

Appendix 4 - Comparative Summary Table

Criteria	Option 1: Do Nothing	Option 2: Invest	Option 3: Close
Strategic alignment	Weak	Strong	None
Financial impact (Y1–2)	£236k/year	£359k/year	£280k/year
Long-term cost (Y3–5)	£237.5k/year	£155k/year	£280k/year
Community value	Declines	Enhanced	Lost
Risks	High (status quo)	Medium (change)	High (closure)
Sustainability	Poor	Strong	None