

From: Andrew Hill

Sent: Friday, April 5, 2024 11:06 AM

To: Licensing HF: H&F <licensing@lbhf.gov.uk>

Cc: Fran Pilcher <

Subject: Reference: 2024/00315/LAPRP - New theatre, Olympia London development

Please see the attached letter sent on behalf of Trafalgar Entertainment.

Andrew Hill

Business Affairs Director

Trafalgar Entertainment

8th Floor, 55 The Strand, London WC2N 5LR

Tel: + 44 207 451 1722



The London Borough of Hammersmith & Fulham
Licensing Team
Town Hall
King Street
London
W6 9JU

By email only to: licensing@lbhf.gov.uk

5th April 2024

Dear Sirs,

Licensing Act 2003

Reference: 2024/00315/LAPRP

**Premises: Theatre - Olympia London Development Olympia Exhibition Centre
Hammersmith Road London W14 8UX**

We are writing in support of the application for the provisional statement for the new theatre at the Olympia development (the **Theatre**).

Trafalgar Entertainment (**Trafalgar**) has signed an agreement with Olympus Property Holding Limited, the owner of the Olympia development, to lease and operate the Theatre, which (at 1570 seated capacity) will be the largest new build theatre development constructed in the United Kingdom since the National Theatre in the 1970s.

The Theatre will help to establish the Olympia development as a cultural destination, driving footfall and wider economic activity to the borough, and making the Olympia development a more attractive place to work and visit.

We intend to present a commercial theatre programme at the Theatre of international stature, while engaging fully in educational and cultural engagement projects in the local community, working with LBH&F and other local stakeholders in the theatre sector. These are all activities in which Trafalgar, and its management team, has extensive experience.

About Trafalgar Entertainment

Trafalgar was founded in early 2017 by Sir Howard Panter and Dame Rosemary Squire, with a view to creating an entrepreneurial and agile company that has quickly established itself as a major force across theatre productions, venues, performing arts education, ticketing, live streaming and other complementary investments.

(cont.)

Prior to founding Trafalgar, Howard and Rosemary created, led and built The Ambassador Theatre Group over thirty years into the largest global theatre company. They, and the Trafalgar senior management team, have operated landmark theatrical venues worldwide during a lifetime working in the theatre industry.

Trafalgar currently owns and operates sixteen venues, including our first international theatre in Australia which we opened two years ago. Trafalgar is the second largest operator of theatrical venues in the UK regions, working in partnership with local authorities across the country.

We are therefore experienced venue owners, who take our obligations as an operator of licensed premises very seriously. We have worked harmoniously with licensing authorities across the UK, and indeed internationally, for many years.

We are enclosing with this letter a document providing an overview of Trafalgar's business activities.

Licensing objectives

Trafalgar played an active part in the drafting of the operating schedule, and we consider that the application will promote the four objectives set out in the 2003 Licensing Act.

Conclusion

Trafalgar considers that the Theatre will help to anchor the wider redevelopment of Olympia, and will create an internationally recognized theatrical venue in the heart of Hammersmith and Fulham. It therefore supports the application.

Yours faithfully

Two handwritten signatures in red ink. The first signature is a cursive 'A' followed by a flourish. The second signature is a cursive 'H' followed by a long horizontal line.

Andrew Hill

Business Affairs Director
for and on behalf of Trafalgar Entertainment Group Limited

