

HULME HIPPODROME
FEASIBILITY REPORT
ISSUE 01
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On behalf of Purcell *
St James', 79 Oxford Street, Manchester M1 6FQ
info@purcelluk.com
www.purcelluk.com

A team of experienced consultants from Purcell jointly contributed to the completion of this Feasibility Study Report.

Name	Position and Qualifications	Role
Dr. Tom Brigden	Partner	
Zhor Boukerrou	Senior Architect	

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HULME HIPPODROME: FEASIBILITY REPORT

CONTENTS

1.0 OVERVIEW	04
1.1 Introduction	
1.2 Challenge and Opportunity	
1.3 Review of Existing Condition	
2.0 CONSERVATION AND APPROACHES	07
2.1 Structural stability & watertightness	
2.2 Strip out and drying	
2.3 Understanding relative significance	
2.4 Identify capacity for change	
2.5 Reinstatement of lost architectural features	
2.6 Arrested decay	
3.0 THE CONTEXT AND COMMUNITY	10
3.1 About Hulme	
3.2 MOSAIC profile for Hulme, Moss Side & Rusholme	
3.3 Local population	
4.0 A PHASED APPROACH	13
4.1 Masterplan & investment strategy	
4.2 Meanwhile use & viability	
5.0 PRECEDENTS	14
5.1 A flexible community hub	
5.2 Existing format precedents	
6.0 BUSINESS PLAN	18
6.1 A sustainable business plan	
6.2 The Economic case for Investment	
7.0 PROPOSED PLANS	21
7.1 Ground floor plan	
7.2 Proposed Stall Arrangement	
7.3 First and second floor plan	
7.4 Proposed Entrance	

SECTION 1.0: OVERVIEW

1.1 Introduction

David Clarke Associates, Purcell and Stage Right Theatre Consultants are delighted to have worked with Save Hulme Hippodrome on the preparation of this Feasibility Study.

The purpose of this report is to set out the current condition, opportunities and constraints presented by the existing building, and present a feasible vision for its future redevelopment.

Hulme Hippodrome is a fascinating building, with intrinsic links to the local community in terms of social, communal and heritage values. Currently in a state of disrepair, and inaccessible due to the structural condition of the building, there is enormous potential to unlock the value of the building through first, securing its future, and second, through opening it up to greater public and community access/use. Ultimately, the aim of the project is to identify a sustainable long-term future for the building, placing it back at the heart of the vibrant community of Hulme.



SECTION 1.0: OVERVIEW

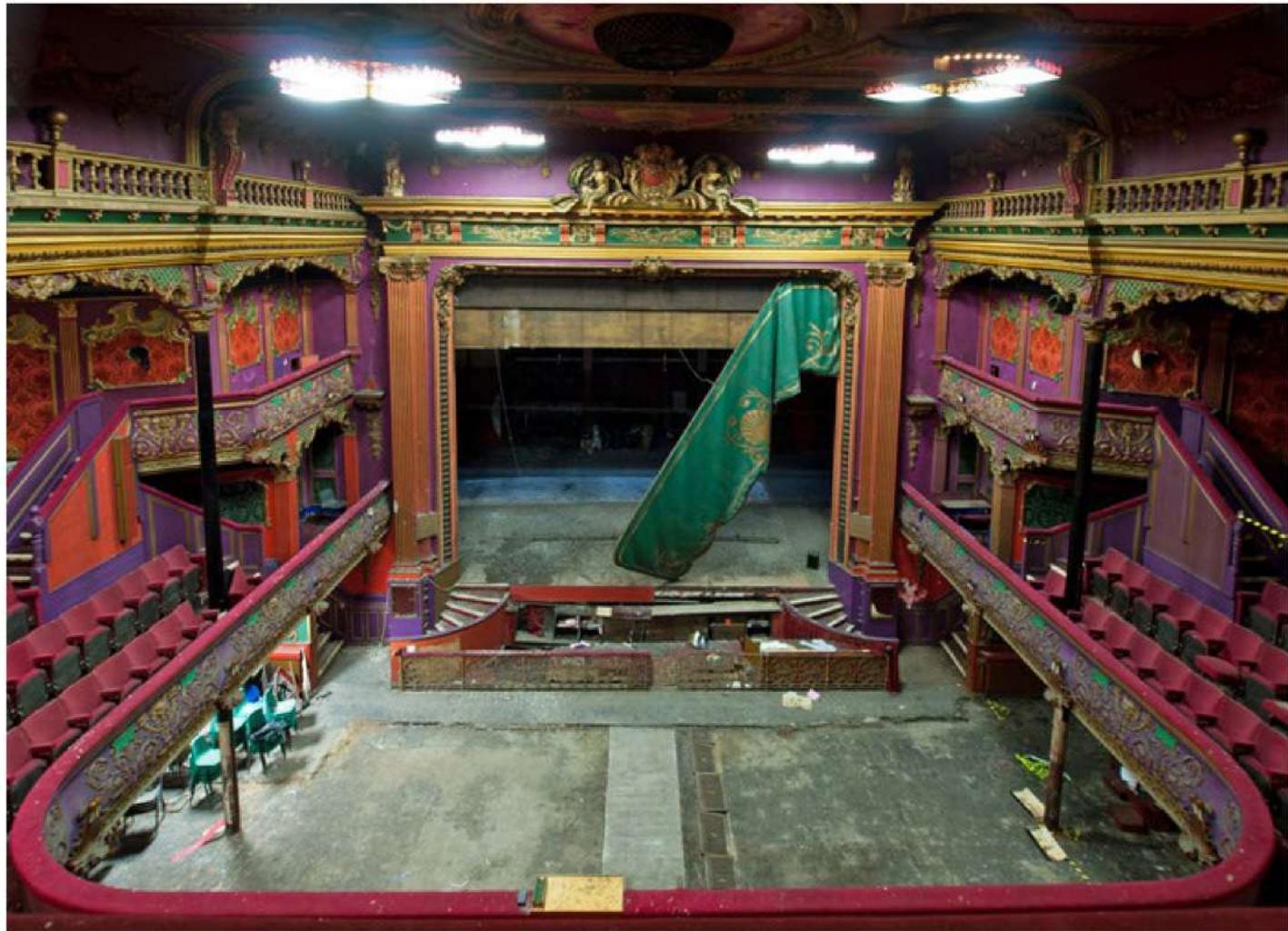
1.2 Challenge and Opportunity

Since our appointment we have researched and studied the Hippodrome and Playhouse and their role in the community of Hulme, historically and potentially in the future.

We have been able to access the Playhouse and understand better its condition and configuration and, though we have not been able to access the Hippodrome, have sought to assess its likely condition from existing information and recent survey commissioned by Save Hulme Hippodrome Ltd.

The Hippodrome is one of the most celebrated and noted theatres at risk in the UK. Built at the very beginning of the twentieth century, the theatres were conceived, and functioned, as a resource for the entertainment of the local community of the populous Hulme community. Although they have had a series of uses over many years (with the Playhouse, for instance, being a major venue for broadcast BBC entertainments), the thread of continuity until recent years has been the service that the venues rendered to their communities. They were, and potentially remain, a tribute to the idea that cultural and entertainment venues could be developed, sustained and successfully operated in mixed communities such as Hulme has always been.

In turn, the history of the buildings, documented and illustrated by Save Hulme Hippodrome Ltd. and many others, offers a lesson in how cultural buildings in residential zones of cities can make a transforming difference to community cohesion, quality of life, wellbeing and pride – with rich benefits for city policy and regeneration strategy, as well as being loved and cherished by audiences, users and artistes.



View of Hulme Hippodrome Stage

SECTION 1.0: OVERVIEW

1.3 Review of Existing Condition

The recent condition survey, and our own observation, highlight that the whole building set is in parlous condition and at real risk of loss. At present the sad state of the site might seem daunting. However, the owners and occupiers of the Playhouse have sought to carry out the most basic maintenance, and the building is in use and generating benefits for its communities. The Condition Survey establishes an indication of cost for the most urgent works.

This survey is not exhaustive by any means, and any scheme to bring the Hippodrome into community use will necessarily require significant investment, but it does seem to us that the project to arrest decline and then to restore and reopen the building, potentially over a series of phases of work, should not be beyond the scope of a committed campaign and of national/regional and local regeneration, cultural and heritage funds to achieve.

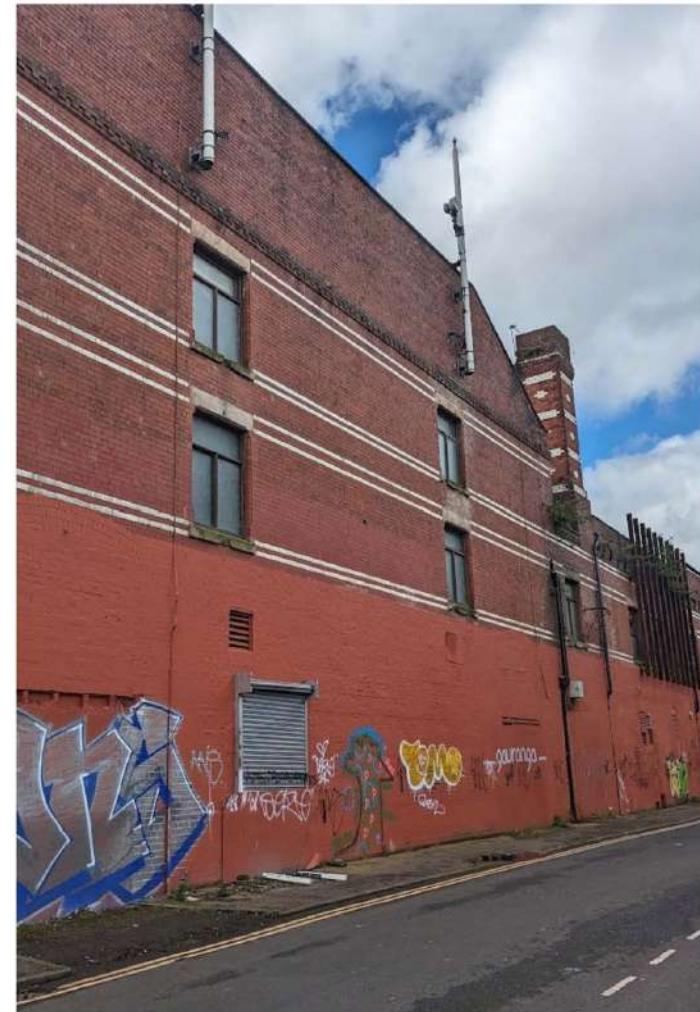
The buildings lie in a significant cluster of community owned and operated resources – Work for Change/The Yard, Hulme Community Garden Centre and the theatres on an axis with the theatres at the south west end of this block of activity. The success of these existing operations and continuation of arts use of the Playhouse demonstrates the vibrancy of the community, but also its need for community resource and gathering. The Hippodrome has the potential to amplify and strengthen this cluster of community resources and activity. Investment will be rewarded by the act of saving this unique venue for its community and city, but also by tangible outcomes in the wellbeing, skills and confidence of local people, economic activity in an area with continuing regeneration needs and in the further regeneration schemes which would surely follow from the saving and reopening of the Hippodrome as a beacon project.

