

DERBY
HIPPODROME
RESTORATION
TRUST



INITIAL OPTIONS APPRAISAL FOR DERBY HIPPODROME THEATRE



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ES1 INTRODUCTION

Latham Architects in association with PHT Consultants have been commissioned by the Derby Hippodrome Restoration Trust (DHRT) and their project partners to undertake an **'Initial Options Appraisal'** for the restoration of Derby Hippodrome Theatre.

Built in 1914, as a purpose built 2,300 seat theatre and bioscope showing short silent films between the variety acts, over the ensuing years it has played a key part in Derby's entertainment and cultural provision, being a variety theatre, cinema, and in more recent years a Bingo hall. When the building closed in 2007 it was purchased by a London developer, and has been standing empty since that time. The building suffered extensive damage when the owner attempted to repair the roof of the auditorium in March 2008, demolishing the auditorium roof and part of one main wall as well as a substantial part of the stage house. The Hippodrome is a grade II listed building and there is a statutory duty on the part of Derby City Council to protect such buildings. Derby Hippodrome is recognised as a very rare example of theatre transitional typology, being one of the most important of the remaining ciné-theatres within England. The focus of this study therefore, is to consider suitable restoration options which are appropriate from a conservation perspective; and to investigate possible end uses of the building which could offer overall future sustainability for the project.

This Options Appraisal considers possible developments within the footprint and profile of the building as it existed before 2008. It is recognized that to receive and present performances today the stage and fly tower will need to be increased in size. **The conclusions of the Options Appraisal are considered to be valid for this enlarged theatre but the means of achieving these extensions are considered to be more appropriate for the next stage Feasibility Study.**

ES2 CONSIDERATION OF OPTIONS

i) Conservation Philosophy and short listing the options

The overarching approach to building re-use adopted by this study is to pursue a philosophy of repair, with restoration where justified. Therefore, in considering options for re-use of Derby Hippodrome and evaluating viable new uses for the building, we have sought to adopt the minimum level of intervention. Nevertheless, a long list of possible alternative options was drawn up; In evaluating this list, it was concluded that most likely future sustainable option for Derby Hippodrome would be to restore the building to its former theatrical use, on the grounds that this would best meet the conservation guidelines.

ii) Development Options Further Investigated

We have investigated three potential development options as follows.

OPTION 1 – Proposes to restore Derby Hippodrome close to its original historical layout but modernised as a fully working theatre with updated facilities. The upgraded restored auditorium will maximise overall seating capacity (approximately 1000 seats) to enable the hosting of an economically viable programme of visiting productions. Our appraisal suggests that a viable

business plan case could be developed to support this option and the indicative capital cost of the scheme would be in the order of £15.4m.

OPTION 2 - Proposes to convert the Hippodrome into a smaller more flexible configuration with two auditoriums, a studio with a seating capacity of 282 and the upper main auditorium providing 688 seats. Commercial office accommodation will help support a more diverse programme of professional and amateur usage, and a reduced level of received productions. Our appraisal suggests that a viable business plan case could also be developed to support this more community usage based option, and the capital cost would be in the order of £12.1m

OPTION 3 - This has investigated the possibility of an alternative to theatre use. Based on maintaining the historical integrity of the auditorium space, our example is based on conversion of the building to accommodate a Night Club. The indicative capital cost of this scheme would be £8.2m. However, any such alternative use is likely to be a private sector development which will vary between one developer and another; and will accordingly be led by the most commercially attractive return on investment.

ES3 SURVEYS AND CONSULTATIONS

The aims of the consultation and survey work have been to consult with key stakeholders, the local community and professional and amateur theatre groups within Derby to gain their views on the possible re-development of Derby Hippodrome.

i) Key Stakeholders

18 key stakeholders, representing national and local organisations that have an interest in the arts provision in the City, were interviewed. All were supportive of a possible restoration but considerations of how the building would fit with Derby's current provisions and aspirations and its location are important factors that would need to be explored further.

ii) Local Community Survey

This was undertaken as an online survey with some hard copy versions also available. The survey was completed by a total of 792 people 78% of these being local to Derby with almost 3/4 over the age of 40. The findings showed that 90% of all responses wished to see Derby Hippodrome restored as a working theatre with 57% of these preferring the larger auditorium development option capable of accommodating received theatre touring productions.

The survey also showed that 83.2% of all respondents currently visit theatres in Derby but many of these theatre-goers also see productions elsewhere; the most visited places were Nottingham and Leicester, with their larger productions and musicals and this reflects the type of productions that would be welcome in Derby. Just over 75% stated that they were dissatisfied with current theatre provision in Derby, due mainly to the inadequacy of facilities and the limited offer.

iii) Group Survey

28 groups, representing a total of 1,490 members, covering the amateur and professional theatre in the City responded to the group survey. There were over twice as many people under the age of 40 (57%) than those who responded to the public survey which could suggest that younger

people may be more likely to view theatre as a participatory activity, and older people are more likely to make up the theatre going audiences. 98% of all groups use Derby city centre venues as their first choice for presenting their performances with The Guildhall and Derby Theatre being the most popular, although size, lack of availability and inadequate facilities were cited as dissatisfaction for these venues.

All groups in our survey were in support of restoring Derby Hippodrome for use as a theatre. Option 1 was considered too large an auditorium capacity for many amateur theatre groups. On this basis the flexible capacity of option 2 was by far the most popular development option for groups and organisations, with over 96% of all respondents stating that this was their preferred choice. In addition, all groups confirmed a need for improved amateur and professional performance facilities.

ES4 CONCLUSIONS AND NEXT STEPS

In conclusion the Derby Hippodrome is of heritage significance value, and the weight of that significance relates to the auditorium and the ornament and volume associated with it. In order to exploit that to a sustainable future, it must be recognised that there are very few uses that would lend themselves to inhabit that space without compromising it. Therefore, in reducing our long list to the short list of viable future options, it is clear that some sort of entertainment venue would be the most appropriate

There is evidence within this study to suggest that, with positive political support, a restoration project might present a cost efficient and viable opportunity for creating modern theatre provision for the City of Derby. There is widespread public support for this option as evidenced in the survey. Furthermore, such a restoration could, most appropriately, resolve the problem of finding a sustainable use for a heritage asset at high risk.

However, such a restoration will have an impact on the current theatre provision in the City; these issues, together with detailed studies of the stage house, auditorium and front of house layouts, need to be further investigated in a more detailed feasibility study. This should be augmented by a more thorough examination of such issues as, use through an extended day, infrastructure and parking together with the broader issues of area wide re-generation. We recommend that this Options Appraisal be seen as a first step towards such a study. The Trust is recommended as an appropriate vehicle for progressing these next steps. Importantly however, during this stage there will be a need to adopt a more collaborative approach to working together and moving the project forward with Derby's key theatre provision stakeholders.

1.1 INTRODUCTION

Latham Architects in association with PHT Consultants, have been commissioned by Derby Hippodrome Restoration Trust (DHRT) and their project partners - The Architectural Heritage Fund (AHF) to undertake an *'Initial Options Appraisal'* for the restoration of Derby Hippodrome Theatre.