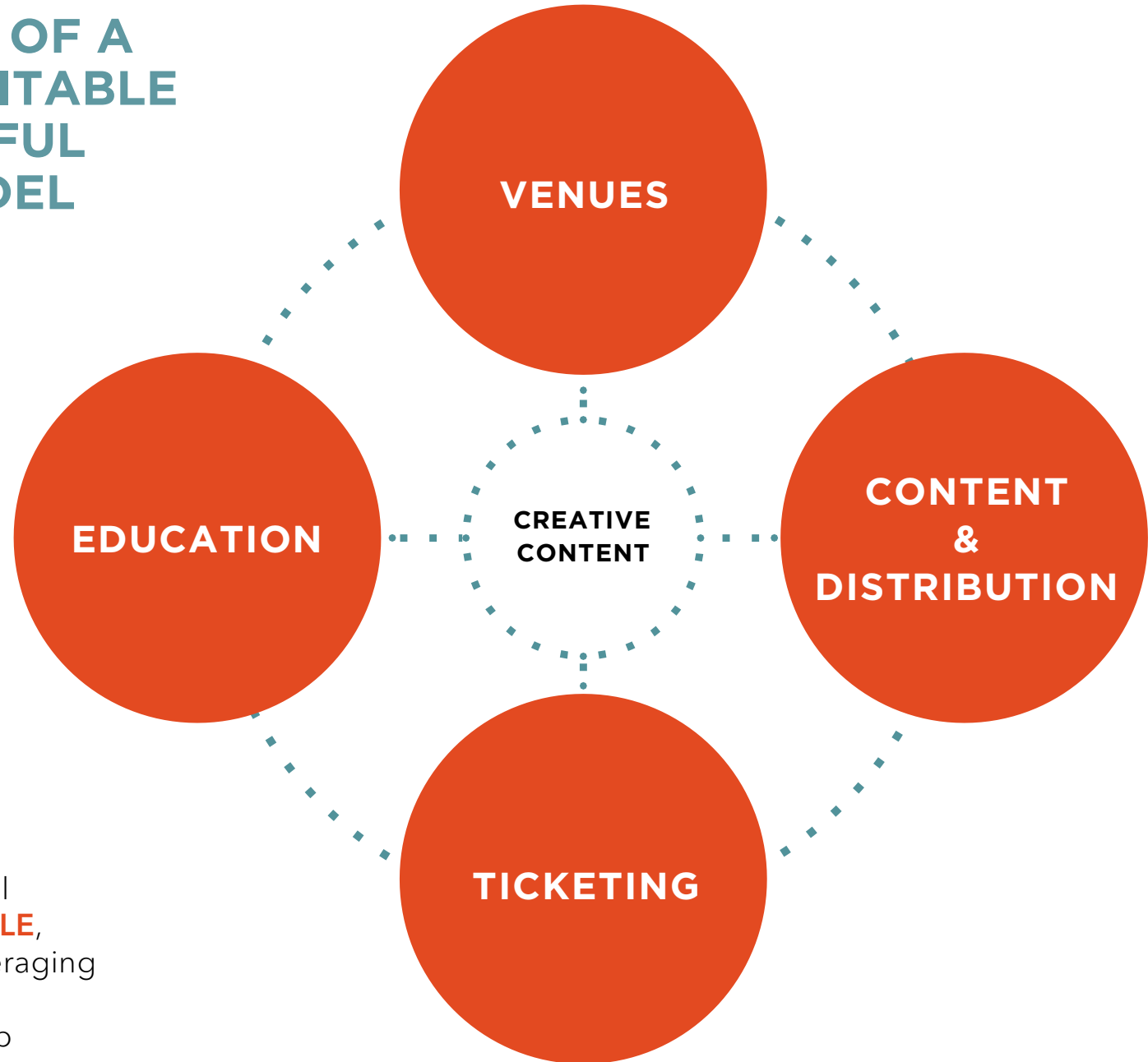
**OVERVIEW OF
TRAFALGAR ENTERTAINMENT**

NOVEMBER 2023 | STRICTLY PRIVATE AND CONFIDENTIAL



OVERVIEW OF TRAFALGAR ENTERTAINMENT

VALUE CHAIN OF A UNIQUE, PROFITABLE AND SUCCESSFUL BUSINESS MODEL



Trafalgar Entertainment's integrated business model creates a **VIRTUOUS CIRCLE**, with all business units leveraging off each other to drive the success of the wider group



TE FAMILY TREE

TRAFALGAR ENTERTAINMENT



PORTFOLIO OF 18 VENUES
(INCL. 14 REGIONAL VENUES)

TRAFALGAR
THEATRE

OLYMPIA
THEATRE


THEATRE ROYAL
SYDNEY

THE CHISWICK
CINEMA

TRAFALGAR
RELEASING

GLOBAL LIVE BROADCAST TO
CINEMAS, TV AND VIDEO-ON-
DEMAND

 TRAFALGAR
THEATRE
PRODUCTIONS

JCTP JONATHAN CHURCH
theatre productions


imagine
THEATRE
FAMILY ENTERTAINMENT

TICKETING

TRAFALGAR
TICKETING

TRAFALGAR
TICKETS

LONDON
THEATRE
DIRECT.