This short study complements the wider work of Save Hulme Hippodrome Ltd, its audience development plan and commissioned surveys and intelligence in respect of the building. Our purpose has been to see whether there is a basis of potential future viability were the building to be saved and brought into community ownership.

Our view is that the buildings have very significant community and heritage value and the potential, through a planned and potentially phased conservation programme, to play a full part in the community on a viable economic basis for the long term.



View of the Northern (former entrance) elevation



View of the Warwick Street Elevation

SECTION 2.0: CONSERVATION AND APPROACHES TO THE BUILDING

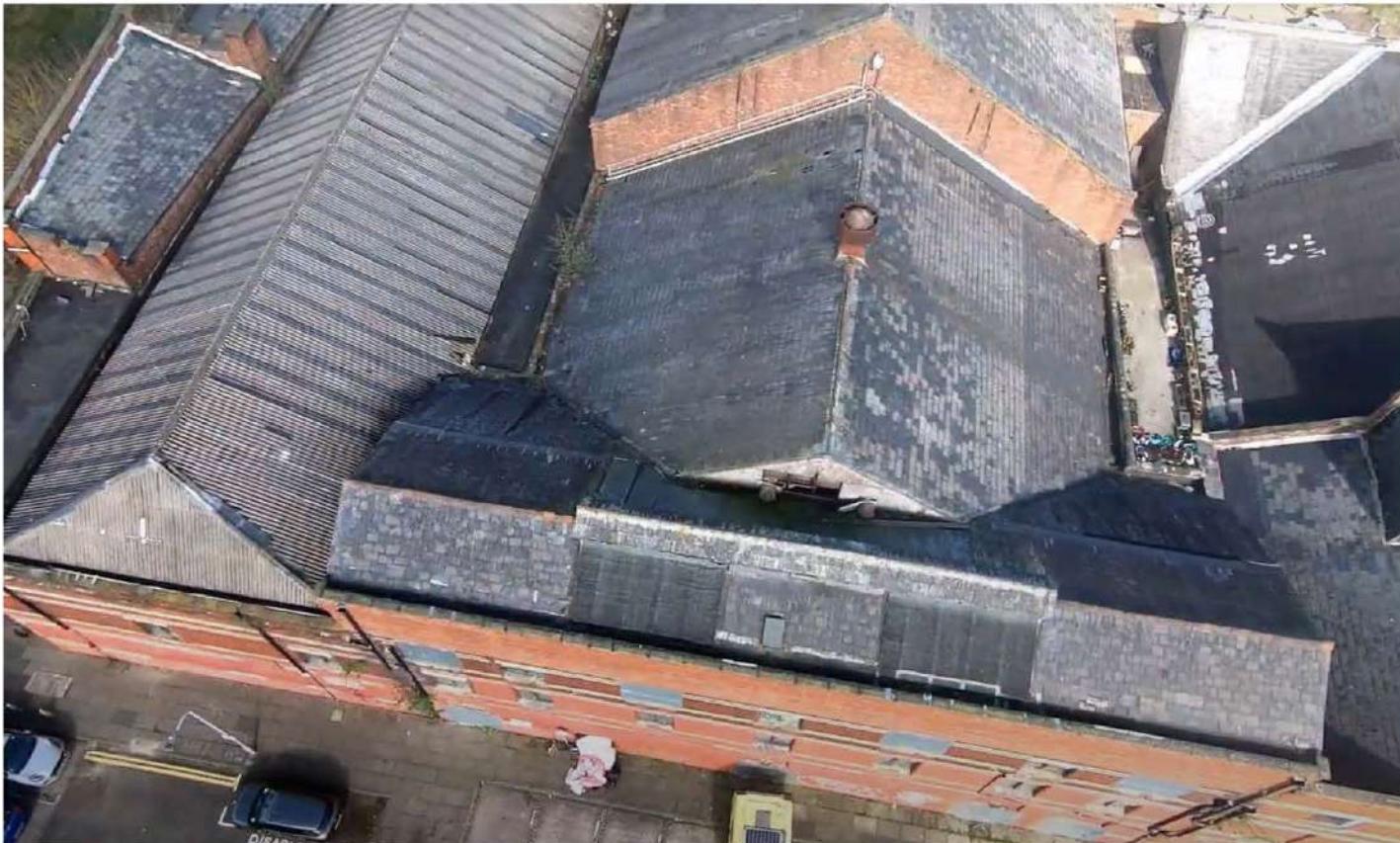
2.1 Structural stability & watertightness

Recent drone survey information has demonstrated that the roofs of Hulme Hippodrome are in a poor state, with unchecked water ingress causing continuing damage to internal structures and significant plaster work.

A primary objective should be to re-roof the structure, carry out necessary repairs to structural elements and make the building watertight. This work should include a review of rainwater drainage, outlet numbers and sizes so as to enhance the ability of the building to efficiently shed rainwater.

2.2 Strip out and drying

A second objective should be to undertake an initial strip out of detrimental / no significance elements, and to install temporary passive ventilation measures, in order to allow the building to properly dry out.



Drone survey imagery of the existing roofs

SECTION 2.0: CONSERVATION AND APPROACHES TO THE BUILDING

2.3 Understanding relative significance

At an early stage it will be important to fully understand what is, and isn't, significant about the building fabric, its fixtures and fittings.

2.4 Identify capacity for change

Equipped with a full understanding of the relative heritage significance of the building it will be possible to identify areas of greater or lesser capacity for change. Areas of least significance, or of detriment to the buildings may be identified as possible locations for change/intervention.



Precedent: The 'arrested decay' of recently refurbished Alexandra Palace, with the patina of decay an intrinsic part of the architectural quality of the space.



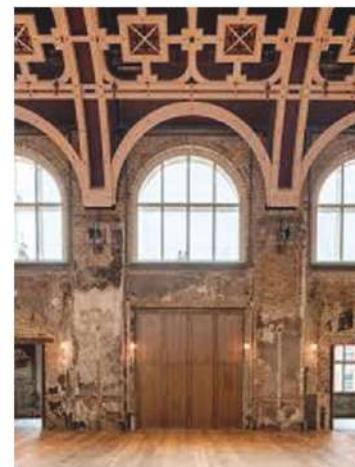
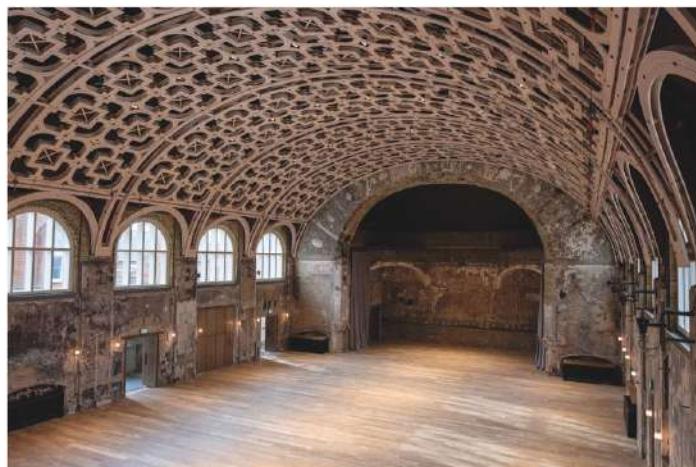
SECTION 2.0: CONSERVATION AND APPROACHES TO THE BUILDING

2.5 Reinstatement of lost architectural features

Where appropriate, lost elements such as plaster work or external canopies may be reintroduced.

2.6 Arrested decay

It may not be feasible to reinstate all missing features, or to conserve heavily damaged material. It may be more appropriate/viable to explore 'arrested decay' as a concept which retains some of the existing character of the structure 'as found'.



Precedent: Heavily damaged by fire, the interior of Battersea Arts Centre has been sensitively refurbished, including an interpretation of the barrel vaulted plaster ceiling in plywood fretwork construction.