Derby Hippodrome is a grade II listed building and there is a statutory duty to protect such buildings. The focus of this study therefore, is to consider suitable restoration options which are appropriate from a conservation perspective; and to investigate possible end uses of the building which could offer overall future sustainability for the project.

It is important to note that the commission of this study is particularly focussed and limited to the restoration of Derby Hippodrome. As a result, there are a number of associated issues which have been raised throughout the course of our appraisal work, which inevitably could have an impact on the overall future theatre provision within Derby. On this basis, the outputs of this study are set out as a first step towards a more detailed feasibility study which should be undertaken to further investigate the wider context of this project.

1.2 BACKGROUND & CONTEXT

DHRT is a building preservation trust that operates in Derby with the purpose of preserving buildings of particular beauty, historical, architectural or constructional interest in or around Derby, in particular the building known as the Hippodrome Theatre, Derby.

Derby Hippodrome was built in 1914, as a purpose built 2,300 seat theatre for the city. Over the ensuing years it has played a key part in Derby's entertainment and cultural provision, being a variety theatre, cinema, and in more recent years a Bingo hall. When the building closed in 2007 it was purchased by a London developer, and has been standing empty since that time.

The building suffered extensive damage when the owner attempted to repair the roof of the auditorium in March 2008, demolishing the auditorium roof and part of one main wall as well as a substantial part of the stage house.



DEMOLITION OF ROOF AND WALLS



FIRE & DAMAGE TO INTERIOR ONE MONTH LATER

Much background work has already been undertaken to date, and the output of this study is to draw together and build upon this to prepare a detailed Options Appraisal in accordance with the April 2011 guidelines issued by AHF.

1.3 APPROACH

The overarching approach to building re-use adopted by this study is to pursue a philosophy of repair, with restoration where justified. The overall options appraisal and evaluation process has adopted an iterative methodology to the programme, which has embraced all of the key work stages as set out within the following diagram.



ITERATIVE METHODOLOGY

2.1 CURRENT PERFORMING SPACES

Rupert Christiansen wrote in the Daily Telegraph on 12 December 2011 *"..Derby, perhaps the only city in the country still lacking a decent sized theatre with a stage, fly-tower and orchestra pit capable of accommodating the bigger touring shows and musicals"*. How does this relate to the ambition for Derby to be a City of Culture? How does it relate to the creation of a City capable of attracting high level business and industry?

Derby has a range of facilities for drama, music and dance starting with the village halls and churches to the Guildhall and Darwin Suite (200 seats), Deda for dance, Derby Theatre (550 seats) and the Large Hall of the Assembly Rooms (2,000 seats). In the near future the proposed Velodrome could provide a venue for 4,000 for the very large pop concerts. But missing is the larger sized, fully equipped theatre. Analysis of size (seating capacity) over a wide range of theatres in private and public ownership shows that theatres of 1000+ seats frequently exist without subsidy. The question is whether Derby would be capable of supporting such a theatre.

It must be borne in mind that the Assembly Rooms is in urgent need of renovation within the next five years and that any major reconstruction work could force extended closure and loss of clientele. Also that Derby Theatre is entering a new phase of operation independent of Derby Live and major Arts Council funding so its performance in the long term is not certain. The development of a large theatre would require support by the City Council in all regards on the grounds that it is a necessary part of the continuing development of the City. It would require a positive decision from the community free from entrenched and personal views.

On the basis of recent developments the cost of a new theatre would lie between £50 and £75million. The redevelopment of the Hippodrome site on the other hand would cost considerably less than that of the new build, and if the adjoining car park was included within the overall site development then the range of options increases.

2.2 LOCATION

The Hippodrome Theatre is located in Derby City Centre and stands on the west side of Green Lane at the junction with Macklin Street. Green Lane rises steeply towards the south and the theatre stands on a levelled plot with an alley and retaining wall to the south.

The building is rectangular on plan, with its longer north elevation to Macklin Street; the main entrance is on its northeast corner to Green Lane. On the south side there are buildings adjacent which front Green Lane and a small car park which is accessed off Crompton Street, being the next street to the south.

Green Lane is a main thoroughfare running between Victoria Street at its northern end and Normanton Road at its southern end. The northern end is predominantly an area of retail with some residential use on Macklin Street but now very much a secondary/ tertiary location as the weight of retail use has shifted further south to the new Westfield centre. The southern end is primarily residential with houses in multiple occupancy. Immediately opposite to the east is the eight storey DHSS building on Gower Street and a redundant church,

Almost immediately to the north of the building is a "cleared" site which was identified in the 2006 Derby City Local Plan review as designated for mixed use regeneration.

The diagram illustrates the current land use categories running south from the old retail core of Victoria Street. The large red hatched area is the previous Debenhams department store now occupied at ground floor only by a temporary let furniture retailer.



2.3 DESCRIPTION OF BUILDING

The Hippodrome Theatre was built in 1914 as a variety theatre seating an audience of 2,300 people. The original design drawings were produced by architects Marshall and Tweedy of Newcastle-upon-Tyne.

The building has its front of house, main stair, bars and lounges arranged over four storeys fronting east to Green Lane; behind this to the west is the auditorium with the upper and lower circle and stalls abutting front of house; furthest west the stage house with fly tower. West again is a small external yard. The construction material is generally red brick with buff terracotta dressings and ornament with a blue slate roof. There is a green glazed brick plinth or dado.

2.3.1 FRONT OF HOUSE

Externally the east elevation to Green Lane, the front of house, comprises a central bay with three ocular windows flanked either side by projecting wings. All elements originally having had steep hipped roofs with two square dormers to the centre bay, only the southern roof now remains. There is a later addition (1930) projection room which stands above the roof in a simple rendered box form. At ground level the building is flush to the back edge of pavement with evidence of previous openings now blocked. The entrance to the north east is set at 45 degrees on the corner and consists of two doors with a modelled neo-classical surround in white faience with two ball finials. This front section has a return bay to Macklin Street which has a semi circular Diocletian window at high level. A later corrugated cladding covers a flat canopy which appears to have earlier iron suspension brackets above.



HIPPODROME SHORTLY AFTER IT OPENED

Originally there was a higher section of entrance portico with a partially pedimented top which contained details of performances. There was no canopy; this was introduced in 1930 when the conversion to cinema was made.

Internal access has not been obtained as part of this study, however previous descriptions of the entrance suggests that the entrance foyer leads to a stair hall and a number of lobbies and spaces at each level. The suspended floors are of concrete and the ceilings of the main spaces are finished with decorative plasterwork. The foyers lead into the rear of the auditorium at appropriate levels, and two sets of plain escape stairs occupy the south east corner.

2.3.2 THE AUDITORIUM:

Externally the auditorium section of the building and has two elevations, the north elevation to Macklin Street is of the same four storey height as the front and is of red brick and decorated with buff terracotta and recessed brickwork; there is a glazed brick plinth as for the front. It comprises five bays with brick pilasters between and a circular or ocular window at high level. The south elevation, now all but missing, was of plain brick and not meant to be seen.