Stagedoor

EDUCATION

TRAFALGAR
EDUCATION

STAGE
COACH

DRAMA
KIDS



VENUE PORTFOLIO



TRAFALGAR THEATRE
WEST END
Capacity: 630



CHURCHILL THEATRE
BROMLEY
Capacity: 781



BECK THEATRE
HAYES
Capacity: 600



OLYMPIA THEATRE
LONDON
Capacity: 1,575



WYCOMBE SWAN
HIGH WYCOMBE
Capacity: 1,076



LYCEUM THEATRE
CREWE
Capacity: 677



THEATRE ROYAL
SYDNEY
Capacity: 1,205



WYVERN THEATRE
SWINDON
Capacity: 635



NEW THEATRE
CARDIFF
Capacity: 1,144



CLIFFS PAVILION
SOUTHEND
Capacity: 1,657



ARTS CENTRE
SWINDON
Capacity: 224



PAVILION THEATRE
GLASGOW
Capacity: 1,449



PALACE THEATRE
SOUTHEND
Capacity: 603



G LIVE
GUILDFORD
Capacity: 1,031



FAREHAM LIVE
FAREHAM
Capacity: 800



ORCHARD THEATRE
DARTFORD
Capacity: 956



WHITE ROCK THEATRE
HASTINGS
Capacity: 1,066



CHISWICK CINEMA
LONDON
5 screens

VENUES | THEATRE ROYAL SYDNEY



PERFORMERS FROM THE HIT MUSICAL SIX OUTSIDE THEATRE ROYAL SYDNEY

JAGGED LITTLE PILL

TE was selected by the government of New South Wales as **the long-term 55-year lease holder of the new 1,200 seat Theatre Royal in Sydney**

Since reopening in December 2021, the Theatre Royal has been home to a number of major hit musicals and plays including **Alanis Morissette's Jagged Little Pill, An American in Paris, SIX, TINA: The Tina Turner Musical, The National Theatre's production of The Lehman Trilogy and the 50th Anniversary production of the The Rocky Horror Show**, which was also broadcast live from the venue into cinemas across Australia

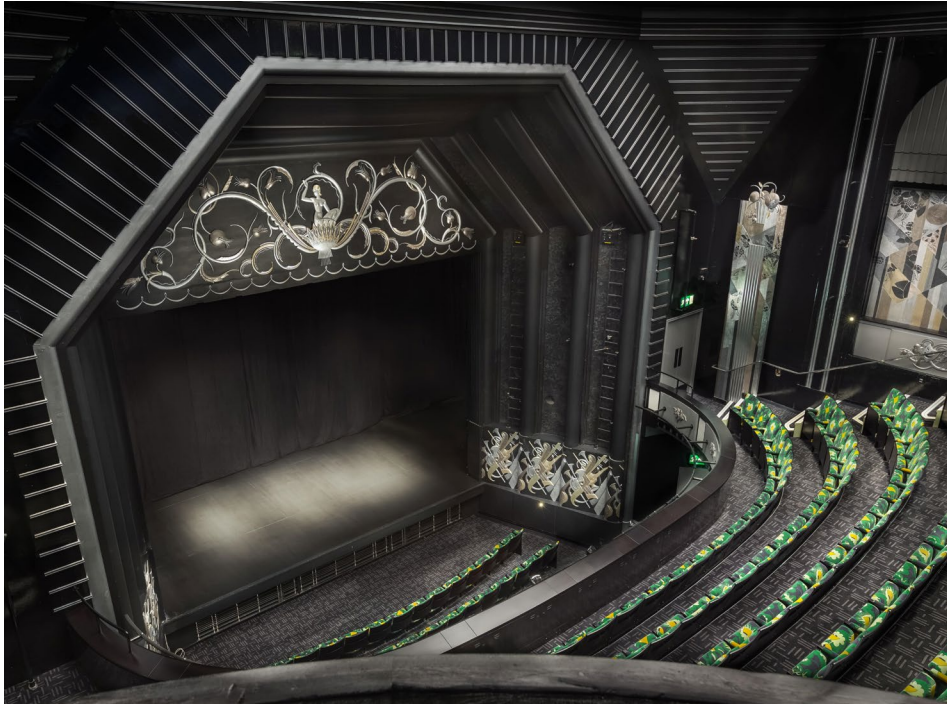


LIVE BROADCAST OF *THE ROCKY HORROR SHOW* FROM THEATRE ROYAL SYDNEY



TINA: THE TINA TURNER MUSICAL

VENUES | TRAFALGAR THEATRE



TRAFALGAR THEATRE, WEST END

JERSEY BOYS

Trafalgar Theatre is a recently transformed and enlarged **Grade II listed freehold venue in the heart of London's West End**