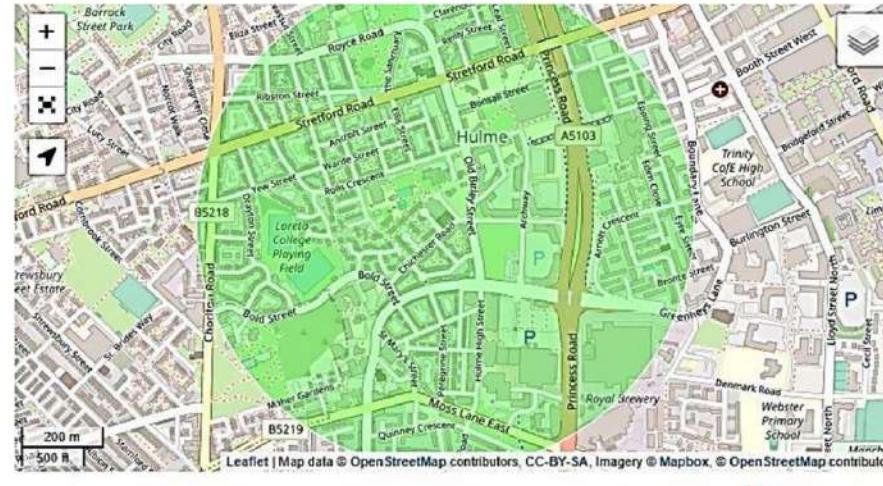
SECTION 3.0: THE CONTEXT AND COMMUNITY

3.1 About Hulme

Hulme is populous, younger than the city at large and diverse. 8,000 people live within an eight-minute walk of Hulme Hippodrome. At ward level, at the 2021 census was 19,486. Of these, 2,405 were aged 0-17, 16,374 were aged 18-64 and 703 were over 65. 57.5% were white, 12.4% Asian and 16% black. 66.5% of the population were born in the UK, below the average for Manchester and the percentages of residents born in Africa and the Caribbean were above the average for Manchester. Residents who have arrived in the UK account for 33.5%, above the Manchester average, and those aged 20 - 24 years account for 23.5% of these - substantially above the Manchester average of 17%. This reflects the rich diversity of the community.

The community has a distinctive domestic structure. 80.7% of residents live in a household and 19.3% in a communal establishment - the second largest proportion compared to all other Manchester wards. 64% of residents were not living as a couple. Most of these were single, markedly above the average of Manchester. 40.9% of households were single person households. Almost half of all households were recorded as deprived in at least one or more dimensions although there are larger concentrations of more affluent people and students than is the case for some neighbouring wards. This community structure can be seen in the Mosaic profile of the groups who make up the local community.

At ward level, at the 2021 census the population was 19,486. Of these, 2,405 were aged 0-17, 16,374 were aged 18-64 and 703 were over 65. 57.5% were white, 12.4% Asian and 16% black. 66.5% of the population were born in the UK, below the average for Manchester and the percentages of residents born in Africa and the Caribbean were above the average for Manchester. Residents who have arrived in the UK account for 33.5%, above the Manchester average, and those aged 20 - 24 years account for 23.5% of these - substantially above the Manchester average of 17%. This reflects the rich diversity of the community.



Map of the 600m walk isochrone



Map showing 1000m (1km) radius around Hulme Hippodrome

SECTION 3.0: THE CONTEXT AND COMMUNITY

3.2 Mosaic profile for Hulme, Moss Side and Rusholme

Mosaic is a classification system for households, which enables businesses to understand more about their target audiences, or audiences within catchment area. It describes socio-economic, lifestyle, attitudes and cultural behaviour. It identifies 15 summary groups and 66 detailed subgroups.

In 2019 this area was dominated by two main household groups:

Rental Hubs

(38% compared to the Manchester average of 20%)

Predominantly young, single people in their 20s and 30s who live in urban locations and rent their homes from private landlords while in the early stages of their careers or pursuing studies.

Transient Renters

(28% compared to the Manchester average of 17%)

Single people who pay modest rents for low-cost homes. Mainly younger people, they are highly transient, often living in a property for only a short length of time

Urban Cohesion

(18% compared to the Manchester average of 14%)

Settled extended families and older people who live in multi-cultural city suburbs. Most have bought their own homes and have been settled in these neighbourhoods for many years, enjoying the sense of community.

The data shows the neighbourhood is fairly mixed with some households consisting of relatively deprived transient single people. This is in marked contrast with the other relatively common household types in the area which represent young people renting city centre flats and students.

The map below illustrates where within the neighbourhood each type of household is most commonly found: those classed as Renting a Room are most commonly found in Moss Side; those classed as Central Pulse are most common in the regenerated areas of Hulme, close to the city centre and; Student Scene are most commonly found next to the MMU and University of Manchester campuses along Oxford Road and in Rusholme.

At a lower level of detail, the five most common types of household within the Hulme neighbourhood are:

CentralPulse

Young people renting city centre flats in vibrant locations close to jobs and night life (41)

Flexible Workforce

Young renters ready to move to follow worthwhile incomes from service sector jobs (44)

Disconnected Youth

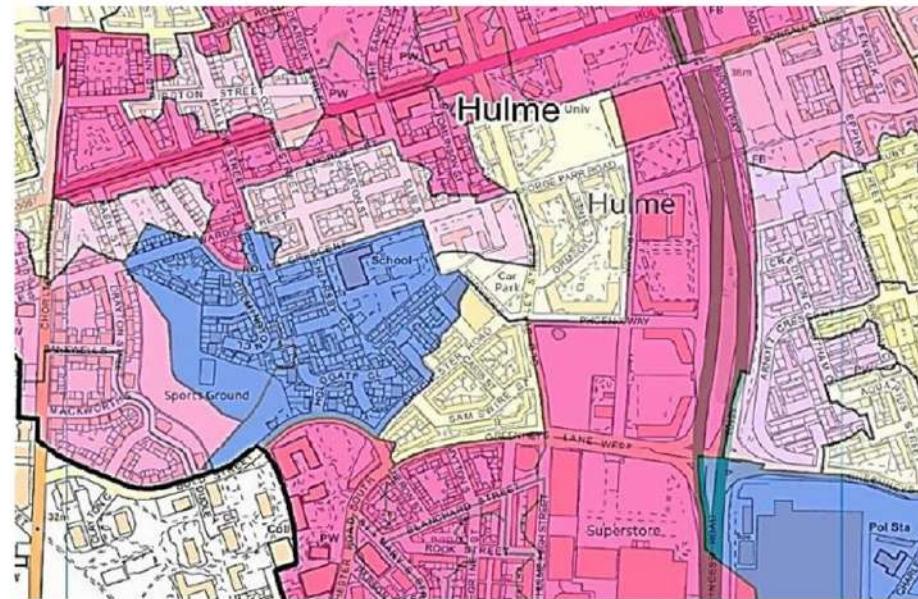
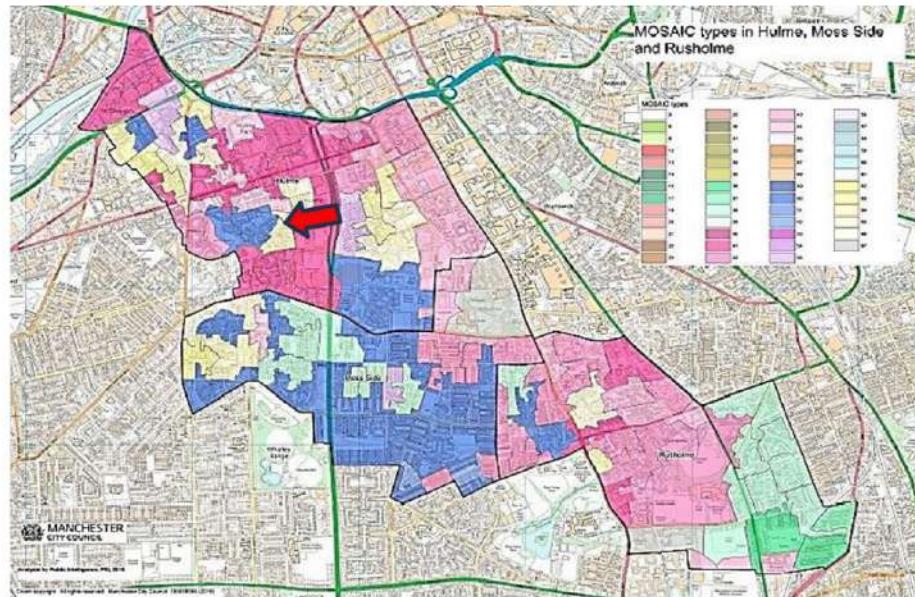
Young people endeavouring to gain employment footholds while renting cheap flats and terraces (49)

Crowded Kaleidoscope

Multi-cultural households with children renting social flats in over-crowded conditions (65)

Inner City Stalwarts

Long-term renters of inner-city social flats who have witnessed many changes (66)



SECTION 3.0: THE CONTEXT AND COMMUNITY

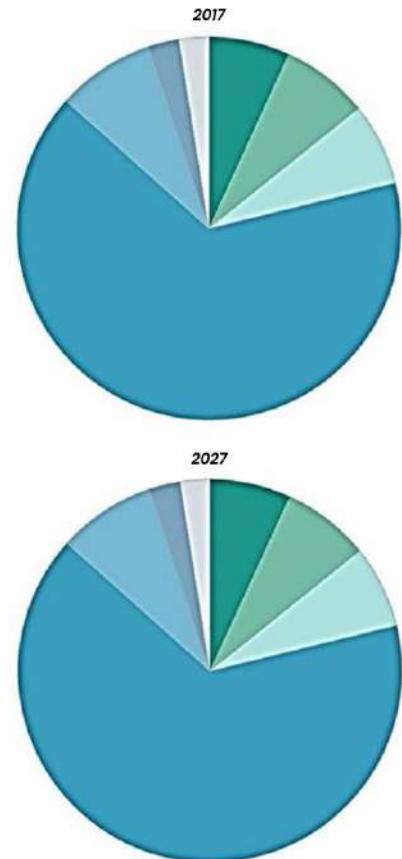
3.3 Local population

These groups all live within 50m of Hulme Hippodrome.

The page below details the predicted population growth for the ten years from 2017 – 2027.