The roof over the circle seating is steep and hipped higher than the front of house but with an extended eaves connecting to its ridge. Its western eaves is supported on a deep lattice truss spanning the now unroofed auditorium. There was a flat roof over the main auditorium volume with pitched slopes to the external faces and a ventilator at its centre. The flat roof and southern pitched slope has been lost.

Internally the auditorium retains its upper (gallery) and lower (circle) balconies although collapse of the roof has left fallen structure and debris piled upon them and also over the raked stalls at ground level.

The (lower) circle has lost its front together with all ornament. Earlier survey drawings indicate a deep orchestra pit in front of the stage. Splayed walls to either side of the proscenium arch contained 'back of house' staircases, and a long stepped passage behind the Macklin Street frontage provided further access and escape points for the public.

The auditorium had been decorated with ornamental plaster, mostly on the ceiling, the balcony fronts and the proscenium arch; this has generally been lost. However it is understood that many photographs exist of the interior in its original condition.

2.3.3 THE STAGE HOUSE:

The westernmost or rear section of the building has three external elevations. Its principal elevation continues the façade of the auditorium along Macklin Street to the same height and eaves detail but with a simple arrangement of twelve sash windows and four lower windows serving the pit beneath the stage. External elevations to both the west and south were plain red brick and have been substantially lost. The roof also lost was hipped with a central lantern. Internally it housed the stage, fly tower, changing rooms, toilets and stairs. No access was gained during this study but previous notes describe unplastered wall finishes and the suspended floors of concrete.

2.4 THE DERBY HIPPODROME - HISTORY

The Hippodrome survived as a theatre until 1930, when the popularity of the theatre was overtaken by the cinema. The building was converted to a 1,800 seat cinema and subsequently bought by the Rank organisation, a use which continued until the late 1940's before it succumbed to competition from new purpose built cinemas. After a period of standing empty the building was bought by the Stoll Theatres Corporation and reopened as a theatre in 1950 replacing the Grand Theatre which closed at the same time. However, by 1959 this revived use had failed due to competition from television, and the building closed.

After a further period of disuse it was bought by Mecca Ltd in 1961 and used as a bingo hall, with ownership transferring in 1982 to Walkers Ltd. This usage eventually became non viable with competition from purpose-made bingo halls, and this (final) use ceased in 2006. Since then the building has remained empty.

Work carried out on the building in March 2008 resulted in a large part of the auditorium roof and part of the south wall collapsing as well as the destruction of most of the stage house. In October 2010 Derby City Council carried out some emergency repair work to the roof to ensure its safety to the general public. The building is now in a partially demolished state with the auditorium and stage areas open to the elements. A fire broke out on 26 November 2011 damaging some of the front of house area.

2.4.1 TIME LINE OF THE DERBY HIPPODROME

YEAR	DATE	EVENT
1914	July 20	Hippodrome opened with "September Morn".
1914 - 1930		Stars who appeared included Marie Lloyd, Gracie Fields, George Formby, Max Miller, George Robey, Flanagan & Allen
1927		Bud Flanagan wrote "Underneath the Arches" whilst staying in Derby, performing at the Hippodrome
1930	Sept 15	Opened as a cinema with "Sunny Side Up"
1940		Bought by Rank
1944		Bought by Prince Littler/Stoll
1950	Oct 28	Closed as a cinema
1950	Dec 23	Stoll Theatres Corporation reopened it for live performances
1950 - 1959		Stars who appeared included Al Read, Frankie Howerd, Frank Randle, Norman Evans, Charlie Chester, Max Wall, Alfred Marks, Bela Lugosi (Dracula), Tommy Cooper, Benny Hill, Ken Dodd, Ronnie Corbett, Stan Stennett, Eric Morecambe, Ernie Wise, Patricia Phoenix, Shirley Bassey, Cliff Richard, Lonnie Donnegan, Dame Julie Andrews & Sean Connery; also the Halle Orchestra (Sir John Barbirolli described the acoustics as "second to none"), big bands such as Geraldo, Eric Delaney & Ted Heath. There was also opera, Gilbert & Sullivan (D'Oyly Carte Opera), Derby Opera Company presented "The White Horse Inn" and, of course, pantomime.
1959	Jan 31	Closed again after "Queen of Hearts" pantomime
1962		Bought by Mecca and opened as a Bingo Hall
1982		Bought by Walkers who continued to run the Bingo operation

YEAR	DATE	EVENT
1992		Application for Listing made by member of the Derby & Nottingham Music Hall Association
1996		Building registered as a Grade II listed building
2003		Members of DNTA tour building. In remarkably good state of preservation despite some water ingress
2004		External glazed bricks sandblasted
2004		Following order from City Council, glazed bricks replaced but colour match was poor (a few of the original bricks remain to show the difference)
2006	Oct	Planning Application by DNTA to revert use to a Theatre granted by Derby City Council
2006	Dec	Architect (John Goom) and DNTA member (Tony Jagers) have quick look inside building – main auditorium in same condition as in early 2003
2007	Jan	Bingo operation closed
2007	March (?)	Bought by Mr. Christopher Anthony for £375,000
2008	Jan 8	City Council surveyor, Abacus, enter building and find much internal damage and loss of plasterwork
2008	Feb 8	Small fire in building
2008	Mar 10	Urgent Works Notice served on Owner
2008	Mar 28	"Repair" activity by owner resulted in collapse of roof and partial demolition of auditorium wall
2008	April 4	DCC injunction to prevent owner doing further work
2008	April 8	Owner submitted Planning Application to demolish building
2008	June	Above Application withdrawn due to objections lodged
2008	Oct 13	Enforcement Notice served to rebuild walls and roof
2009	Jan	Enforcement Order withdrawn to allow owner to apply for reuse of the building as a car park
2009	May	Planning applications 03/09/00331 and 00332 submitted by owner to convert building into a car park and offices
2009	July 17	Derby Hippodrome Restoration Fund (DHRF) formed
2010	Jan 25	DHRF formally incorporated as a Private Company Limited by Guarantee, with the name Derby Hippodrome Restoration Trust (DHRT). Company no. 7134945.
2010	Feb 23	Owner in Derby court for damaging a listed building: pleaded Guilty but "did not mean to damage building"
2010	April 28	Court Hearing in Stoke to sentence Anthony: although he had pleaded guilty, as he was nearly bankrupt the Court gave him a 12 month conditional discharge.
2010	July 8	Planning Application for car park unanimously rejected by Derby Planning Committee
2010	Sept 2	DHRT recognized as a Registered Charity, registration no. 1137707
2010	Oct	DCC carry out repair work on roof to make it safe
2010	Oct 12	Penelope Keith visits Hippodrome to give support to restoration
2011	Aug 24	DHRT registered with HM Customs and Excise for Gift Aid
2011	November	Fire in Front of House area

Supplied by DHRT

2.5 SIGNIFICANCE ASSESSMENT

2.5.1 ARCHITECTURAL

The architectural style of the building as described above, is not particularly fine and it struggles to address its corner site apart from the device of the squinted doorway which has now lost all of its first floor pediment. As with many theatres of the period the external envelope serves to contain as simply as possible the large volume within. The true character and the drama is reserved for the interiors within. Nevertheless there is a sufficient modelling, ornament and detail to both Macklin Street and Green Lane to establish the Hippodrome as an important building with a strong contribution to the character of the recently designated conservation area.

