

Evaluation of the options identified for the future delivery of services at Epsom Playhouse

	Option Identified	Strengths	Weaknesses	Opportunities	Threats
1.	Do nothing, continue to deliver services as is	<ul style="list-style-type: none"> • Maintains status quo • Council to keep staff • Contribution to EEBC Corporate Plan – health and wellbeing of residents and supports local businesses and economy • Adds to Town Centre attractions • Enhances EEBC reputation • Benefits Borough as a whole and Town Centre • Public survey support 	<ul style="list-style-type: none"> • Requires Council subsidy • Building repairs and/or refurbishment needed • Technical equipment repairs and/or replacement needed • Asset rents, indirect employee and central charges remain 	<ul style="list-style-type: none"> • Increase membership • Increase business investment • The BID / naming or sponsorship of venue 	<ul style="list-style-type: none"> • Inflation increases costs • Economic downturn impacts ticket sales negatively • Building and equipment failures • Loss of staff • Lack of resilience • Standard of show declines • Asset rents, indirect employee and central charges rise • Impact on Town Centre
2.	Continue to deliver services as is, but explore options for further business development	<ul style="list-style-type: none"> • Maintains status quo • Council to keep staff • Contribution to EEBC Corporate Plan – health and wellbeing of residents and supports local businesses and economy 	<ul style="list-style-type: none"> • Could require more Council subsidy • Building repairs and/or refurbishment needed • Technical equipment repairs and/or replacement needed 	<ul style="list-style-type: none"> • Reduce Council subsidy • Increase membership • Increase business investment • The BID / naming or sponsorship of venue • Seek external funding (e.g. Heritage Lottery etc.) 	<ul style="list-style-type: none"> • Inflation increases costs • Economic downturn impacts ticket sales negatively • Building and equipment failures • Loss of staff • Lack of resilience

APPENDIX 6

	Option Identified	Strengths	Weaknesses	Opportunities	Threats
		<ul style="list-style-type: none"> • Adds to Town Centre attractions • Enhances EEBC reputation • Benefits Borough as a whole and Town Centre • Public survey support 	<ul style="list-style-type: none"> • Asset rent, indirect employee and central charges remain 	<ul style="list-style-type: none"> • Plan for equipment and building updates 	<ul style="list-style-type: none"> • Standard of show declines • Asset rents, indirect employee and central charges rise • Impact on Town Centre
3.	Transfer operation of Epsom Playhouse to an external management company	<ul style="list-style-type: none"> • Known cost to company • Probable reduction in Council subsidy 	<ul style="list-style-type: none"> • No control over shows • Building and equipment costs • Asset rents, indirect employee and central charges remain • Loss of employees • Loss of reputation • Loss of value to Town • Survey results say keep 	<ul style="list-style-type: none"> • Share in ticket sales income could rise • Reduction in costs if experienced theatre company 	<ul style="list-style-type: none"> • Management charges rise • Asset rents, indirect employee and central charges remain • Loss of experienced managers • Management company fails • Lack of experienced staff if handed back • Risk of closure
4.	Transfer operation of Epsom Playhouse to a trust	<ul style="list-style-type: none"> • Community get to run theatre • No direct subsidy required • Reduction in payroll 	<ul style="list-style-type: none"> • Buildings remain EEBC • Repairs to building • Failure possibility • Loss of reputation • Asset rents, indirect employee and central charges remain 	<ul style="list-style-type: none"> • Obtain external funding • Grow membership 	<ul style="list-style-type: none"> • No funding as not a listed building • Interest declines • Ticket sales fall • Insufficient income to continue • Trust fails - building returns to Council

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			<ul style="list-style-type: none"> • Survey results say keep 		<ul style="list-style-type: none"> • Loss of value to Town Centre • Closure of theatre • Other EEBC venue hirers move to Epsom Playhouse
5.	Closure of venue	<ul style="list-style-type: none"> • Reduced subsidy 	<ul style="list-style-type: none"> • Asset rents, indirect employee and central charges remain • No obvious cheap re-use of building • Loss of employees • Loss of reputation • Loss of value to Town • Survey results say keep 	<ul style="list-style-type: none"> • Identify use of empty building 	<ul style="list-style-type: none"> • Cost of any change to building • Loss to Town Centre attraction • Threat to EEBC reputation • Loss of contribution to Corporate Plan – health and wellbeing and support to local businesses and economy