner the better.	<p>The South Holland Centre programme has a mixture of events and activities. Some are booked and scheduled by the operational site team, others are hires and is an ongoing process.</p> <p>Prior to the pandemic, live shows could be programmed 18 months in advance and film confirmed 5 weeks in advance. Since reopening, the programme has been developed on the phased approach as outlined at Full Council in July 2021.</p> <p>The programme is a live document</p> <p>Reporting on programme on a quarterly basis has been included in the action plan.</p> <p>A programme of building Priority expenditure is health and safety and compliance. Asset and property work closely with the South Holland Centre site operations. should an option for increased income generation come with investment.</p>

C	Review ticket prices taking into consideration comparison and opinions from internal and external sources by 30 th June 2022	<p>Cinema Ticket prices were reviewed as part of the reopening preparations.</p> <p>Film ticket prices for 2D film were increased by 50 pence as per the agreed fees and charges that would have been implemented in 20/21 had the venue not been closed.</p> <p>In June 2022, Curzon, a national cinema chain announced that it was reducing ticket costs due to increased working from home and the cost of living crisis.</p> <p>Live ticket prices are determined by the hirer, or negotiation with agent for ticket splits.</p> <p>Ticket Prices will be reviewed annually as part of the fees and charges budget setting and this is included in the action plan.</p>
D	Review the other hire costs and establish if there is any room for increase, bearing in mind the rise in cost of utilities. Also examine whether a better return could be obtained by the authority by moving to a percentage return, in some instances, instead of purely hiring space. By 31 st July 2022.	<p>Each programmed item is assessed for best value when booking. Auditorium hires for live events also often include ticket sales through the Box Office which has a percentage share.</p> <p>Review of Hire Costs has been undertaken to be included in the action plan for budget planning for 22/23.</p>
E	Substantially increase the added sales in the auditorium. Work with the on-site caterers to generate more income. Jointly be more aggressive in making available and marketing meals before and after performances, benefitting from a percentage of the take. Demonstrate achievement by 30 th September 2022.	<p>Cross promotion and offers were in place with the previous caterer – for example, 10% with Panto ticket, cross promotion with Christmas programme and Christmas parties and promotion of gift vouchers for shows and food.</p> <p>Collaboration, promotions and cross marketing will continue to take place at the Centre and will be progressed with the new caterer as they embed their offer at site.</p>

F	<p>Within all marketing turn availability of parking into a positive. Look to scope a system of refunding of car park charges if centre used on the same day for film / live promotion. (By 30th June 2022)</p>	<p>Promotion of SHC programme has taken place in Car Park information boards for promotions such as Panto and this will continue.</p> <p>Parking information is available on the South Holland Centre website.</p> <p>Herring Lane Car Park is the closest car park to the South Holland Centre Parking charges apply 8am-8pm Most evening shows commence approximately 7pm / 7.30pm Car parking cost of £1 for 1 hour or £1.50 for 2 hours The administrative cost of refunding this manually, recording, balancing the tills and budget coding as well as then transferring to car park budget to cover loss of income is currently prohibitive. All other Spalding car parks are free after 6pm.</p>								
G	<p>Enable better and wider use to be made of the Foyer to encourage more use of the building including opening at more convenient opening times and more days for the general public's convenience. Display opening times, telephone numbers and online options for booking, to be visible outside the building.</p>	<p>During the pandemic, customer habits changed with more residents being able to order and access services on line. For example, for;</p> <ul style="list-style-type: none"> • the 2pm showing of Dick Whittington on 18th December, 91% tickets were sold online, 3% by phone 7% in total. • Christmas Eve performance of Dick Whittington 86% web-based sales, 8% phone, 6% face to face. • Our first live music event of 2022 sold – 76% on the website, 6% over the phone and 18% face to face. <p>Website is available 24/7 and is the most convenient way for customer to book at a time that suits them.</p> <p>Our Box Office is open</p> <table data-bbox="1352 1246 1800 1383"> <tr> <td>Monday</td> <td>Closed</td> </tr> <tr> <td>Tuesday</td> <td>10am-12pm</td> </tr> <tr> <td>Weds</td> <td>2-4pm and 7-8.30pm</td> </tr> <tr> <td>Thursday</td> <td>2-4pm and 7-8.30pm</td> </tr> </table>	Monday	Closed	Tuesday	10am-12pm	Weds	2-4pm and 7-8.30pm	Thursday	2-4pm and 7-8.30pm
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		<p>Friday 2-4pm and 7-8.30pm Saturday 10-2pm and 7-8.30pm Sunday 2-4pm</p> <p>Based on customer feedback and member requests, Box Office opening hours were extended to Tuesday and Saturday mornings on market days to capture customer footfall. Interactions are being recorded for business intelligence.</p> <p>For example, in April there were 10 Tuesday and Saturday morning openings with a total of 5 walk in customer sales to the value of £108, 4 telephone calls and use of the toilets. In May there were 7 openings with 6 walk-in customer interactions and 5 sales to the total of £109.</p> <p>When Box Office is closed, opening times are displayed on the glass doors. Telephone lines are open during box office hours and answerphone messages have been enabled for customers to leave a message rather than receiving an auto-response when Box Office is closed.</p> <p>Social media messages and emails to SHC inbox can also be left at any time and are responded to when staff are on duty.</p> <p>As restrictions were lifted, the Foyer Space (which had been cleared of all leaflets to reduce touchpoints and to encourage visitors to walk directly through to auditorium as per covid risk assessment) has been made more appealing with printed leaflets and information for performances available for customers and also the installation of a preview screen behind Box Office which shows trailers for films and live theatre.</p>
H	Broaden the use of building to bring more people into the centre (Tourism, District wide functions for example) for the benefit of the centre and caterers alike.	As restrictions lifted, the Function Hall has been used for wedding receptions, balls, meetings, youth theatre performances and Clubfit