2.5.2 TOWNSCAPE

The form and massing of the Hippodrome is naturally imposing. This is further emphasized by its location on the steep slope of Green Lane with its corner entrance overlooking St Peter's Church Yard, which is the street diagonally opposite.

It visually terminates what was the old retail core of the city before the predominantly residential scale continues away to the south.

2.5.3 CULTURAL

The cultural importance of the Hippodrome relates principally to the rarity of its use and history and also to the affection in which it is held by the people who remember its past. There are few examples of the music hall and variety theatre remaining and reference to the Theatres Trust indicates that:

Most variety theatres were constructed between 1907 – 1914. There are only a handful of surviving comparators of the same date as the Hippodrome, but these include the Chelmsford Regent, 1913, the Regent in Great Yarmouth 1914; in Colne, the Pendle Hippodrome, 1914; and Winchester's Theatre Royal, 1913 all built as traditional theatres.

Other theatre buildings of this period are in other uses and irreversibly altered to such an extent that they have no special interest. The Redditch Palace is the only other hybrid listed variety building of the same date; however the architect there, Bertie Crewe, was a theatre designer and intended it to look like a theatre. This makes the survival of the Hippodrome important as a hybrid theatre and the rareness further amplified because it is not by a well-known architect and as an example of what was once commonplace being created in local districts.

There are a few remaining examples of early purpose built cinemas or Picture Houses e.g.:

- Cottage Road Cinema in Leeds, 1912.
- East Finchley Picturedrome, 1929.
- The Curzon Community Cinema, Clevedon, 1912

- The Dome, Worthing, 1910
- The Duke of York's, Brighton, 1910
- The Electric Cinema, Birmingham, 1909.

The rarest typology are the transitional theatre- to- cinema buildings particularly outside London, where the Empire at Leicester Square is perhaps the finest example of continuous and evolving use in entertainment.

The Hippodrome Derby can be seen as a very rare example of the transitional typology. The Theatres Trust again refers:

It was built as a variety theatre with full theatrical facilities including dressing rooms and an orchestra pit. Theatres built circa 1914 and still in substantially complete condition are rare in England. The Theatres Trust Guide to British Theatres 1750-1950 includes details of only 14 examples of various sizes, only 3 of which (Derby inclusive) are statutory listed.

The Hippodrome is one of the most important of the remaining ciné-theatres within England. It is a unique example because it illustrates the crossover period when buildings were being constructed for both live theatre and cinema. Most of the later listed examples date from the 1920s and were constructed mostly for cinema but incorporated live performance. Furthermore, the advent of the First World War broke out soon after and theatres after the War were generally of a different architectural style.

2.5.4 LISTING DESCRIPTION

Date listed: 19 November 1996

Date of last amendment: 19 November 1996

Grade II

SK33NW GREEN LANE 893- /7/10025 The Hippodrome Theatre (Walker's Bingo Club)

Variety Theatre, now Bingo Hall. 1914, by Marshall and Tweedy, with minor late C20 alterations. Red brick, rendered and painted below canopy level, with terracotta dressings and a Welsh slate roof. Rectangular form with principal entrance into main foyer at northeast corner. Entry bay with 2 pairs of double doors flanked by double pilasters. East elevation with advanced corner bays flanking central recessed bays. Secondary entrance set back at south end. Advanced bays with recessed brickwork bands to corners, recessed bays with advanced brick panel carrying keyed oculi, above 2-light cross windows. Continuous original canopy now obscured by late C20 cladding. North elevation of 10 bays, the first with keyed diocletian window, the next 5 with keyed oculi. Interiors substantially complete; stalls remodelled late C20, but 2 curved balconies above carry tiered seating for circle and upper circle. Stage with rectangular proscenium surmounted by giant segmental pediment motif framing a garland. Flanking the arch at circle level are single boxes framed by giant pilasters which carry serpentine pediments. Richly-decorated plasterwork to balcony fronts, proscenium and ceiling, the latter with circular moulding set into a square frame. Orchestra pit, scenery grid and projection room survive, as does the ceiling plasterwork to the foyer, although concealed beneath a lower, later ceiling. A complete early C20 variety theatre, which represents a significant stage in the evolution of the building type which became the dominant design for cinema construction in the late 1920s.

2.6 PLANNING POSITION

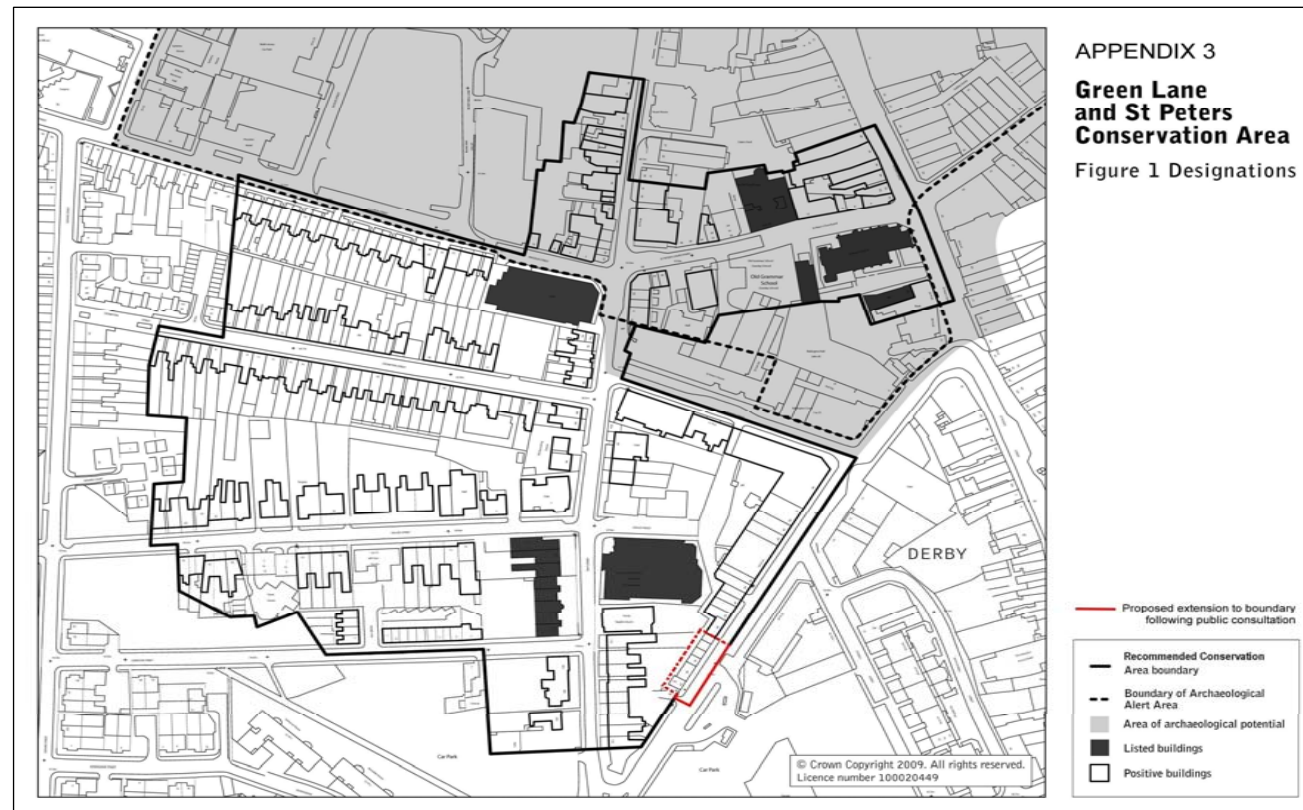
There are a number of local policies and initiatives addressing the potential for the regeneration of this area of Derby.