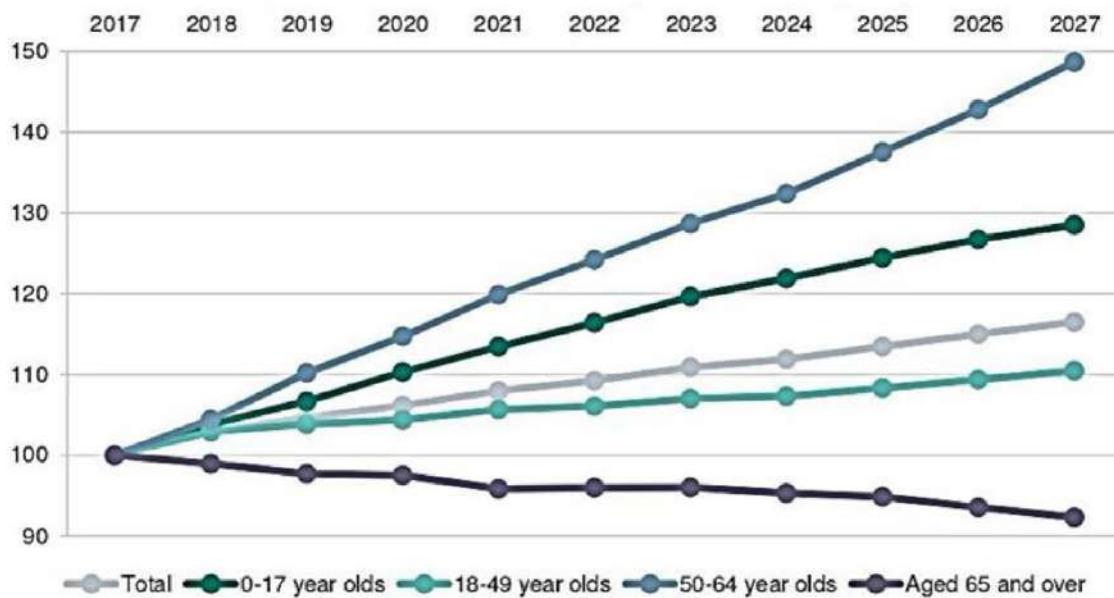
Hulme, Moss Side and Rusholme Neighbourhood Profile.

Population by age



10 year indexed forecast by broad age group

Age groups	2017 %	Neighbourhood		
		2017 residents	2017 %	2027 residents
0-4	7.1%	3,874	6.8%	4,570
5-10	8.0%	4,196	7.4%	5,126
11-17	7.4%	3,948	7.0%	5,748
18-49	55.3%	37,110	65.4%	40,984
50-64	13.3%	4,692	8.3%	6,975
65-74	5.1%	1,481	2.6%	1,344
75+	4.0%	1,425	2.5%	1,339
Total		56,726		66,086



Source: MCCFM W2016, Public Intelligence, PRI MCC 2017

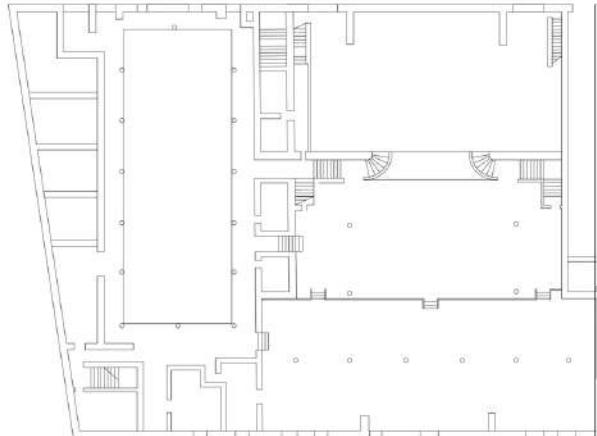
www.manchester.gov.uk

SECTION 4.0: A PHASED APPROACH

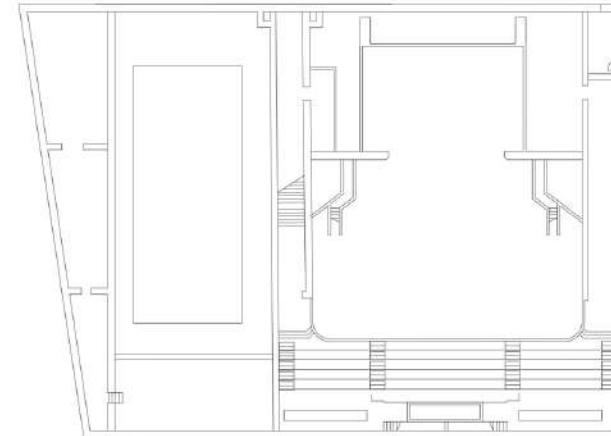
4.1 Masterplan and investment strategy

The key to unlocking the community ownership and value of the site will be to identify a series of phases of work which will justify investment at each stage to move the overall masterplan forward in viable and practicable stages. Purcell and Stage Right have worked with our team and clients to explore not only the potential long-term masterplan, but also the practical first steps which would save and conserve the fabric and enable the building to reopen for community uses. This reflects the likely pattern of availability of funds for major works and presents the opportunity to achieve stabilisation and welcome the community to the building once again in the shortest possible time and at controlled cost, building momentum for the successive periods of further restoration works across the years ahead.

In this viability appraisal, therefore, we suggest the overall strategy and the shape of the essential first phase in which the case can be made for acquisition, confident that a package of works is identified which will be capable of being funded, will achieve the prevention of further deterioration of the buildings and will enable the beginning of new community activities on the site.



Existing Level 0 - Stalls

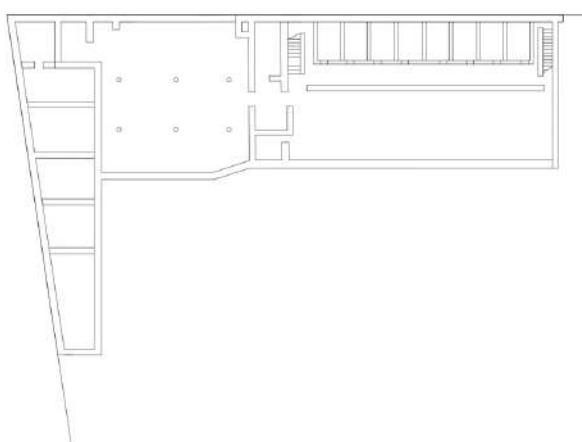


Existing Level 2 - Gallery

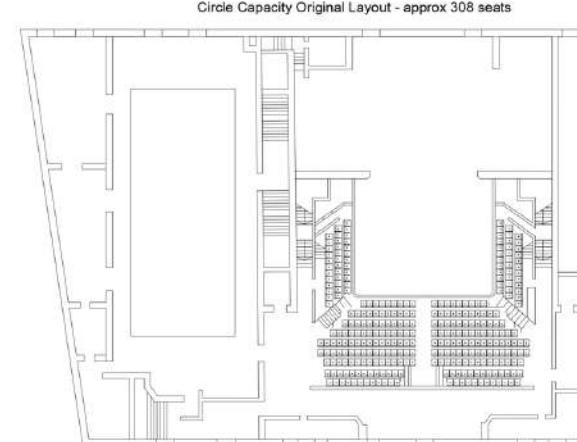
4.2 Meanwhile use & viability

There are excellent precedents around the UK, some shown in this document, which show how programmes of stabilisation, managing the condition of the building and enabling access and flexible community and cultural use can provide a viable immediate way forward and a platform for the longer-term full restoration.

Our review of the building and discussions with the Save Hulme Hippodrome team suggest that viability and productive service to the community will not depend upon full restoration, rather that a programme of essential repair, stabilisation and some key strategic moves to gain and organise access, together with a series of meanwhile uses, will enable the site to be secured and operating income to be generated at the least up front or operating cost.



Existing Level -1 - Under Stage



Existing Level 1 - Circle

SECTION 5.0: PRECEDENTS

5.1 A flexible community hub

In the context of existing provision in Manchester and the success of precedent projects elsewhere, we believe that the Hippodrome is most likely to thrive as a flexible community asset, managed and animated primarily by the local community but with facilities and distinctiveness attracting events, uses and audiences from across and beyond the city. The spaces will need to be flexible in form to enable a wide range of future uses.

We should emphasise that our analysis suggests that, whilst there will be a place, in the future for a range of performance events in the Hippodrome which pay tribute to its historic function (particularly popular and contemporary music; jazz, folk and other genre; spoken word/comedy; informal 'found space' performances and circus) the map of provision in Manchester suggests that restoration as a receiving house theatre, for staged drama in particular, will not be the basis of future viability.

Instead, the building is likely to depend for viability on a more general community role, combining cultural activity (events and gatherings, exhibitions, festivals, some shows as above) with space to gather, meet, work and hire and occupy space – for social, community and business uses; supported by a catering offer primarily aimed at building users and, when there are shows or larger events, audiences.



Images from Spring Fest 2023, Victoria Baths, Manchester.

SECTION 5.0: PRECEDENTS

Precedent: Wilton's Music Hall

Multi – arts performance space in mid 19th century grade 2 listed building. Flat floor seating and fixed raised gallery Additional thrust stage through the proscenium line

Use of space includes weddings, filming & photoshoots and parties alongside productions and events



SECTION 5.0: PRECEDENTS

5.2 Existing format precedents

As Stage Right's exploration of the possible formats for the restored Hippodrome auditorium show, the Hippodrome will be likely to be a flat-floor space to enable the widest range of events – from standing audiences to dinners, training and meeting business, celebrations and gatherings, exhibitions, markets and a wide range of playful and wellbeing activities.