		<p>exercise groups. The auditorium has been used for community theatre productions, film, live music, comedy and the Pride Awards</p> <p>Spaces within the building can be hired and utilised by community or commercial hirers, partners and for the SHC programme.</p> <p>Staff and utility costs would need to be covered to carefully manage the budget, unless there are wider social or community benefits where a subsidy or contribution in kind is agreed.</p>
I	<p>Seek to team up with a Wedding Organiser to promote the joint venues for ceremony and reception.</p>	<p>The team on site have facilitated wedding receptions during the reopening stage. Historically there was a package for weddings at Ayscoughfee and receptions at South Holland Centre. As fees and charges are reviewed for function hall use, this offer can be considered, benchmarked and promoted through wedding fayres and local contacts. A Wedding Organiser could be considered but there would be additional costs involved, potentially percentage of income and officers would need to work within the procurement regulations.</p> <p>Review of wedding package offer for inclusion in budget setting has been included in the business plan.</p>
J	<p>Investigate ways to achieve the wider use of the Function Room and report by 30th September.</p>	<p>Additional Promotion of the Function Hall can be undertaken within the promotion of the site as a whole. The Function Hall has been used for Council meetings, birthday parties, charity balls, monthly music event, clubfit exercise classes, show rehearsals, workshops, and consultation events.</p>
K	<p>Liaising with local organisations to put on some performances that will draw maximum attendance. (For example, events that include youngsters where parents and grandparents will be keen to attend)</p>	<p>A positive increase in attendance of Easter holiday children and family shows has been welcome. Summer programme included Sarah & Duck live show, Act 2 Youth Theatre Shows and Summer Dance Shows from 2 local dance schools which are well attended.</p> <p>Customer feedback and suggestion for activities, from local groups, customers and residents, are always welcome. For programming, the Centre also works with other venues across Lincolnshire to bring activities to each venue in the partnership.</p>