Early consultation with Derby City Council Planning, Paul Clarke (Chief Planning Officer) and Chloe Oswald (Conservation Officer) provided general guidance viz: an encouragement to seek re-use and reconstruction of the building and to pursue a broad range those potential uses which would be supported by policy particularly those providing employment.

Specific attention was drawn to the need to find uses for the building preferably without the need for extension or additional land: this was with a view to any future need to consider CPO (compulsory purchase order) and in line with the AHF criteria for an options appraisal which seeks to find a viable future for a listed building and not to seek solutions to greater issues.

There is a currently a bid by the City for a THI grant for the St Peters Quarter area which seeks to enhance buildings, shop fronts and public realm works. The result of this application is due in April 2012. Of key significance is the adoption of the Green Lane Conservation area in November 2011 in which the Hippodrome stands, and which reinforces the need for protection and enhancement of both listed building fabric and setting.

The Conservation area plan is shown below with listed buildings shown in a dark tone and the Hippodrome at the centre.



CONSERVATION AREA PLAN

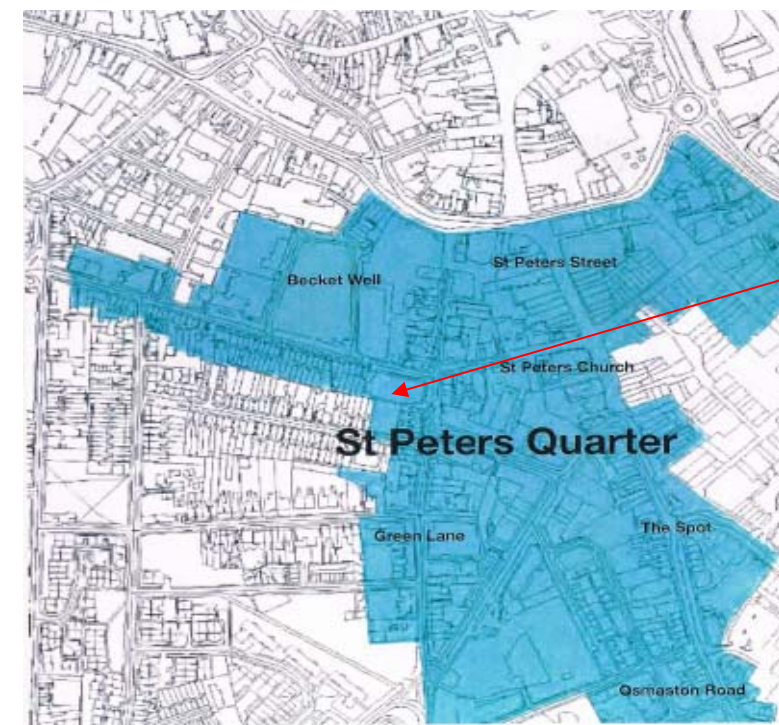
2.6.1 PPS 5

Reference to National Policy guidance on the historic environment; PPS 5 applies and in particular policies:

HE7.6 - Where there is evidence of deliberate neglect of or damage to a heritage asset in the hope of obtaining consent, the resultant deteriorated state of the heritage asset should not be a factor taken into account in any decision.

HE9.2 - Where the application will lead to substantial harm to or total loss of significance local planning authorities should refuse consent unless it can be demonstrated that:

- (i) the substantial harm to or loss of significance is necessary in order to deliver substantial public benefits that outweigh that harm or loss; or*
- (ii)*
 - (a) the nature of the heritage asset prevents all reasonable uses of the site; and*
 - (b) no viable use of the heritage asset itself can be found in the medium term that will enable its conservation; and*
 - (c) conservation through grant-funding or some form of charitable or public ownership is not possible; and*
 - (d) the harm to or loss of the heritage asset is outweighed by the benefits of bringing the site back into use.*



PROPOSED ST. PETERS QUARTER

LOCATION OF DERBY HIPPODROME

2.7 CONDITION

It has not been possible to gain access to the building in order to carry out a full schedule of condition and recommendation for repairs. It is understood that there are varying views as to the structural integrity of the balconies, particularly having been open to the elements for so long. A detailed analysis by a structural engineer will be a critical need when moving forward to the next stage of work.

However a full set of accurate survey drawings has been provided to enable an accurate measure by the quantity surveyor Rawlinson Associates. These drawings have been marked up to show the necessary amounts of re-construction including that following the most recent fire. There has been reference to previous reports and an assessment of the amount of restoration that would be required to see replacement of plaster work etc. These assumptions have been described and quantified in the cost estimates appended to this document

Recent photographs taken after the latest fire damage to the Front of House, which occurred in November 2011, are shown herewith to give some indication of the current condition of the building.



GREEN LANE ELEVATION

RECENT FIRE DAMAGE TO FRONT OF HOUSE AREAS

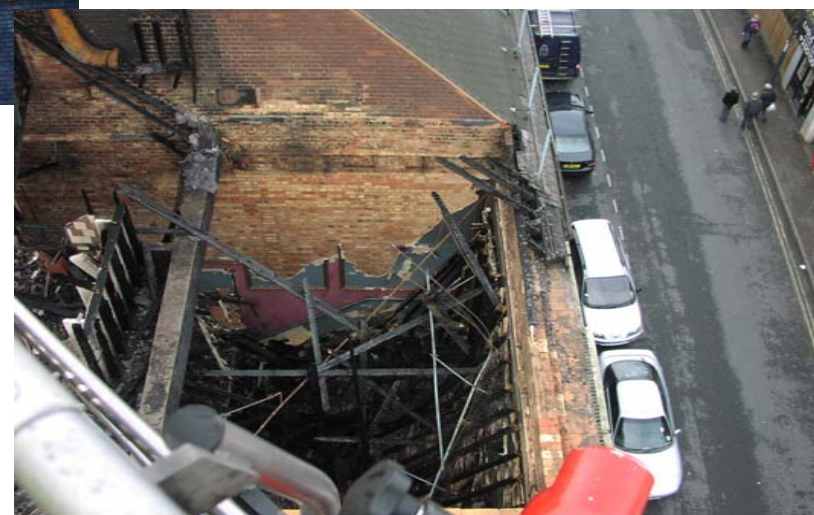
MACKLIN STREET



CIRCLE AND STALLS

DAMAGE TO AUDITORIUM & STAGE AREAS

STAGE HOUSE



3.1 AIMS OF SURVEYS AND CONSULTATIONS

The aims of the consultation and survey work have been to consult with key stakeholders, the local community and potential professional and amateur theatre groups within Derby to gain their views on the possible re-development of Derby Hippodrome. The information gathered has been used to gain hard evidence on potential usage of such a facility, which in turn has been used to inform the options appraisal and business planning process presented later within this study.

