

Phoenix 2020 Expansion

CLIENT BRIEF

Phoenix Catering and Conferencing Offer

May 2022



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Introduction

We wish to appoint a consultant to help develop our catering and conferencing offer, and associated business plan.

The Consultant will advise us on relevant local markets, consumer trends and options to position our café, roof terrace bar and conferencing offer for the next 5 years.

The main driver for this study is an expansion of our venue - one of the largest investments in digital culture in our area for years.

This includes the expansion and remodelling of our popular café/bar, a new roof terrace bar and events space, and other spaces for creativity, learning and hire. The project also includes a new digital gallery and 2 new cinemas that will make us a 4-screen venue. We aim to almost double our audience over the next 5 years.

The new development will be completed in January 2023. The business case for the capital investment is well developed in terms of overall strategy, financial modelling and audience forecasting.

In the run up to the opening of the much larger venue in January 2023, and after 2 years affected by COVID, we are undertaking a strategy review and revisiting our business forecasts.

The consultant will support the development of the catering and conferencing offers in preparation for the opening of the expanded venue in January.

Aims and Deliverables

The consultant will provide advice and develop options for the Phoenix café/bar and conferencing offer to meet our objectives.

Our objectives for the offer are:

- It is distinctive, culturally sympathetic, and further develops Phoenix as a destination.
- It achieves or exceeds the level of sales and profitability on our business plan.
- It caters for the diverse communities of Leicester and aligns with our audience growth plan.
- It is environmentally responsible and supports local suppliers.

The study should take into account our current staffing model and labour market conditions.

The main deliverable will be a final report and recommendations that includes a summary of the research undertaken by the consultant on our local market, consumer trends and relevant competition.

The report should cover the following:

- Market analysis
- Competitor analysis
- Trends report
- Recommendations of appropriate offers for the
 - Ground floor café and bar
 - Rooftop terrace bar and events space

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- Events and conference hires
- The recommendations should consider the style of food and drinks menus, pricing and target audiences.

By local competition we mean other bars, cafes, restaurants, conferencing and hires operators that we perceive compete directly for our offer and target audiences. We perceive local completion includes:

- Cafes, restaurants, and bars where people might go to drink or dine before or after a Phoenix show - typically within walking distance and mainly in the city centre.
- Places that offer an attractive place to work, meet and network informally during the day.
- For the roof terrace bar, competition will include other outdoor areas and roof terrace bars in the greater urban area typically between May and September.
- We are also interested in bars competing for after-work trade in the city.
- For the conferencing offer, we are interested in other regional providers that cater in the range of 50-400 delegates per event.

Proposed Approach, Budget, and Timetable

We will be guided by the consultant on the method and work plan. However, we envisage the work will include the following:

- A workshop with a small staff group to refine and clarify requirements and gather ideas and identify existing information from Phoenix that the consultant requires.
- A second workshop to present options and proposals prior to the final report.

Phoenix will allocate several staff to support the work including our:

- Catering Manager
- Chief Executive Officer
- Sales and Marketing Manager
- Operations and Customer Services Manager

Several Trustees from our trading subsidiary are likely to contribute to the workshops and reviewing the options with the consultant.

We aim to have the final report by the end of August but are willing to work with the consultant to develop a mutually efficient work programme.

The indicative budget for the work is **£5,000** excluding VAT.

Application Process

The programme for the procurement process is shown below. This timetable may be subject to change but will be adhered to by Phoenix as far as reasonably possible.

Item	Date
Invitation to quote issued	w/c 30th May 2022
Deadline for tenders to be submitted	Midnight 19th June 2022
Notification of successful supplier	By 21st June 2022

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Award of contract	By 23rd June 2022
Final report target date	31 st August 2022

To apply for this opportunity please follow the instructions on our Phoenix 2020 page:

<https://www.phoenix.org.uk/phoenix2020>

Applicants should send as WORD or PDF documents attached to email sent to: jobs@phoenix.org.uk and should also complete and submit an [equality monitoring form](#).

This is a competitive brief and applications will be assessed by a panel and scored on the criteria detailed below.

Nr.	Topic	Question	Max Length	Scoring
1.	Methodology	Provide a concise method statement setting out your approach to the work.	Max 1 sides of A4	Max 20 marks
2.	Programme and price	Propose a programme for the work, showing activities from appointment to completion.	Max 1 sides A4	Max 10 marks
3.	Experience	Please provide Consultant/s CVs and 2 case studies of similar commissions undertaken.	Max 2 sides of A4	Max 20 marks
4.	Equality Monitoring form	All applicants must complete an equality monitoring form for the lead practitioners	Standard form on vacancies website	Must be completed

Phoenix proposes to contract the Consultant with the following heads of terms:

- Phoenix expects to engage the supplier through a contract for services.
- It is anticipated that the supplier will start in June 2022, and that all work will be completed by September 2023.
- Phoenix requires the right to share and use any IP generated as part of the programme. The supplier should provide terms for the shared and continued use of any copyrighted materials and other IP.
- The supplier will be provided with, and must adhere to the Safeguarding and GDPR policies of Phoenix where relevant.
- Indicative Insurance Requirements
 - Minimum Professional Indemnity Insurance Cover: £500,000

Further information

For further information, please contact:

John Rance, Chief Executive Officer: John.Rance@phoenix.org.uk

Matt. Shepard, Catering Manager: matt.shepherd@phoenix.org.uk

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Background Information

Located in the heart of Leicester City Centre, Phoenix is a modern independent cinema and digital arts centre, aiming to enrich lives and celebrate diversity and ambition in film and art. Phoenix is a charity, supported in its mission by a number of stakeholders, including Arts Council England, Leicester City Council, De Montfort University and the British Film Institute.