Recommendation 2: Improve Marketing / Promotion and Programming

A	<p>Undertake a complete review of all promotion, advertising, marketing, management of database and website, for the whole facility, together with a program to keep regularly refreshed and submit to the appropriate panel or committee by 30th June. (The website needs to be attractive, easy to use, kept up to date with a forward program of films, shows, events and facilities available for at least a rolling year. Greater use of social media and any other appropriate medium should be regularly used. The database should be re-established and regularly used to inform. 'Membership' should be created giving early notification of future activities with incentives to encourage early commitment. Films or shows with slow bookings to be more aggressively marketed with late offers where appropriate.)</p>	<p>The marketing plan is a key piece of work for the service data and intelligence from both the ticketing system and social media as well as the programme prior to the pandemic and since re-opening is reviewed.</p> <p>A communications pathway for each programme 'type' has been developed.</p> <p>Social media marketing via Facebook, which is currently the main channel, increased by 20% since reopening. Further reach as well as wider posting to target groups at a local district level, across and out of county is available through social media.</p> <p>Social media continues to be a useful tool, where posts from our own channel, linking directly to the website for sales can be shared in other pages and targeted groups. It also allows for greater engagement by acts also promoting through their own channels to their followers and locally for residents to engage and tag their friends.</p> <p>Proposals for increased use of Instagram and TikTok are being developed based on local learnings (Lincoln Castle now has higher TikTok followers than V&A) and is included in the action plan.</p> <p>Weekly e-newsletters are sent to the SHC customer database with email addresses (11,700 customers)</p> <p>Leaflets and hardcopy monthly listing are available at site and also distributed to targeted locations based on the event. Printed material can be posted in a targeted way when needed – for example posted Panto and Christmas party information to customers who previously bought panto tickets but for whom we do not hold an email address for. There are also film posters in the window and long</p>
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B	In conjunction with (a.) above, create a promotional and marketing campaign, for the whole of the facilities available at SHC to the public and businesses alike, as soon as possible but by 31 st August. Raise the whole of the public's perception, image and profile of the Centre.	<p>This is achievable and we will need to consider whether to use internal expertise or cost up commissioning this bespoke piece of work out.</p> <p>To further promote the SHC as a whole for income generating use, refreshing of decoration in remaining areas should be considered and this is in the action plan.</p> <p>Options for full site promotional and marketing has been included in the action plan.</p>
C	Enhance the marketing material for the Function Room to include images of it in use.	<p>Following our phased reopening plan of cinema, live and functions there is opportunity to give additional focus to Function Hall now that auditorium is up and running for film and live shows.</p> <p>To further promote the area for income generating use, refreshing of decoration should be considered and this is in the action plan.</p>
D	Improve the building's noticeability within the town centre and enhance its presence creating an information and promotional centre for the building activities, the town, the parishes and district as a whole.	<p>The SHC is a large and prominent building in the town centre. Any external cosmetic changes or promotion would need to be considered alongside planning regulations.</p>

		<p>As covid restrictions relaxed, printed material has been reintroduced in to the Centre. Space can be made available in the Box Office area for promoting the town, parishes and district when printed material is available.</p> <p>As customer behaviours have changed, more residents and visitors are looking for and sharing information on line.</p> <p>Options for enhanced digital options for promotion for both the SHC programme and the district are included in the action plan.</p>
Recommendation 3: Undertake Operational Improvements		
A	<p>Become more effective in obtaining a better deal for films. Get films near the release date and make more use of previous adult and children’s blockbusters to plug gaps in the program. Include consideration for section of the general public with higher disposable incomes by ensuring films are shown at times convenient to them with possibly different films shown in afternoon to those in the evening.</p>	<p>Each film has terms set by the distributor which dictates certain requirements for showing the film. This can include exclusivity on a screen for a set period, a fixed number of screenings and also the percentage of ticket sales paid to the distributor.</p> <p>The terms are stricter the closer to release date a film is secured. There is a degree of flexibility in weeks following original release – sometimes allowing for different film titles to be shown on the same day of a run providing more customer choice.</p> <p>Where a film makes commercial sense to have a longer run nearer the release date, such as No Time to Die, the South Holland Centre now has the ability to request these earlier releases.</p> <p>Careful programming of live events continues to be undertaken. For films booked closer to release date, a live event cannot take place during a film run – the film often needs exclusivity for the full run of screenings.</p>
B	<p>Make use of external expertise, where appropriate, to obtain better deals on films and live performances which have greater appeal.</p>	<p>Officers are networked with independent venues and film programmers across the country to share updates and opportunities for film terms.</p> <p>Film programme is negotiated based on requests from site, based on business intelligence, using a third party negotiator for independent venues who liaises with the distributors.</p>