In this pattern of use, the building will, we think find a sustainable place in a network of community resources – the main parallel provision being as follows:

H - Hulme Hippodrome

1 - Work for Change

Co-operatively managed workspace including offices, artists' studios, workshops, cafe and theatre space. It shares a building with a housing co-operative. It offers activities such as yoga, dance and fitness classes and shows are put on in the theatre space.

As this wider provision shows, Manchester offers a market context for community and cultural facilities.

2 - MAV UK - Hulme Hall (Mothers Against Violence)

Formed in 1999 MAV was formed at a time when gun violence was at its worst in the city community. The organisation serves the community providing mentoring support, educational awareness of gun crime, counselling, parenting support, workshops and outreach work.

Regular events include: youth dance classes; yoga classes and faith services. Current events include a charity boxing match at Longsight Boxing Club. MAV is currently undertaking a project to improve the current building and provide better facilities along with more mental health services.

The Hall with a terrace and kitchen is available for hire. It has a capacity of 130 standing, 80 cabaret style. Rates are:

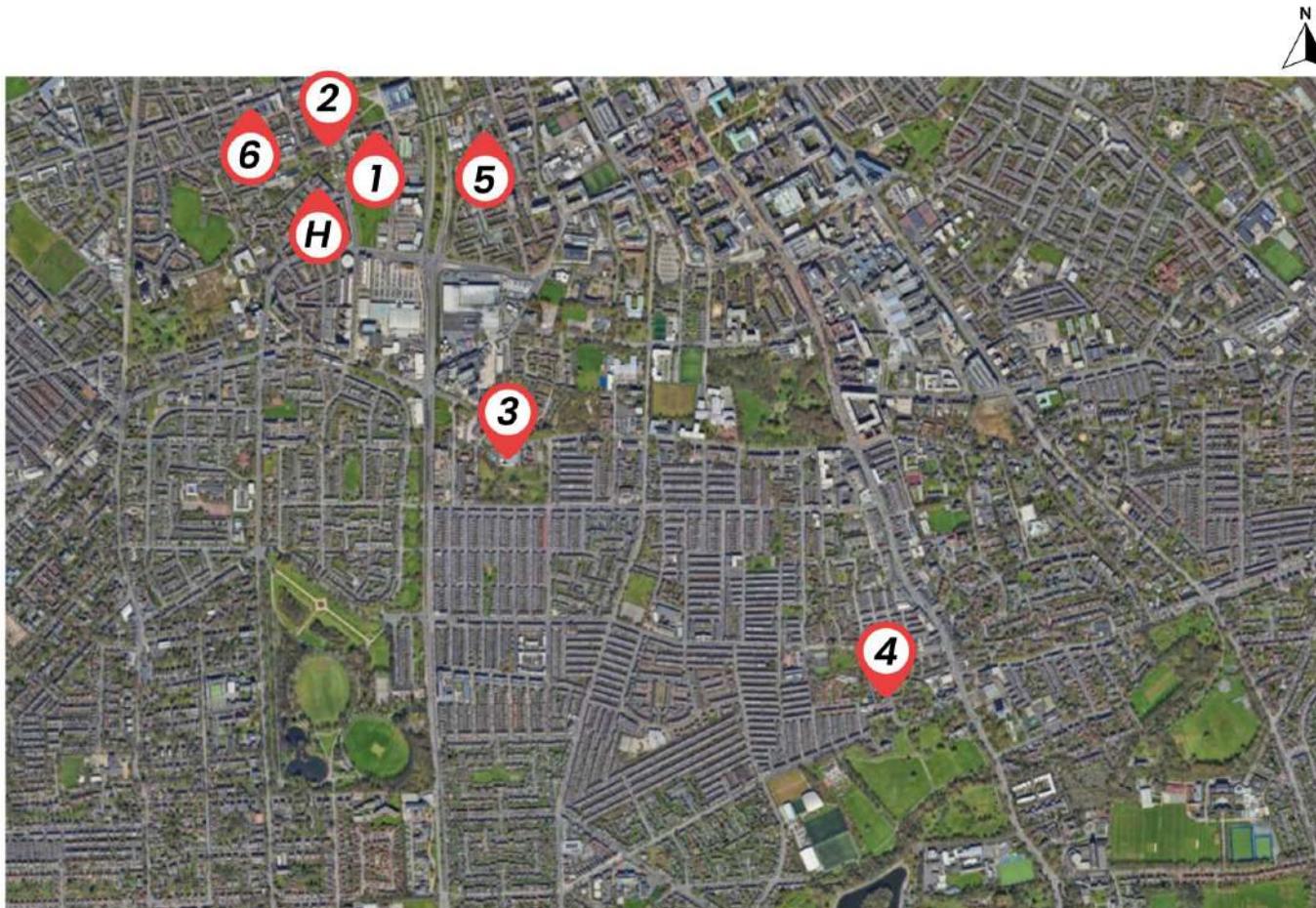
Monday - Thursday half day (4 hours) £199

Friday and Sunday evenings (6 hours) £349

Monday - Friday 1 - 11pm (10 hours) £449

Friday and Saturday 9am-11pm (14 hours) £599

There is also a smaller room available for 4 hours at £99



Plan showing locations of existing format precedents within the local areas.

SECTION 5.0: PRECEDENTS

3 - Moss Side Millennium Powerhouse

Powerhouse is home to 6 main agencies providing services for young people. It offers sports activities, drama, dance, arts, a youth club and music together with mental health, careers guidance and specialist programmes. It also offers several meeting spaces for hire catering for 2-20 people together with a music studio, art studio and dance studio.

4 - Trinity House Community Resource Centre, Rusholme

A centre providing education, training, personal development and recreational services for children, young people, parents and carers. It offers a playgroup, after school hub, youth club, services for over 50's, an exercise class and community services including justice services, A&E training, digital support, advice sessions by Ethnic Health Forum which offers legal, benefits, employment and training advice, and a community church. It also has several rooms available for hire: a hall suitable for meetings; a small playroom; and IT room and classroom.

5 - Aquarius Community Centre

Aquarius offers social, recreational and informal educational activities for the community free of charge. It caters for all age groups and offers advice support and a drop in facilities. Activities include an over 50's group, after school activities, youth clubs, football facilities and a tenants' group together with weekly netball, badminton and basketball.

6 - Z Arts (previously the Zion Arts Centre)

An arts centre dedicated to offering creative provision for children and families. It engages with tens of thousands of people annually in outreach programmes with local communities, schools and college groups and international touring theatre shows.

The building is an arts and theatre hub with a 230 seat theatre, studio theatre, gallery, cafe bar, recording studio, music space and dance studio. Shows are staged for different ages and there are weekly participatory classes in all art forms for children aged 0-13. The venue also hosts a family friendly escape room for groups of up to 8.

Events include an interactive storytelling game, theatre shows, rhyme time for toddlers, podcast club, lego, music fusion, make and believe, arts, a film club, book club, yoga and street dance.

A family membership is available for £24 for those who are able to pay. This gives admission to classes and holiday activities together with discounted tickets for theatre shows. Z Arts also offers a Creative Connections membership for schools where schools can work with the

creative team to plan activities and tailor programmes of work to support the curriculum. Packages are £1,200 for 20 hours contact time including access to drama, dance and music plus other performing arts or £1,600 for 20 hours contact time with art specialists including storytelling and creative writing, performance arts and visual arts.

The theatre is available for hire and has a capacity of 225 with raked seating, and, without the seating, 300 standing or 50 cabaret style. It has been used as a venue for Manchester Comedy Festival, Literature Festival, Film Festival and BBC Question Time as well as a space for many theatre and dance performances, conferences and networking events. The basic package includes 10 hours access, all equipment, technician and stewards and costs £1,100. The cafe is available for use as a bar for evening events.

7 - The Yard Manchester

The Yard Theatre is available for hire for a wide range of events, rehearsals, performance, meetings, training events, regular classes and personal occasions. It hosts events such as poetry readings, live music, films.

8 - Contact Theatre

Contact is a multi-arts venue and not for profit organisation that invests in the next generation. Established in 1972, and redesigned in 1999, it is a venue for young artists to create and learn; it encourages 13 - 30 year olds to turn an idea into reality. It also has space to hire for events and celebrations and is funded by ACE, the Association of Greater Manchester Authorities, Manchester City Council and the University of Manchester but is independently managed.

As well as traditional theatre it features dance, music, poetry, spoken word, hip hop and art. The programme includes touring work along with in house productions developed through partnerships featuring young artists. Since 2002 it has hosted a biannual international project which culminates in a festival week in July.

The building has a cafe serving a range of drinks and sandwiches together with a bar. The cafe is due to host their own events including comedy and quiz nights, plus a 'chill-out' Friday from 5-7pm where there is 10% off food and drinks and a DJ.

Various spaces are available for hire including: a ground floor events and cabaret space with a flexible stage catering for 80 standing and 56 seated; the main auditorium which can be used for conferences and panel events as well as performances - It has a capacity of 290 for theatre or 120 cabaret style; a flexible space with a

capacity of 60 for theatre or 30 for board, this room has a semi-sprung floor and is ideal for seminars, workshops, rehearsals and screenings; a dedicated rehearsal room with a capacity of 70, also used for large meetings and workshops; a small studio space with a capacity of 40; the media lounge; and a dedicated meeting room for up to 16. Contact is also registered for weddings and civil ceremonies. Prices for an 8 hour hire are: £228 for the small studio space, £290 for the meeting room, £330 for the rehearsal room, £553 for the events and cabaret space, £810 for the studio space including a performance and £2,000 including a performance for the auditorium. The media lounge costs £140 for a 4 hour recording session.

Two office spaces are also available, one suitable for 8 desks and the other for 9 desks. They are provided unfurnished, and rents include high speed wifi, business rates, cleaning, mail handling, meeting room and events space access and can be used Tuesday - Saturday.