We work hard to ensure Phoenix is inclusive and welcoming for all, a place that is representative of the communities we serve and that celebrates diversity and provides equality of opportunity. Pre-COVID annual visits to our venue in Leicester's Cultural Quarter had grown to 220,000.

Our cultural programme comprises digital arts, independent cinema, learning and artist development activities. The programme curated by Phoenix is locally relevant and includes many bespoke events and festivals. With facilities to provide talks, conferences, lectures and workshops, Phoenix offers audiences an enhanced experience centred on film and art and has become a cultural hub in the city for creatives and the wider community.

Phoenix is a charity and is one of Leicester's most popular long-lasting cultural brands. Phoenix moved to a purpose-built venue in 2009, in an arts-led regeneration project that has helped turn a run-down part of the city into Leicester's Cultural Quarter.

For further information see: www.phoenix.org.uk

Phoenix 2020 Expansion

The Phoenix Square development opened in 2009. Our facilities then included two cinema screens and micro screen suitable for hires and learning, a small digital arts gallery, meeting rooms and a vibrant 100-seat café/bar.

Following years of audience growth, a strategic review in 2016 identified that further growth would be limited by venue capacity and the configuration of these spaces. Our financial forecast indicated that our ability to generate surpluses would decline as expenditure increased at a faster rate than income due to limitations of venue capacity and cost-drivers beyond our control. Our new strategy identified expansion as the most compelling option to further our charitable mission and secure financial resilience through a step-change in earned income from cinema, café and hires sales.

The subsequent period of consultation, market research, design, fund raising, and business planning culminated in the award of a construction contract in July 2021. The building project is on target to complete in January 2023.

A Catering Consultant was employed by Phoenix to support the physical design of the café, kitchen and specification of catering equipment.

Tenders for Design, Supply, Delivery and Installation of Café Bar Furniture will close on 24th June.

For further information see: www.phoenix.org.uk/phoenix2020

Overview of Existing Catering and Hires Offer

Phoenix is open to the public 363 days of the year normally between 12:00 to 23:00.

Invitation To Tender

In this section we describe our “existing offer” in the past tense because Phoenix will have suffered almost 3 years of disruption by January 2023 due to COVID-19 and the building project. The venue was closed for 18 months from March 2020 and then operated a restricted service until January 2022. Phoenix remains open during the building work, but the café is closed from April to December 2022 and replaced by a much-reduced catering offer.

The old café/bar was very popular and served a variety of audiences. In the mornings, it typically served breakfasts, beverages and snacks to local creatives, various societies, networking groups, businesses, and morning cinema visitors. The old café/bar had 100 seats with an outdoor area to augment summer trade.

There is very little passing footfall in our location and limited parking - we have to attract audiences to the café. A fresh-cooked food offer comprising a standard menu and specials boards attracted good lunch-time trade from cinema goers as well as the many customers (circa 35%) that visited the café as a destination. This reputation was built on a fresh-cooked value-for-money food offer combined with a modern light and vibrant café environment. Many visitors value the friendly approach of our staff.

Evening trade included very busy nights depending on cinema content and special events such as Stage on Screen and film quizzes. Many visitors to other venues in the cultural quarter chose to eat at Phoenix.

The café included a weekend offer, menu for children and families, and tailored drink and food menus linked to cultural programming such as film festivals and key films. It included “bundles” such as “film and dine”.

Phoenix also provides a popular meeting room offer with catering options provided on a number of set menus, and occasional larger conferencing events with a more bespoke catering offer.

An essential part of Phoenix’s audience is a group of loyal regular attenders. The MyPhoenix Membership and Loyalty programme includes discounts on café and bar products.

We did not operate table reservations or order-at-table until COVID-19 restrictions. A single bar acted as the point of sale for food, beverage and drink orders.

The catering offer included “kiosk sales” delivered from sales points in the foyer and box office and a limited retail offer of cards and gifts aimed primarily at cinema goers.

Café suppliers are local as far as possible, and herbs and some food grown in the small “Phoenix Garden” was used in the café to promote the ethos of community and local food.

All staff are employed directly by Phoenix. The Catering Manager has principle responsibility for the café/bar offer, kitchen team and bar/service staff.

The conferencing/hires offer included the following:

- A standard catered meeting room hire offer on sale throughout the year.
- A conferencing offer combining multiple spaces including cinema. This was relatively lucrative but limited in availability due to our policy of prioritising public use.
- A catered private film hires package.