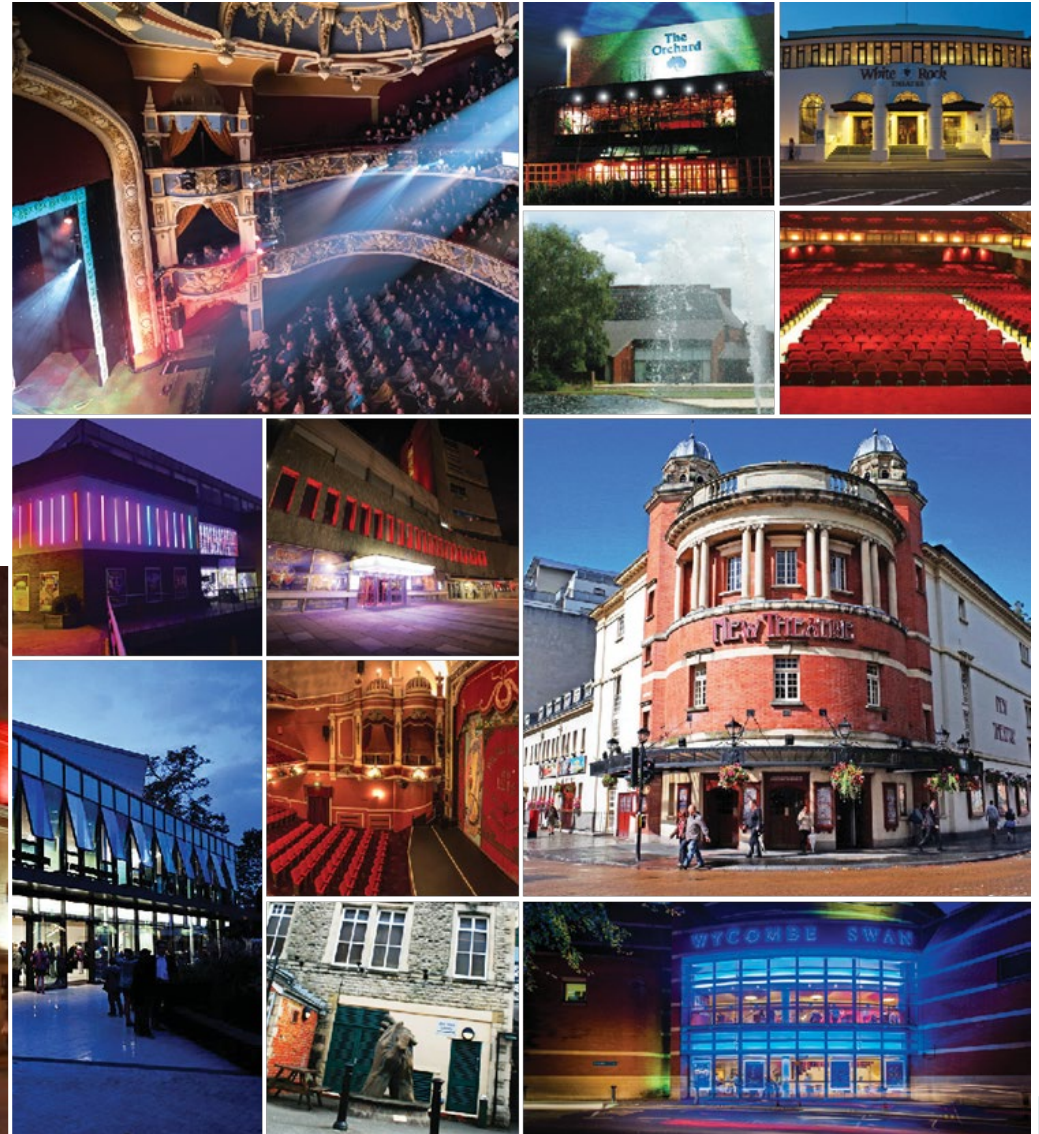
Situated on a major tourist route, the refurbished venue reopened in summer 2021 and is home to the **classic hit musical Jersey Boys**



