

BEAM
Performance update
June 2026

In last FY



Delivered 3,170 ticketed events



Welcomed over 53,000 people to film screenings



Welcomed over 77,000 people to live Stage shows



Hosted 862 youth or community workshops



Sold over 85,000 tickets to East Herts residents



Provided cultural experiences to over 12,000 children and young people



Sold nearly 122,000 drinks at café bars



Delivered over £2,000,000 in local economic impact



36% of Stage audiences were first-time visitors



23% of Film audiences were first-time visitors

Following the first full year of operation, BEAM recorded a loss of £970k, compared to a forecast £200k surplus, albeit with a very strong Advance Box Office of almost £500k.

While this outcome is disappointing, it reflects a combination of factors typical of early-stage operations in a challenging marketplace, rather than a single underlying issue.

Over the past year we have been following a carefully designed action plan- part of which we highlighted to Committee Members last year.

The plan has focused on three core strategic areas:

- **Revenue Optimisation**- maximising yield per customer, and per event.
- **Cost Efficiency**- reducing fixed and variable costs without undermining delivery.
- **Risk Management**- reshaping programming and commercial structures to ensure sustainable growth.

The plan to date has not been a series of isolated decisions - it represents a coherent shift to a commercially disciplined, risk-managed operating model. But we had a lot of ground to make up and we are only now starting to feel the positive impact of those changes.

The approaches we designed are now largely embedded and have contributed to growth across a range of key areas, which include:

- **Booking and Transaction Fees +73.7%**
- **Stage ATP +11%**
- **SPH +19%**
- **Stage Occupancy% +12%**
- **Screen Occupancy% +26%**

Comparisons between FY24/25 and FY25/26 for Q3 & Q4 (where we have comparable data).

The work to stabilise BEAMs finances continues and our priority remains the delivery of a financially sustainable, high-impact Professional Arts & Culture Venue for East Herts.

Our forecasts for Q1 of this year- ending in June- evidences the continuation of that work, with strong growth across key areas, year on year:

- **Stage attendance: +59%**
- **Cinema attendance: +12%**
- **Ticketing commissions: +30%**
- **F&B Income: +36%**

Looking ahead, we have created a Business Plan that is designed to deliver a break-even position by FY 28/29.

This plan represents a shift from historic expectations and is designed to be achievable within a significantly changed trading context.

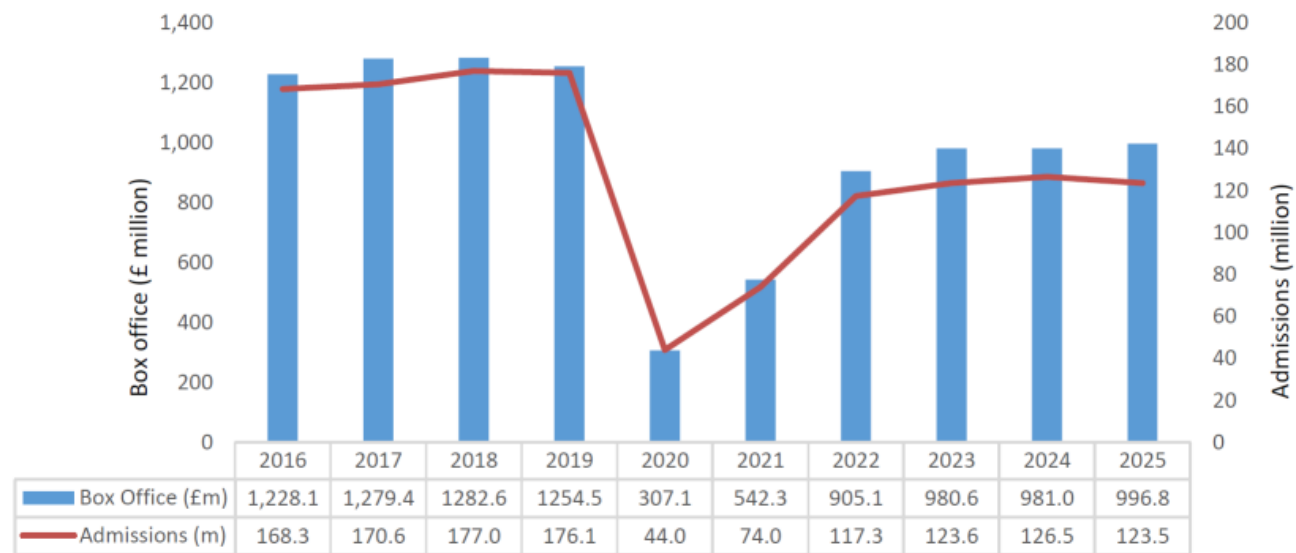
Understanding about the changed context comes from a number of sources:

- In March 2026, UK Theatre published a report that highlight some of the challenges at a sector level. It paints a picture of a sector being compressed by rapidly rising costs with almost a third of established organisations forecasting operating deficits.
- Also this year, ACE released its report into the state of Touring Theatre, with nearly 75% of respondents describing the current state of Touring as ‘poor or very poor’.

The BFI also released a report earlier this year detailing the figures for the Cinema sector.

The data is stark- the Cinema sector simply hasn't recovered after Covid, with attendance down 30% on 2019.

Figure 1. UK admissions and box office, all titles on release (film and event cinema), January to December, 2016 to 2025.



Source: CAA, Comscore, BFI RSU analysis
 Data is for UK cinemas only.
 All titles on release, including event cinema releases.
 See 'Notes' for further details.

	26-27	27-28	28-29
Staffing Costs	£1,377,553	£1,537,538	£1,591,466
Building Costs	£225,915	£238,086	£248,215
Utilities	£333,743	£352,870	£374,933
Programme Costs	£1,949,753	£2,102,820	£2,306,882
Operational Costs	£464,832	£513,515	£559,641
Other Costs	£26,004	£28,604	£29,749
Total Costs	£4,377,801	£4,773,434	£5,110,885
Programme Income	£2,651,631	£3,008,115	£3,355,911
Hire Income	£211,420	£223,280	£235,971
Café Sales	£849,450	£960,912	£1,065,895
Other Income	£381,329	£417,474	£451,975
Total Income	£4,093,830	£4,609,781	£5,109,752
Outturn	-£283,971	-£163,653	-£1,133

The challenging context within which we are building our operation has informed our future planning.

The new Business Plan uses data from a range of sources to deliver a plan that is ambitious, but deliverable in the current context.

Behind each line of the new plan sits a set of detailed calculators that ensure the forecast figures are accurate.

	2026/2027	2027/2028	2028/2029
SPH	£4.95	£5.44	£5.90
SPH Income	£818,949.66	£920,712.11	£1,015,995.05
Catering	£27,000	£36,000	£45,000
Party Packages	£3,500	£4,200	£4,900
Total	£849,449.66	£960,912.11	£1,065,895.05

Prior Year Data:

FY24.25- £3.94 SPH

FY25.26- £4.59 SPH

Current-year data:

YTD we are averaging SPH of £5.09.

This example calculator is for Food & Beverage. SPH is a 'spend per head' figure that we use to calculate footfall-based income.

This calculator links to the 'Occupancy' Calculator, which is driven by other calculators to ensure accuracy.

As the new plan is constructed using a range of calculators, it allows us to apply various scenarios to the model, allowing a more detailed understanding of the numbers.

For instance, if we were to achieve an increase of £2 over our forecast ATP, it would improve the overall position by around £58,000.

These scenarios give us some potential parameters for poor, expected and strong performance:

	26-27	27-28	28-29
Poor Performance	-£339,536	-£260,000	-£110,000
Expected Performance	-£283,970	-£163,653	-£1,132
Strong Performance	-£225,758	-£100,000	£75,000

Throughout FY 25/26 BEAM staff have worked diligently to create the strong foundation from which we can improve BEAMs performance to a place of financial sustainability.

This has involved exceptionally detailed work and hundreds of considered, intentional, individual actions- implemented whilst trading. Creating the conditions for BEAM to thrive has been a challenge and we are only now starting to see the positive financial impact of that work.

The planned, dedicated accounting resource is a critical next step to achieving accurate financial reporting and allowing us to make properly informed, commercial decisions. Once in place we will be in a strong position to continue business growth, in line with this plan and avoid future shocks.

I'm happy to answer any questions.