The consultant will be provided relevant information on our audience, trading patterns, offer and financial performance.

Overview of New Facilities

Our main priority for this brief is the: new ground floor café/bar; roof terrace bar and events space; and the increased conferencing opportunity resulting from the doubling of cinema screen space.

We also include a description of the meeting rooms and micro-cinema which form part of the hires and catering offer.

Ground floor café/bar

The new café/bar will be completely remodelled and extended to approximately 150 seats. The kitchen will be relocated, larger and modernised. There will be a new bar and point of sale.

There are opportunities to “zone” this relatively large and long space that also acts as a thoroughfare from the main entrance to 2 new cinemas and roof terrace bar. By zoning we mean creating distinct spaces for diners, “Wi-Fi” workers and different user preferences.

We envisage this area will continue to serve similar patterns and types of audience. We want to grow this audience, develop new audience segments, and increase total sales and profitability.

Roof Terrace Bar and Events Space

This area comprises a first-floor multifunction space, separate bar, and roof top terrace garden. It will be used as a “programmable” space as well as a distinct hospitality and café/bar area. It includes a food service area connected to the ground floor kitchen by a dumb waiter.

The multifunction space can be open, light and airy, with the corner partition opening into the first floor foyer area and large windows over-looking the stairwell to the outdoor terrace. Or the space can be closed to create a darker and private or ticketed events space, with large black-out blinds to block the light.

We envisage the space to seat maximum 42 for cabaret events, 50 for café bar set-up or 60 seated in an auditorium style. We believe this area needs to offer a distinct environment within the venue that is appealing and attractive to young adult ‘experience seekers’.

We believe this facility provides an opportunity to develop a destination bar/events space because of its facilities (separate bar, events space and roof terrace garden) combined with programmed events and content.

It also presents a unique private hires offer in the city as a self-contained first-floor space, as well as a unique conferencing offer combined with the two new 60 seat cinemas below on the ground floor.

Programmed uses of this area could include: workshops, exhibition launches, artist talks, cabaret cinema events, live comedy or spoken word, quiz nights, parent and baby cinema, drinks receptions, conferencing, business and club hires. It will also be an overflow for the ground floor café during busy times with a different ambience to the ground floor.

The development of the events programme is the responsibility of our Creative Team and the Consultant will primarily consider the food, drink and hires offer. However, we envisage it would be valuable for the Consultant and members of the Creative Team to work in tandem.

Cinemas

There will be 4 cinemas with seating capacities 220, 120, 60 and 60. The two 60-seat cinemas are in the extension close to the ground floor bar and below the first-floor multifunction events space.

Our mission and grant funder obligations have meant that we prioritise public cinema programme over large conferencing events that often require a dedicated cinema. However, the 2 new screens mean that we can offer more private hires. Hires typically include special celebration private film events, business presentations and larger multi-space conferences.

Cinemas are equipped with apron stages and presenter facilities. The high-quality audio-visual, big screen experience offers a particular differentiator in the conferencing and hires market.

Screen Room

An existing small “micro-cinema” that seats up to 30 people is mainly used for presentations, meetings, private hires and our education programme.

General Meeting Rooms

Two other first floor rooms will be used for a mixture of our own events and private meeting hire. One will be equipped with a large screen and video conferencing facility.

To make optimal use of the Consultant’s time, we will task our Education and Hires Assistant to update our schedule of local room hires competitors.

Audience Overview

Pre-COVID annual attendances to our programme and café exceed 200,000. Independent cinema has a strong annual cycle of attendances, which peaks between November and February. Attendance has been known to double within one month.

Summer is traditionally a quieter period in film attendance, but with more digital art family workshop engagement. As well as afternoon and evening public screenings, our cinema screens are occupied on weekday mornings, with lecture screenings for students, schools screenings and hires business. Attendance across a day is also peaky with relatively large numbers of people arriving over short periods before the most popular films and shows.

Phoenix customers range from 3-93 years old, and can be categorised into the following groupings:

- Regular and loyal cinema audience – majority are 45+ with reasonable disposable income.
- Growing family audience – more diverse in background and socio economic group.
- Growing younger adult audience – event led, experience seekers.
- Makers – including learning, playing, filmmaking and discovery.
- Creative entrepreneurs – working and meeting in Phoenix café.

We can supply more details of our existing and potential audience from our consumer surveys and using the Audience Spectrum segmentation tool if required.

Floor Plans and Elevations

The venue has an elongated footprint with the entrance, box office and two cinema screens and lavatories at one end. The new bar and two other cinema screens are located at the opposite end with café seating, the digital arts gallery and another lavatory block in the centre.

Two staircases from the foyer access first floor rooms used for events and meetings, including a roof terrace bar. The venue also includes a filming studio in the basement.

Invitation To Tender

We can provide floor plans, elevations and architect impressions of the spaces within the scope of this brief. It will not be possible to visit most because building is in progress.

Architects impressions can be viewed on Phoenix's website:

<https://www.phoenix.org.uk/phoenix2020/phoenix-2020-design-images/>