The main focus of the consultation process has been to undertake face to face surveys with all key stakeholders and city based cultural influencers/ providers, a list of whom is presented in Appendix 1. In addition we have undertaken two questionnaire surveys as follows:-

- 1 GENERAL PUBLIC SURVEY – REPRESENTING 792 RESPONSES
- 2 GROUP SURVEY – REPRESENTING 28 GROUPS AND 1,490 MEMBERS

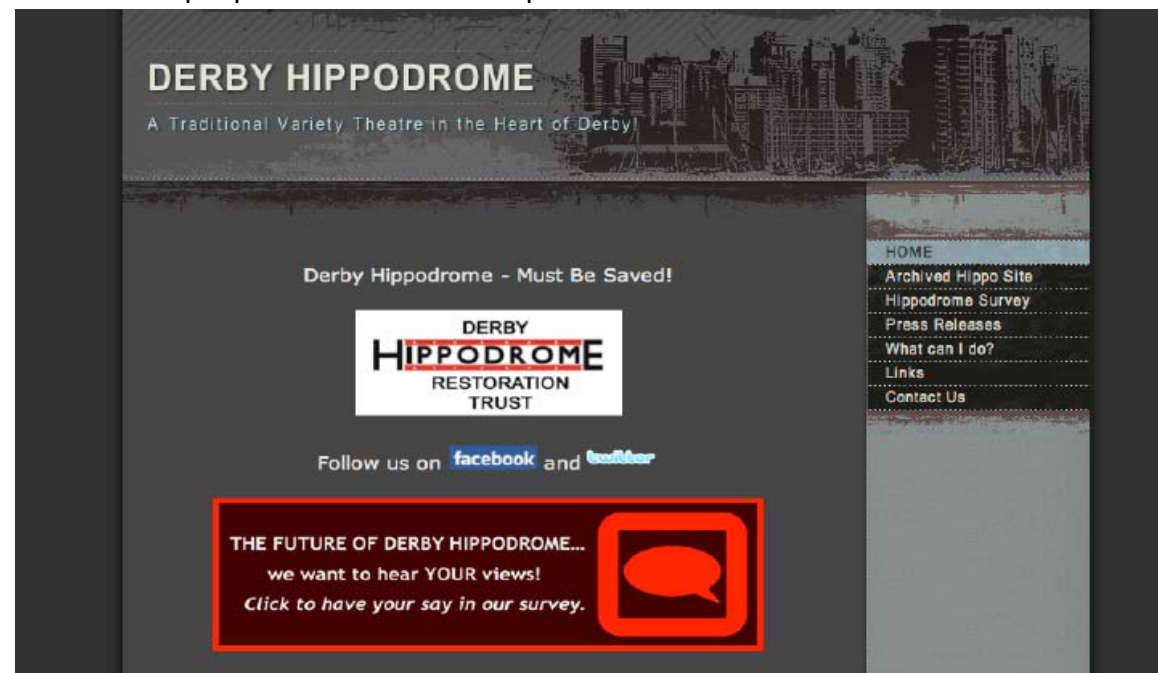
The two surveys were undertaken over a four week period in January 2012 the results of each are set out separately in this section.

3.2 GENERAL PUBLIC SURVEY - METHODOLOGY

The general public survey was completed by a total of 792 people and the questionnaire forms were completed as follows.

On line Survey

The web based on line survey was hosted by PHT Consultants and accessed through DHRT's own Web Site. The self completion on line survey was undertaken by 697 respondents, with a total of 638 people who answered all questions.



For those people who were unable to access the on-line survey, a hard copy version was distributed to various key locations within the city. A total of 95 people completed the survey in this manner and all responses were combined to produce an aggregate response to the overall general public survey.

**THE FUTURE OF DERBY HIPPODROME
WE WANT TO HEAR YOUR VIEWS**

Derby Hippodrome Restoration Trust is a Building Preservation Trust that operates in Derby with the purpose of preserving buildings of particular beauty, architectural or historical interest - in particular the Derby Hippodrome Theatre. This is a Grade II listed building and there is a statutory duty to protect such buildings. Latham Architects and PHT Consultants have been engaged by the Appraisal report to help decide the future of this building. Consultation is a critical part of the evaluation process and so we moments to complete this questionnaire.

The three options are:
 • OPTION 1 - RESTORED AS A LARGE WORKING THEATRE
 • OPTION 2 - CONVERTED FOR A SMALLER SIZED THEATRE
 • OPTION 3 - CONVERTED FOR ALTERNATIVE USES

ballet musicals pantomime orchestral concerts other (please specify)
 (Please tick all that apply)

Are you satisfied with current theatre provision in Derby? Yes No

What would you like to see in Derby theatres? drama opera ballet musicals pantomime orchestral concerts other (please specify)
 (Please tick all that apply)

1 Do you live locally?
 Yes No
 Please state where:-
 Postcode
 How long have you lived in your current area? Under 5

2a Option 1 – Proposes to restore Derby Hippodrome as a full house and seating for about 1200 people (approximate Nottingham). It could include some other facilities such as
 Do you support this option?
 Yes No

2b
 Please add any comments to explain your view

3a Option 2 – Proposes to convert the Hippodrome to accommodate space, somewhere between 200 (the size of Derby Guild Theatre). To help secure a financially sustainable future, some commercial activities.
 Do you support this option?
 Yes No

3b
 Please add any comments to explain your view

4a Option 3 – Proposes to convert the Hippodrome for new uses other than a theatre. This option, which would destroy the original function of the building, will require a very strong demonstration that it is the only viable option because it would require the Grade II listing to be lifted.
 Do you support this option?
 Yes No

4b
 Please add any comments to explain your view

5 Commercial uses that could be included in options 2 and 3
 Other uses, with or without a theatre, are listed below. Please indicate which ideas you think would be sensible (you may tick more than one):
 Flexible multi-cultural facilities
 Restaurant/caf 
 Function spaces (e.g. weddings, parties)
 Conferences and meeting spaces
 Religious uses
 Educational facilities
 Casino/Night club
 Residential accommodation
 Retail space
 Office space
 Anything else (please specify)

6a Your theatre-going habits
 Do you currently visit the theatre either in Derby or elsewhere? Yes No

6b How often do you see theatrical productions?