VENUES | UK REGIONAL THEATRES

TE is the **second largest operator of UK regional venues, with a portfolio of 13 venues** across England, Scotland and Wales including in Cardiff, Glasgow and Southend

The TE management team has over **30-years' experience running some of the world's most successful venues**, working in partnership with both public and private institutions to deliver new venues as part of complex development schemes as well as to enhance and improve existing theatres



UK REGIONAL VENUES

VENUES | CHISWICK BOUTIQUE CLUB CINEMA



Chiswick Cinema (opened in summer 2021) is the first of a series of **high-end membership driven boutique club cinemas** in London villages (the 'Soho House of cinemas')

Alongside a mixture of current releases and event cinema, Chiswick Cinema is host to a number of special events, including **special screenings with cast appearances, premieres and themed events**



CHISWICK BOUTIQUE CLUB CINEMA

SCREENING OF *DOWNTON ABBEY: A NEW ERA* AND Q+A WITH CAST AND DIRECTOR



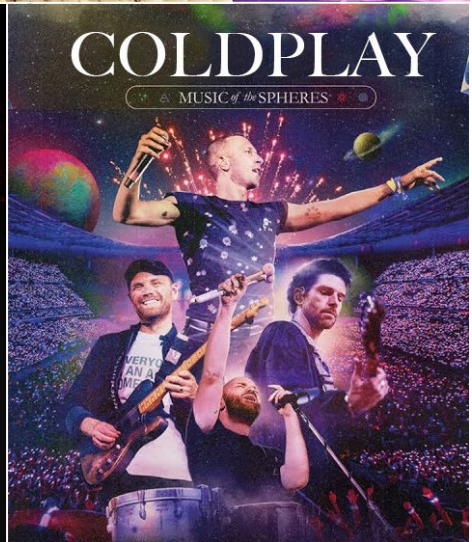
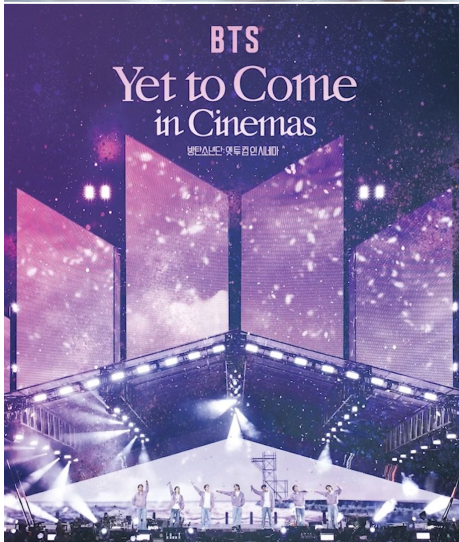
SPECIAL SCREENING OF TE'S 5-STAR PRODUCTION OF *ANYTHING GOES* WITH CAST Q+A HOSTED BY SIMON CALLOW



PREMIUM, CLUB-STYLE F&B OFFERING

CONTENT | DIGITAL DISTRIBUTION

TRAFALGAR RELEASING IS THE LEADING GLOBAL DISTRIBUTOR OF EVENT CINEMA INTO OVER 100 COUNTRIES, PROVIDING UNFORGETTABLE EPIC SCREEN MOMENTS AND STREAMING EXPERIENCES TO CINEMA SCREENS AND SIMILAR VENUES, TV AND VOD SERVICES



BEYONCÉ: RENAISSANCE TOUR

TAYLOR SWIFT: THE ERAS TOUR FILM

BTS: YET TO COME IN CINEMAS

METALLICA: 72 SEASONS

BILLIE EILISH: LIVE AT THE O2

COLDPLAY: MUSIC OF THE SPHERES

CONTENT | DIGITAL DISTRIBUTION

TE'S DIGITAL DISTRIBUTION BUSINESS HAS ESTABLISHED RELATIONSHIPS WITH PROMINENT CULTURAL INSTITUTIONS (E.G., METROPOLITAN OPERA, ROYAL OPERA HOUSE, ROYAL SHAKESPEARE COMPANY) AND MAJOR GLOBAL ARTISTS (E.G., TAYLOR SWIFT, BEYONCE, COLDPLAY, METALLICA, BTS)