C	In evolving delivery of the cultural and arts program, part of which is to comply with Arts Council expectations but unlikely to make a surplus, seek to work around high demand times for films/shows. To help sustain the program of cultural and arts actively seek to establish sponsorship from businesses as well as individuals. The centre has benefitted from this approach before.	This is part of the careful, flexible programming of the centre – making use of both the auditorium and function hall space for performances. Sponsorship opportunities can link with the promotion of the site and services. Local sponsorship is welcomed by local community groups using the Centre for their hires and productions.
D	Actively create a group of volunteers / supporters who are willing to give extra support when needed. However, hirers should be required to steward their own activities with any additional support chargeable.	The South Holland Centre has a dedicated group of volunteers who support the venue and do an excellent job. Increasing the volunteer base, particularly for times of day that currently have lower volunteer take up is included in the action plan. For health and safety, insurance, license and security, trained and knowledgeable staff need to be on site when activities take place. Hire charges include staff costs.
Recommendation 4: Establish Improved Governance		
A	Set up robust governance and scrutiny arrangements by 30 th June 2022 and report to next meeting of the appropriate committee. (Appendix D)	The metrix proposed by the Task Group are helpful to understand the areas of the business that Members would like detail for on more regular basis. Most are achievable and are business intelligence used by service however, the following comments could be considered <ul style="list-style-type: none"> • For Booking vs Availability and assessing how often the spaces are empty - the site has reopened based on flexible programming – opening and staffing the building when there is an income generating opportunity or a community need. When spaces are used there is also cost attached, in utilities and staff time.

		<ul style="list-style-type: none">• Targets – 2022 is very much a recovery year for hospitality, film and cultural industry – as much it is expected to see an upward trend following the pandemic, 22/23 will be a baseline year – both in terms of industry recovery and other impacts on customer behaviour (including cost of living). Targets can be set but expectations should be managed that these are likely to fluctuate. Although full capacity can be aimed for some live shows, full capacity for film is unlikely – this was rare prior to the pandemic at SHC. Neither national cinema chains nor smaller independent cinemas are hitting full capacity for even immediate releases. The auditorium is mixed use – for both live and theatre and is smaller than some theatres who attract more commercial product and larger seating numbers than individual cinema screens. Both industry intelligence and local information are reviewed regularly.• Catering contract information will be available at a later stage once the new provider has embedded their offer.• The South Holland Centre uses the Council’s finance system and service operational data underneath it. A new system was brought in last year and the team also has a new finance business partner. Simpler budget presentation for monitoring is being developed. There will be data lag in some areas as bills land quarterly• Profit/loss by monthly actuals does not reflect the operations or performance as a whole as it is out of context. For business intelligence, the team have been looking at profit/loss per programmed item based – on the bespoke costs for that activity and retained income. For example, if using monthly actuals only, May 2021 would show strong income – with a large proportion of this income being for Marti Pellow in April 2023. A quarterly report with progress and context for scrutiny would be beneficial
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		Quarterly reporting on key business intelligence for operations, programming and budget to be including in the action plan.
B	Review and rationalise the office space that is essential. Improvement in the working environment to be a priority within the maintenance plan. Should there be surplus office space research how it can be offered to the market or made available for other income generating activities.	<p>Following re-opening, office space needed by staff has reduced as most activity undertaken is customer facing when on site.</p> <p>Staff work space and storage has been reviewed is being reconfigured. This will be complete by end Q2 with options for alternative options scoped by end Q3 as part of the business planning and budget setting process.</p>
C	Bring the basement rooms back into income generating use either through public use, office accommodation, storage or a more entrepreneurial solution	<p>The removal of covid restrictions has allowed for widening out use of the building including further use of the rooms downstairs now that restrictions on room numbers restrictions are removed and there is clarity on recommendations for ventilation.</p> <p>There is a regular booking in that area and options for promoting use as additional meeting space, training as well as leisure and entertainment are being developed.</p> <p>To further promote the area for income generating use, refreshing of decoration should be considered and this is in the action plan.</p>
Recommendation 6: Action Plan		
A	Produce an Action Plan within two weeks of the of the Report being accepted to ensure the recommendations are brought forward in a timely manner and to ensure there is clarity around which service areas are responsible for delivering each recommendation.	The action plan has been completed following the Cabinet Sub Group, taking into consideration the recommendations and themes of the South Holland Centre Task Group and the latest position