	Twice monthly	Monthly	Quarterly	Twice yearly	Infrequently
In Derby	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In nearby cities (Nottingham, Birmingham etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In distant places (London etc):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please answer the following questions:
 How often do you go to the theatre now compared with five years ago?
 more often about the same less often

If you travel outside Derby to go to the theatre what do you go to see? drama opera

7 Do you have any other comments? Please add any comment you think relevant about theatre availability and/or your views on the Hippodrome site

8 Personal details
8a Age?
 Under 20
 20 – 39
8b Gender?
 Male

9 Would you like to be kept informed?

 If yes, please complete the following:
 Name :
 Address:
 Telephone Number:
 Email address
 PLEASE NOTE: if you give your details you will be informed of the project. It will be included in any report published for the project.
 Thank you for taking time to complete this survey.

ON LINE WEB SURVEY

QUESTIONNAIRE FORMS

A copy of the full questionnaire form is included within appendix 4 of this report. We have combined and analysed the data collected from all of the above sources, and our evaluation of the findings is presented as follows.

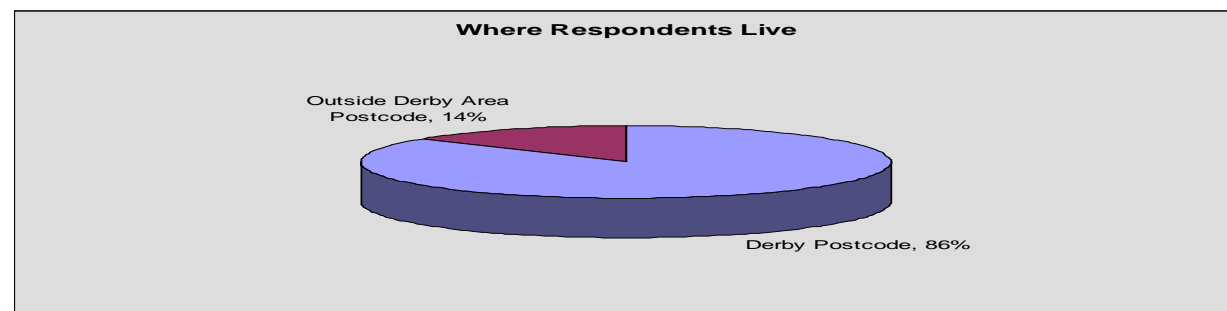
3.3 FINDINGS OF THE GENERAL PUBLIC SURVEY

3.3.1 ABOUT RESPONDENTS

- 86% of all respondents lived within the Derby area as illustrated in the following table:-

Do you live locally?		
Answer Options	Response Percent	Response Count
Yes	86%	682
No	14%	110
<i>answered question</i>		792
<i>skipped question</i>		0

- As shown above, 682 people stated that they lived locally which we have defined as either living in the Derby postal code area or being within an approximate 15 mile radius of the city centre. In total this represents 86% of all respondents.



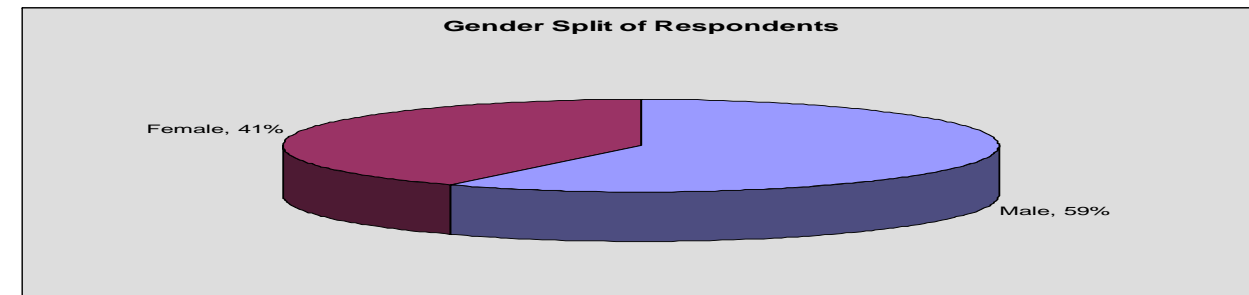
Responses 792

- 78% of Derby respondents have lived in the area for over 5 years.
- Of the 14% of people who lived outside the defined Derby area, 11% of these were mainly from the surrounding counties of Nottinghamshire, Leicestershire and Staffordshire.

Age Range of Respondents		
Answer Options	Response Percent	Response Count
20-39	25%	196
40-59	37%	289
60 and over	38%	297
<i>answered question</i>		782
<i>skipped question</i>		10

- To provide some indication about how respondents answered questions and further evaluate their views, we asked people to state what age category they fell into. The highest number of responses were from the over 60's accounting for 38%, and almost 75% of all responses received were over the age of 40.

- This indicates an overall older age group completed the general public survey. By contrast, a much higher younger response was received from the group survey shown later in this section.



Responses – 792

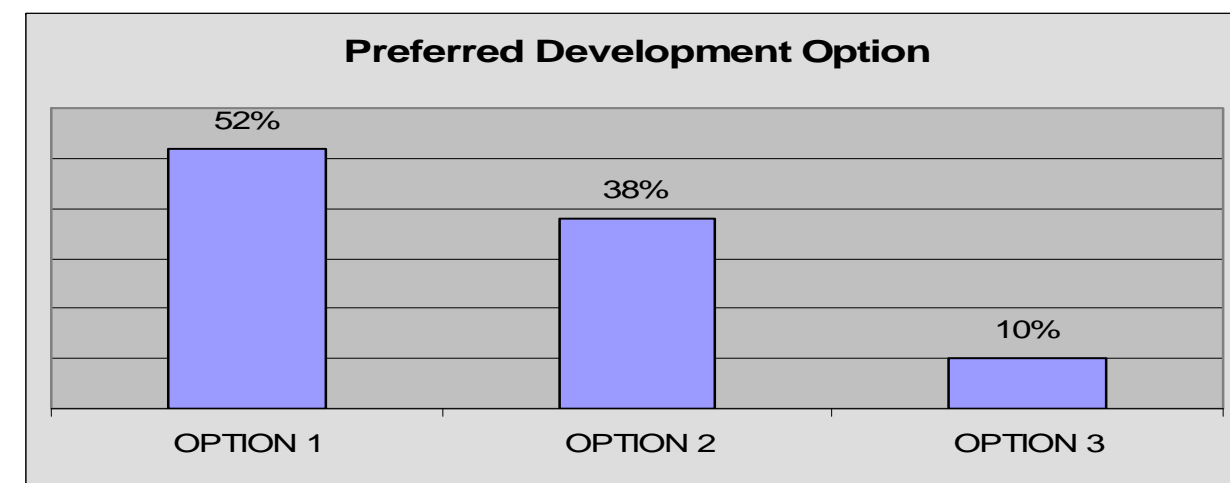
- Finally there were more male respondents who completed the questionnaire survey accounting for 59% of all people as illustrated in the above chart.