Summary

As this pattern suggests, there are a cluster of facilities around the Hippodrome, with whom cordial relations have been developed by Save Hulme Hippodrome and with whom we expect a reopened Hippodrome to form set of informal partnerships and joint working – strengthening overall provision and broadening the range and scale of spaces available to the local community.

At further remove from the site, there are other community facilities on the south side of the city, but each serving defined geographical and social communities. Provided it maintains its focus on the needs and programmes of the Hulme community, it seems to us that there is a clear place for the Hippodrome in this ecology.

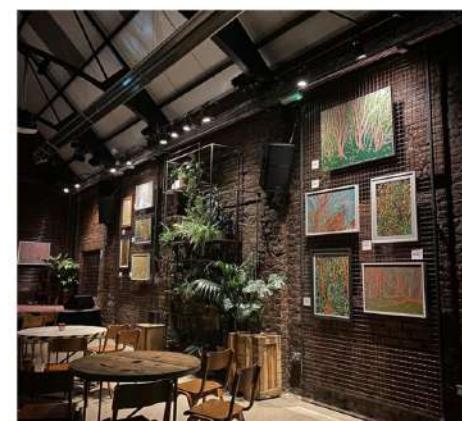
As this wider provision shows, Manchester offers a market context for community and cultural facilities.



Aquarius Community Centre



Moss side millennium powerhouse



The Yard

SECTION 6.0: BUSINESS PLAN

6.1 A sustainable business plan

As other developments nationally have shown, these buildings can thrive in community ownership, based on a model of CIO or CIC structure with excellent governance structures and a lean business plan focusing on enabling others to develop and programme events, festivals, shows and regular uses. Continuity of income through the provision of working space for community and creative practice has potential to form a stable base for the operation.

Across all the operations of the proposed centre, this facilitative and flexible approach offers to add something to the ecology of the community development, arts and cultural provision of the city:

- Focused on the locality of Hulme, with strong partnerships with other community development organisations in the area and acting as an accessible, local, community hub.
- Providing flexible creative & community enterprise & activity space on an affordable and accessible model – with short notice ability to respond to community needs and initiatives, providing both leased spaces for long term occupation and shorter term, easy in easy out, and hourly space to meet a range of local need.
- Securing water-tight and safe, but basic, space for community production, rehearsal, gathering and activities on an affordable basis.
- Creating spaces with a raw, conserved but unfinished quality that enables the widest range of events and happenings to colonise and programme space.
- Providing a stage/auditorium that is lightly programmed through partnerships and hosting of other organisations, and is available for hire on a shorter notice basis than is the case with most spaces in the city – and so providing an eclectic mix of locally relevant and ‘happening’ programme of wider interest.
- Around these programmes, preserving access to the main spaces, including the auditorium, meetings, exhibitions, installations, festival performances and activities, production, filming, recording and VR.
- Building a small staff team of facilitators and enablers of activity and care for the building – not to create a conventional venue direction, management and support team, but at the minimum safe and fair level to enable user groups, community activity and providers of programme to operate within and from the building.

In operational terms, this not only responds to the proposal that the building be secured and then safeguarded, but with new uses enabled on a phased basis as funds are secured for the completion of each space. In light of uncertainty over the current internal condition, we anticipate that first phase stabilisation will likely be at a basic level in most spaces – and the pattern of activity described above is a response to that scenario.

In the indicative revenue forecast shown here, we have set out what we believe to be a sustainable economic model for this type of operation – which borrows as much from community owned projects and private sector creative industries models as from more conventional arts and heritage operations.

In the first table, we suggest a potential, modest, and manageable pattern of use for the various spaces shown in the design strategy set out in this document.

This excludes, for the time being, the Playhouse, where it may be that the current or similar independent activities continue.

The programme focuses on the main auditorium, floral hall and use of other smaller rooms for community, learning and training activities.

Across all programme types, it suggests an initial level of activity which would make a very significant difference to community, cultural and economic activity in Hulme, but at a level manageable with a simple building fit out and small management team, including volunteers.

Across all programmes, risk is passed to promoters and organisers.

Hulme Hippodrome Sample programme structure	Stable future year of trading										Excluding Playhouse			
	Event type/slot	Number pa	Attends	Avg yield	Door	Less VAT	costs	Net inc/exp	income/Hire charge/ event	income/Hire charge/ event inc VAT	total attends			
Performance events, theate style/standing	24	150	18.00	64,800	54,000	35,100	18,900	788			3,600			
Performance events, cabaret style	24	100	22.00	52,800	44,000	28,600	15,400	642			2,400			
Community shows and events	12	100	12.50	15,000	12,500	8,125	4,375	365			1,200			
Event hire, theate style/standing	18	175	18.00	56,700	47,250	35,438	12,563	698	838		3,150			
Event hire, cabaret style	18	125	22.00	49,500	41,250	30,938	10,313	573	688		2,250			
Other event hire	6	100	18.00	10,800	9,000	6,750	2,250	375	450		600			
Public events sub total	102			249,600	208,000	144,950	63,800				13,200			
Classes and workshops	100	20	3.00	6,000	5,000	-	5,000	50	60		2,000			
Choirs and other larger participation	100	25	3.00	7,500	6,250	-	6,250	63	75		2,500			
Main hall hires - markets, exhibitions, etc	50	150	5.00	37,500	31,250	-	31,250	625	750		7,500			
Main hall hires - corporates, conferences, etc	25	150	15.00	56,250	46,875	1	46,874	1,875	2,250		3,750			
Floral Hall Hires	50	100	3.00	15,000	12,500	1	12,499	250	300		5,000			
Hires of other rooms	200	8	3.00	4,800	4,000	-	4,000	20	24		1,600			
Weddings and celebrations	25	120	19.50	58,500	48,750	3,750	45,000	1,800	2,160		3,000			
Total all uses	652			435,150	362,625	148,702	214,673				38,550			

Hulme Hippodrome – Sample Programme Structure

SECTION 6.0: BUSINESS PLAN

In the second table setting out an income and expenditure forecast for the project, we build on this programme and use model to show a sustainable overall operation across time.

The section at the head of the table estimates numbers of visits to the building and its activities in each year, building up from a relatively modest base in year one post-opening, to a level that supports the economic case for investment. The majority of these uses are occupiers and visitors to the enterprise and community business units (about 55% of all uses), attendance and participation at activities in smaller spaces, classes, meetings, learning, participation activities (about 25% of all visits) and fewer than 15% – or about 13,000 being attendances at events in the main auditorium. This emphasises the lower risk approach we propose, in which conventional theatre programming (alongside music, spoken word and other promotions) do exist to celebrate and continue the heritage of the space as a theatre, but where the principal business driver, economic benefit and community role is in the support and enabling of creative and community enterprise and engagement activity.

Although much work remains to be done on the detail of the future operation, we are confident that on this basis a sustainable operational and business model can be identified and that the planning of acquisition and urgent works can be progressed on the basis of this confidence.

- Income forecasts represent relatively low levels of riskier programmed activity, and with risk passed to promoters and hirers.
- The building has very strong potential, and responds to very clear need, for community and creative enterprise, activity and social space – with this comes potential for steady income from daily, year-round activity, space use and social and food and beverage facilities at the heart of the community.
- There is a strong potential for a distinctive place in the space hire market. The historic interior, at the same time stabilised and likely with a stripped back aesthetic, has potential to be a venue of choice for a wide range of filming, photography, fashion, brand and digital production activities, boutique and specialist larger meeting and mini-conference hires, and for a distinctive and quirky venue for social and celebratory events such as weddings, family and cultural group celebrations and various kinds of party.
- In this facilitative model, costs can be contained through a focused management of the building, shown here as approximately 8 FTE professional posts, which we would anticipate being supported by volunteers for the operation and the teams brought to the venue by the hirers of business units, events and programmes.
- We suggest, and have modelled here, a food and beverage operation provided by a third party – likely a community owned or located provider, and possibly more than one operator – perhaps for separate food and wet trade operations.
- Premises costs will need to be refined in light of the condition of the building and the degree of consequent fit out and space available for use, but have been estimated by reference to precedent projects.

Overall, there is a use-model and route to financial sustainability for the project, consistent with the form and heritage of the building, its community position and express need; playing a distinctive role in the ecology of cultural and community activity and enterprise in the city.