MATTHEW BOURNE'S SWAN LAKE

A LITTLE LIFE STARRING JAMES NORTON

THE ROYAL BALLET: THE NUTCRACKER

OKLAHOMA! STARRING HUGH JACKMAN

METROPOLITAN OPERA: MADAME BUTTERFLY

CONTENT | PREMIUM LIVE ENTERTAINMENT

TE ESTABLISHED AS THE INTERNATIONAL PARTNER OF CHOICE FOR THE BARBICAN THEATRE (UK), THE LINCOLN CENTER (NY), NATIONAL THEATRE (UK) AND OTHER MAJOR GLOBAL LIVE CONTENT DISTRIBUTORS



2023 LINCOLN CENTER PRODUCTION OF AARON SORKIN'S *CAMELOT* DIRECTED BY BARTLETT SHER

THE LEHMAN TRILOGY CO-PRODUCTION WITH THE NATIONAL THEATRE FOR TOURING ACROSS AUSTRALIA AND ASIA-PACIFIC

UK AND GLOBAL TOUR OF THE NATIONAL THEATRE'S PRODUCTION OF *THE CURIOUS INCIDENT OF THE DOG IN THE NIGHT-TIME*

PULITZER PRIZE AND TONY AWARD-WINNING MUSICAL *A STRANGE LOOP* PRODUCED FOR THE BARBICAN THEATRE IN LONDON BY TE

ANYTHING GOES SUMMER 2021 AND 2022 LONDON SEASON AT LONDON'S BARBICAN THEATRE AND SUBSEQUENT UK TOUR

CONTENT | PREMIUM LIVE ENTERTAINMENT

TE IS A MAJOR INTERNATIONAL THEATRE PRODUCER THROUGH TRAFALGAR THEATRE PRODUCTIONS AND JONATHAN CHURCH THEATRE PRODUCTIONS WITH A ROSTER OF SELF-PRODUCED BLOCKBUSTER SHOWS



WEST END PRODUCTION AND UK TOUR OF *42ND STREET*

UK TOUR OF *SINGIN' IN THE RAIN*

MULTI-AWARD-WINNING LINCOLN CENTER PRODUCTION OF *THE KING AND I* PRODUCED BY TE FOR THE WEST END AND SUBSEQUENT GLOBAL TOUR

WEST END PRODUCTION AND UK TOUR OF *JERSEY BOYS*

ONGOING UK AND INTERNATIONAL TOUR OF *THE ROCKY HORROR SHOW* (INCLUDING AUSTRALIAN TOUR STARRING JASON DONOVAN)

TICKETING

TE's ticketing businesses sell c.5m tickets each year across all platforms

TE operates self-ticketing throughout its regional and international venues under the **Trafalgar Tickets** brand, and is **the first commercial theatre operator in Australia to do so**

London Theatre Direct, TE's agency business, is the **largest and award-winning premium ticketing agent** in the West End with seamless customer experience and an industry-leading distribution network

Stagedoor is a leading and first of its kind London theatre app that brings together discovery, social engagement and seamless booking for London theatre; Stagedoor is home to a **community of dedicated theatre-lovers**



EDUCATION



STAGECOACH

TE's theatre education businesses consist of Stagecoach and Drama Kids, the **largest providers of extra-curricular performing arts education** in the UK and globally, **with over 170,000 students participating weekly worldwide**

Trafalgar Education businesses teach exciting extra-curricular activities to children and young people on a weekly basis, unlocking their potential for **life-long cultural engagement and creating the audiences of the future**



DRAMA KIDS

DISNEYLAND PARIS SUMMER VISIT WITH OVER 570 STUDENTS TO LEAD THE PARADE

APPENDICES

ABOUT TRAFALGAR ENTERTAINMENT



- Sir Howard Panter and Dame Rosemary Squire founded Trafalgar Entertainment (TE) in early 2017 with the vision to establish a leading premium global live entertainment company through investments into venues, productions, ticketing, intellectual property, live broadcasting, streaming of content, performing arts education and related investments
- Prior to TE, Sir Howard and Dame Rosemary led the growth of the Ambassador Theatre Group (ATG) from its inception to becoming the largest global live theatre company. They have been voted onto the Most Influential People in UK Theatre list for an unprecedented 8 consecutive years through 2020
- TE has strong financial backing from its majority shareholder Barings, a \$347bn+ global financial services firm and subsidiary of MassMutual
- TE is the first international theatre operator to acquire a venue in Australia, cementing TE's global presence as a leading live entertainment company
- TE brings a blend of UK, US, Australian and Asia Pacific producing and local theatre operating experience together with leading global theatre management and access to international content