Hulme Hippodrome		April 2024		V1									
				Forecast income and expenditure of renewed venue from reopening									
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
Actual/forecast admissions and participations (numbers not money)													
Main hall promotions	5,400	6,120	6,480	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	
Main hall hires	4,500	5,100	5,400	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	
Other hires and uses	19,013	21,548	22,815	25,350	25,350	25,350	25,350	25,350	25,350	25,350	25,350	25,350	
Cafe, enterprise units and other building visitors	43,200	48,960	51,840	57,600	57,600	57,600	57,600	57,600	57,600	57,600	57,600	57,600	
Total admissions and participations	72,113	81,728	86,555	96,150	96,150	96,150	96,150	96,150	96,150	96,150	96,150	96,150	
Income													
Programmes		Net income from main hall promotions											
Performance events, theatre style/standing		14,175	16,065	17,010	18,900	21,272	21,910	22,568	23,245	23,942	24,660		
Performance events, cabaret style		11,550	13,090	13,860	15,400	17,333	17,853	18,388	18,940	19,508	20,094		
Community shows and events		3,281	3,719	3,938	4,375	4,924	5,072	5,224	5,381	5,542	5,708		
Income from main hall event hires		Event hire, theatre style/standing											
Event hire, cabaret style		9,422	10,678	11,306	12,563	14,139	14,563	15,000	15,450	15,914	16,391		
Other event hire		7,734	8,766	9,281	10,313	11,607	11,955	12,314	12,683	13,064	13,455		
Other hire charges and rental income		1,688	1,913	2,025	2,250	2,532	2,608	2,687	2,767	2,850	2,936		
Classes and workshops		3,750	4,250	4,500	5,000	5,628	5,796	5,970	6,149	6,334	6,524		
Choirs and other larger participation		4,688	5,313	5,625	6,250	7,034	7,245	7,463	7,687	7,917	8,155		
Main hall hires - markets, exhibitions, etc		23,438	26,563	28,125	31,250	35,172	36,227	37,514	38,434	39,587	40,774		
Main hall hires - corporates, conferences, etc		35,156	39,843	42,187	46,874	52,757	54,340	55,970	57,649	59,379	61,160		
Floral Hall Hires		9,374	10,624	11,249	12,499	14,068	14,490	14,924	15,372	15,833	16,308		
Hires of other rooms		5,000	3,400	3,600	4,000	4,502	4,637	4,776	4,919	5,067	5,219		
Weddings and celebrations		33,750	38,250	40,500	45,000	50,648	52,167	53,732	55,344	57,005	58,715		
Net Food and beverage sales events		38,941	44,133	46,729	51,921	58,438	60,191	61,996	63,856	65,772	67,745		
Enterprise units/service charge		19,998	22,664	23,998	26,664	30,011	30,911	31,838	32,793	33,777	34,790		
Box office and other charges		19,800	22,440	23,760	26,400	29,713	30,605	31,523	32,469	33,443	34,446		
Project funding		30,000	34,000	36,000	40,000	45,020	46,371	47,762	49,195	50,671	52,191		
Fundraising events		3,750	4,250	4,500	5,000	5,628	5,796	5,970	6,149	6,334	6,524		
Donations, memberships and gift aid		18,000	20,400	21,600	24,000	27,012	27,823	28,657	29,517	30,402	31,315		
Total Income		291,494	330,359	349,792	388,658	437,438	450,561	464,078	478,000	492,340	507,111		
Growth/decline of business as percent of base analysis and then of prior year		75.0%	85.0%	90.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		
Expenditure		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
Staffing		Venue management											
Finance and Administration		60,000	60,000	61,800	63,654	65,564	67,531	69,556	71,643	73,792	76,006		
Volunteer coordination		50,000	50,000	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339		
Duty/technical/casual staffing		27,500	27,500	28,325	29,175	30,050	30,951	31,880	32,836	33,822	34,836		
Premises		Cleaning, materials, refuse collection, uniforms											
Repair/maintenance inc renewals		1,800	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201		
Equipment purchases, hire and maintenance		5,000	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335		
Insurance		3,000	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800		
NNDR		12,500	12,500	12,875	13,175	13,261	13,659	14,069	14,491	14,926	15,373	15,835	
Utilities		6,000	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671		
Supplies and services		Fees, finance charges											
Printing, Stationery, postage, etc.		4,000	4,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067		
Telephones, broadband etc		2,000	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534		
Subscriptions, licences, PRS, etc.		2,000	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534		
Miscellaneous costs		4,000	4,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067		
Marketing		Marketing campaigns											
Project Activities		15,000	15,000	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002		
		0											
		0											
		0											
Total Expenditure		308,800	381,180	393,350	407,341	388,661	400,321	412,331	424,701	437,442	450,565		
Operating profit		(17,307)	(50,821)	(43,558)	(18,683)	48,777	50,240	51,747	53,300	54,899	56,546		

SECTION 6.0: BUSINESS PLAN

6.2 The Economic case for investment

Even in its earlier phases, the acquisition and renewal of use of the Hippodrome has the potential to generate tangible, measurable and valuable economic and social outputs and outcomes for the Hulme community and City – in creation of jobs, visitor economy benefits, regeneration of brownfield land and support for enterprise and creative activity. We would expect to be able to make a compelling case for regeneration-led investment in the immediate costs of stabilisation and first phase re-use, as well as in subsequent phases for full restoration and renewal.

As a sustainable long term community-owned and directed facility, the Hippodrome can become a hub for community-drive regeneration in Hulme. Saving and returning the building to community service will itself give the community confidence that things can change for the better, and that community organisation can achieve very significant results.

The renewed Hippodrome can be a hub for the Hulme community, but also with far reaching spurs throughout the creative and community sectors of the city, region and beyond. As a distinctive but flexible space it will as readily enable a local festival celebration, as the hosting of the shoot for an internationally noteworthy music video or games virtual capture.

Locally it will foster skills training and confidence building, support and network creative and social enterprises and provide production facilities for community-originated events.

For the city, it can provide a flexible and accessible, affordable space for production and exploration, and a venue for programme and happenings that don't easily fit in the more formally and extensively programmed theatres and professional venues of the city and wider region

Taking the productivity together of the Hippodrome's own operation, its hosted businesses and organisations, programmes and events and the direct and flow-through benefits to, and from, participants and visitors, we anticipate that the Hippodrome has the potential to generate very substantial tangible benefits across the local and regional economy, including health, wellbeing and self-confidence benefits for many participants who are most in need of this support. The following table estimates the most obvious of these benefits on the basis of the programme and business structure set out in this report:

Whilst further work will be required on the adjustment of these headline impacts for factors such as deadweight and optimism bias, we believe that there will be little displacement (of business from existing venues across the city and region) and a very high degree of retention of benefit in the Hulme community – given the very local hub focus of the project.

Overall, and with further benefits to be identified and quantified, we would expect that the net additional economic impact of the return of the Hippodrome to use would be in excess of £5m per annum for the Manchester economy, focused in a community with high levels of need for these benefits.

Annual impact	
Procurement effects	
Direct	394,612
Catering t/o	338,726
Promoter t/o	435,150
Events	147,000
Procurement sub total	1,168,487
Participation and visit related spending	
Local participant spending	82,950
Visitor spending outside the venue	627,000
Participant wellbeing benefits per DCMS	133,700
Visitor Spend sub total	843,650
Indirect effects	1,843,407
Total annual impacts	6,014,682

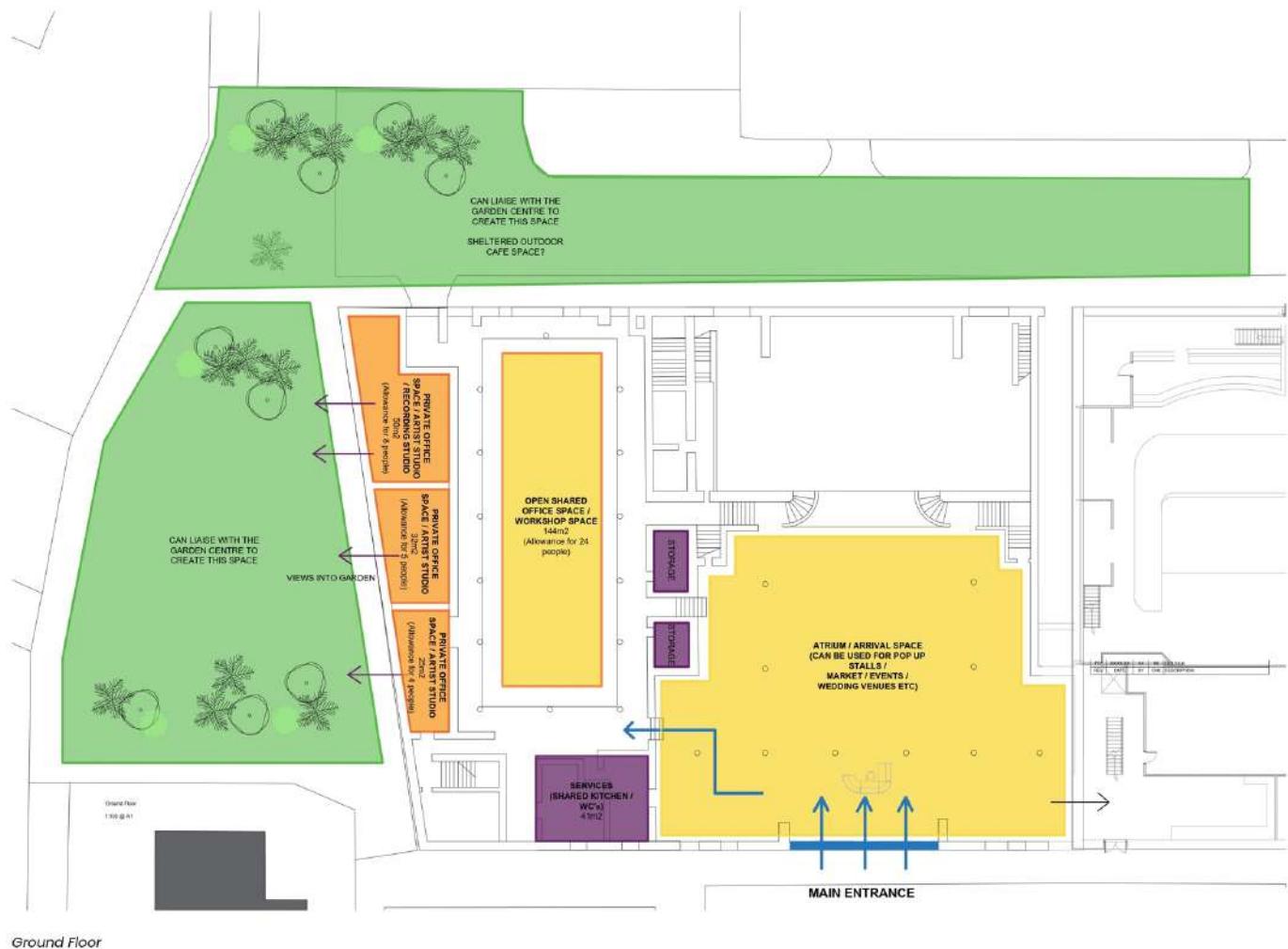
SECTION 7.0: PROPOSED PLANS

7.1 Ground Floor Plan

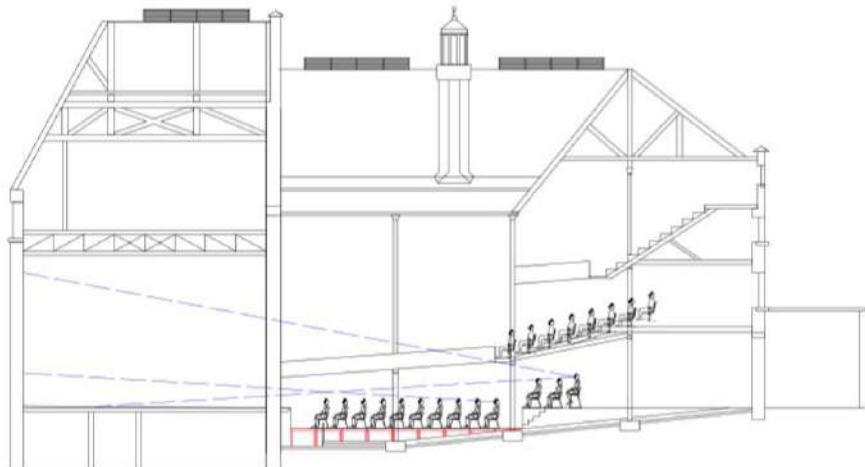
To the north, ground floor spaces have a pleasant, green outlook towards mature trees and a grassy public space. The former shop units in this location could have their shop fronts restored and be reopened as commercial office / artists studio or recording studio spaces, providing an active frontage to the building and activating the public space.

To the East, there is potential to activate Warwick Street as an laneway style event space, with direct access to the community garden centre opposite.

The logical location for a new public entrance is to the West elevation, which is currently mostly blind at ground level and generally forbidding in nature. It would be feasible to create a new glassy, welcoming entrance in this location, drawing in members of the public and logically connecting to local parking provision. Services and kitchen spaces could also be directly served from this elevation, and serve both the main auditorium space and shared office space.

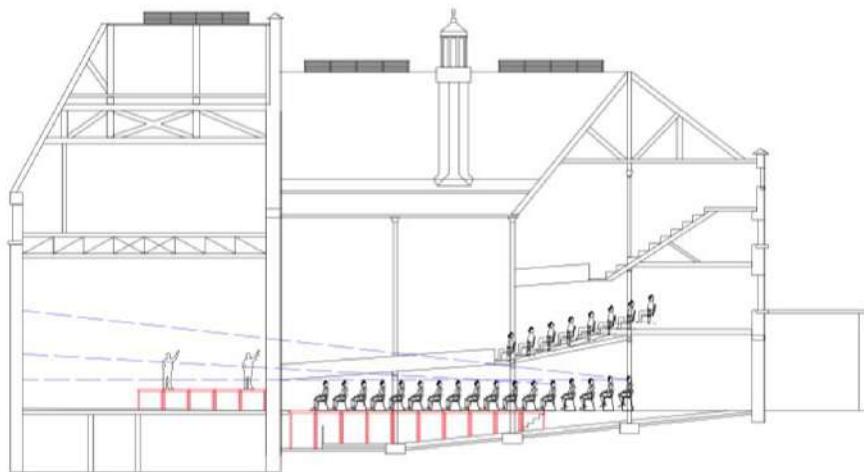


SECTION 7.0: PROPOSED PLANS



Dropped Floor

Standing Music Events
Stacking Seats

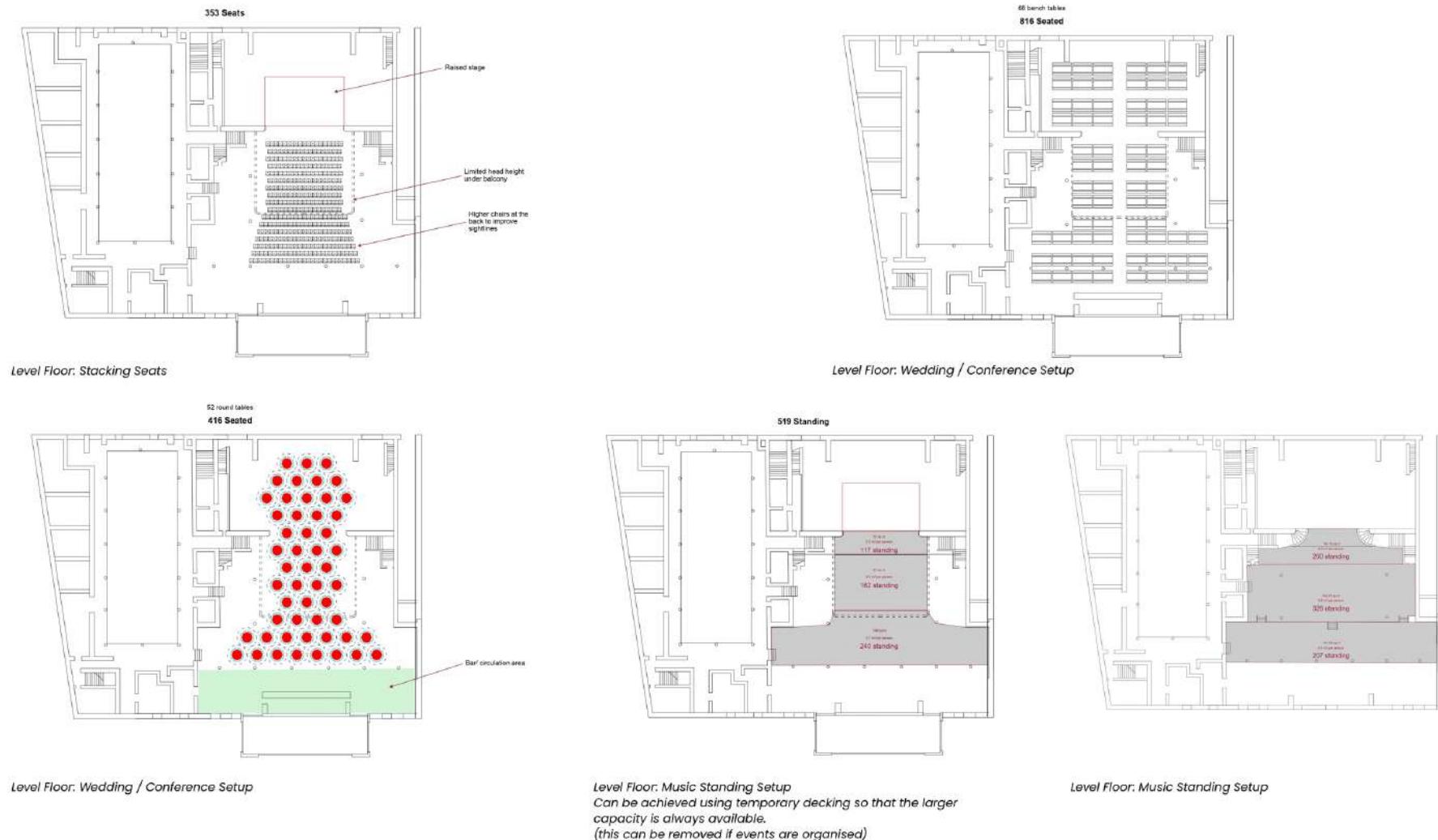


Level Floor

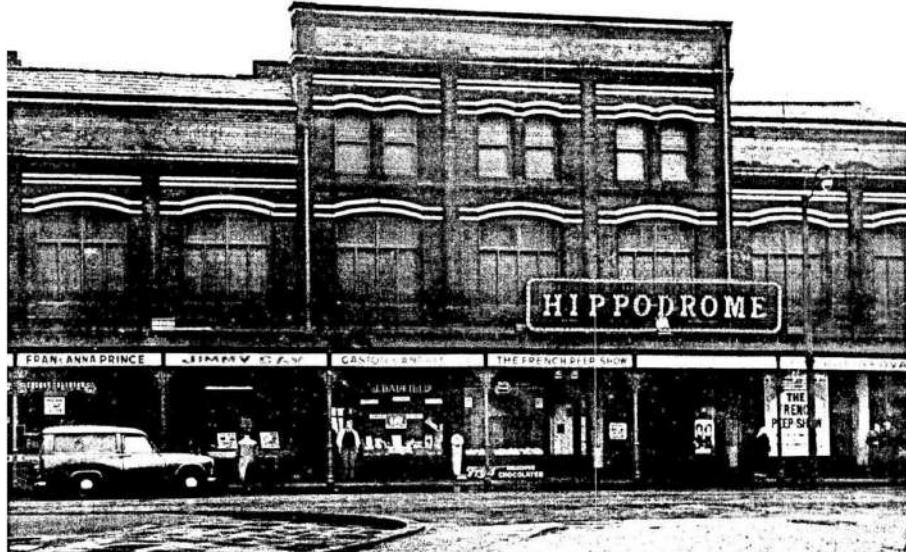
Standing Music Events
Various Events
Stacking Seats
Dining (Tables and Benches)

SECTION 7.0: PROPOSED PLANS

7.2 Proposed Stall Arrangement



SECTION 7.0: PROPOSED PLANS



Historic Image of Hulme Hippodrome



Historic Image of Hulme Hippodrome

SECTION 7.0: PROPOSED PLANS

7.4 Proposed Entrance

Currently, entrances to the building are not intuitive or visually clear. The north elevation, which formerly faced onto a major thoroughfare, now faces a quiet public garden. Reinstatement of a primary entrance from the North is not therefore felt to be appropriate.

The proposal to open a new entrance to the West (Wilberforce Close elevation) is intended to provide a welcoming and accessible entrance to the building. Completed as part of an early phase of the works, this would enable public access to be gained to the building to better present its heritage value and to enable the building to be utilised for meanwhile uses ahead of future phases of refurbishment.



Indicative visual showing new entrance to the western elevation.

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