SIR HOWARD PANTER

JOINT CEO AND CREATIVE DIRECTOR

- Knighted for services to theatre in 2013
- Over 30 years experience in arts and entertainment
- Co-founder and Creative Director for ATG - under his leadership ATG became a prolific, award-winning global producer

DAME ROSEMARY SQUIRE

JOINT CEO AND EXECUTIVE CHAIRMAN

- Made a Dame for services to theatre and philanthropy in 2018
- Co-founded ATG, was responsible for core business operations, business development and strategy, and managing the executive team
- During her joint tenure as CEO with Sir Howard ATG grew into the largest global live theatre company
- The only woman to win EY overall UK *Entrepreneur of the Year*



SENIOR TE TEAM



HELEN ENRIGHT

COO TRAFALGAR ENTERTAINMENT & CEO TRAFALGAR THEATRES

- Helen is CEO of Trafalgar Theatres and Group COO for Trafalgar Entertainment (TE) where she is involved in TE Group-wide strategic activities. In addition to these roles, Helen is Executive Chairman for TE's educational activities including Stagecoach Performing Arts and Drama Kids
- When Helen joined TE in July 2017 as CFO she worked on a number of acquisitions and integrations including ticketing, marketing services, digital distribution, production entities and performing arts education
- Helen was previously CFO and Commercial Director of Ambassador Theatre Group having joined in April 2000 to coincide with a period of rapid expansion
- Helen previously spent 13 years in the advertising industry holding senior finance roles within M.A.I.plc, and French owned Havas and Vivendi



DAVID LAZAR

EXECUTIVE VICE PRESIDENT

- David has spent 25 years involved in all areas of commercial theatre including development, production, venue management, presenting, ticketing and international touring for Broadway and West End theatre. He joined TE in January 2018
- Previously David was Executive Director for ATG in London from 2014, having established ATG's North American division in early 2007 as Chief Executive Officer - New York and overseeing its North American operations including the acquisition of Broadway's Lyric Theatre and restoration of the historic Hudson Theatre
- Prior to ATG, David was Executive Vice President - Business Affairs for Live Nation's theatrical division in charge of the business affairs for the division's production and investment activity and presenting circuit in 55 markets across North America

KEY MEMBERS OF THE TEAM THAT GREW ATG TO BE THE LARGEST LIVE THEATRE OPERATOR AND PRODUCER GLOBALLY



ALEXANDER SCHMIDT

CHIEF FINANCIAL OFFICER

- Alexander is currently Chief Financial Officer for Trafalgar Entertainment (TE). Having joined TE in November 2017, he was previously the Corporate Finance and Projects Director where he acted on all of TE's investments and acquisitions to date. He acts as the Operating Partner for Barings LLC, TE's majority shareholder, and sits on the boards of various TE operating subsidiaries
- Alexander has extensive experience developing and executing organic and inorganic growth strategies, having delivered over 40 projects ranging from USD5m to USD7bn. He led numerous investments, acquisitions and disposals whilst at Diageo (world's leading premium spirits company) and SABMiller
- A qualified solicitor in England and Wales, Alexander holds an LLM (Commercial Law) from the University of Cambridge and a Diploma in Corporate Finance from the London Business School



ANDREW HILL

BUSINESS AFFAIRS DIRECTOR

- Andrew joined Trafalgar Entertainment in November 2018, having previously practised law in the City of London for over 20 years. At TE, Andrew has supported the group's rapid expansion through its complementary business sectors, dealing with new corporate acquisitions, legal and compliance issues, and the group's venue acquisition and development programme, both in the UK and internationally
- Andrew was a partner at a number of international law firms from 2000, and in that capacity acted for theatre owners, operators and producers on all aspects of their business, ranging from building acquisitions and disposals, M&A transactions, regulatory compliance, and wider strategic advice
- Andrew is a graduate of Oxford University and qualified as a solicitor in England and Wales

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