3.3.2 VIEWS ABOUT POTENTIAL DEVELOPMENT OPTIONS

Given that there is a statutory duty to protect the Hippodrome building, our questionnaire survey presented three potential development option scenarios as follows:-

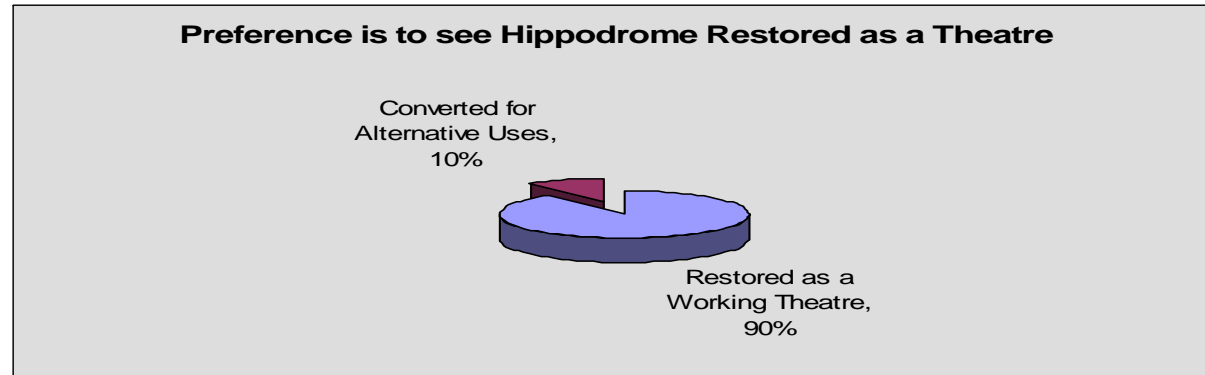
- OPTION 1 - RESTORED AS A LARGE WORKING THEATRE**
- OPTION 2 - CONVERTED FOR A SMALLER SIZED THEATRE SPACE COMBINED WITH OTHER USES**
- OPTION 3 - CONVERTED FOR ALTERNATIVE USES**

People were asked to vote which of the above development options would be their preferred choice. The following chart summarises the overall responses received:-



Responses 792

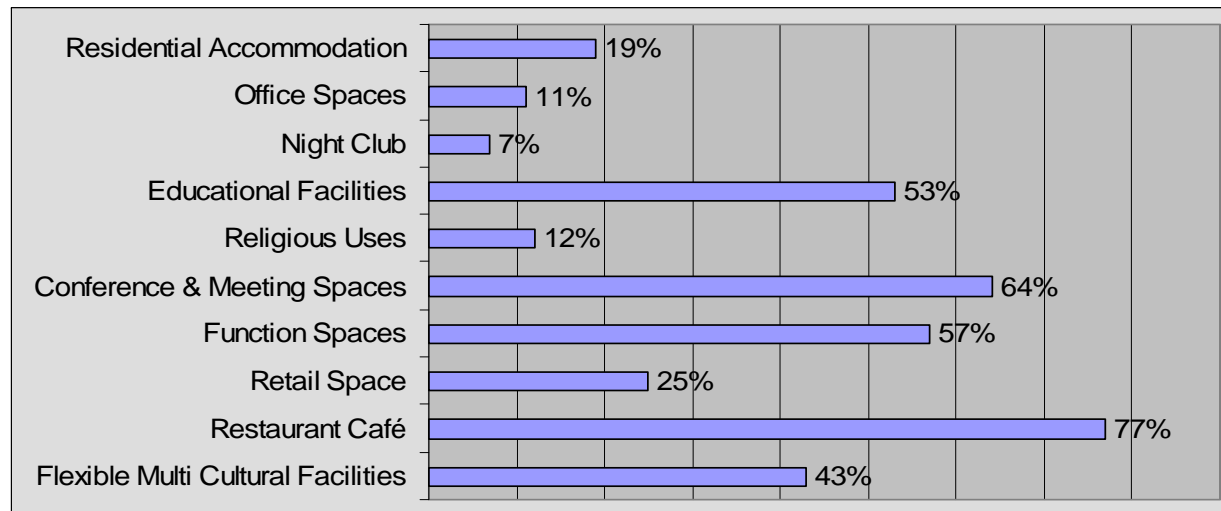
- The above chart shows that 52% of all respondents cited option 1 as their preferred development choice. This was followed by option 2 which accounted for 38% of all responses. In total this represents an overall 90% of all responses who wished to see Derby Hippodrome restored as a working theatre, with only 10% voting for alternative uses.



Responses 792

- We also asked views on potential alternative uses and/ or what people would like to see incorporated into either option 2 or 3. This is useful to further investigate alternative development options, and provide an indication for what supporting commercial activities could be incorporated into any potential theatre development. The responses received are set out as follows.

Potential uses which could be included in Options 2 and 3



Overall count based on the 792 who provided comments

3.3.3 COMMENTS ABOUT POTENTIAL OPTIONS

Respondents were given the opportunity to make general comments about the three options. As might be expected, many people made comments about the same issues, therefore we have summarised the most common of these, which have been distilled and summarised as follows.

Positive Comments

- Option 1 would put Derby back on the map as a receiving house for major touring shows
- This is what the City needs to complement the current theatre offer and could be a centrepiece of the new St Peters quarter
- Derby needs a larger theatre to attract star quality shows
- Option 1 is the only true option for this venue - return it to the use it was intended for
- The project could really help regenerate the Green Lane area
- I currently need to travel outside Derby to see the big stage productions
- There is currently nowhere in Derby to house large touring productions
- Derby could support another large theatre especially in the centre of town.
- Would absolutely love to see this restored as a traditional theatre!
- Derby is desperate for a proper theatre in a proper setting!
- Inadequacies of Derby Theatre and Assembly Rooms make option 1 the best choice by far
- The Hippodrome has a significant theatre history and should be preserved for future generations to appreciate and enjoy.
- Derby does not have a facility of this size and we lose out to neighbouring towns and cities
- Option 2 could provide a perfect Live music venue as part of its activities (such as Notts Rock City)
- Anything to keep the theatre open – option 2 could incorporate comedy club nights
- Option 2 would seem to give more uses
- Option 2 could deliver flexibility and day time usage to enable better community provision
- Option 2 is a much more sensible approach to re-use of Derby Hippodrome
- Re-use as a theatre, whichever option is chosen, clearly is the best way forward
- Option 3 is my least preferred, but anything is better than its complete demolition
- The Hippodrome is part of Derby's history and should be brought back to its former glory

Negative Comments

- Nearby parking would be needed as area is not a safe place to be at night
- Unlikely that Derby could support such a large, additional performance space
- Option 1 It seems rather too large with too many seats to fill for Derby
- Option 1 is probably too ambitious in the present financial climate
- We can't support the current theatre provision, why try to spread this even thinner
- The location is not suitable for a large capacity theatre
- This would be too costly in my view
- The building is a wreck and should be pulled down.
- If Derby playhouse had problems surviving, the Hippodrome has no chance
- If funding can't be achieved then accept it's over and get on with demolishing the building
- Option 2 may be too small to be viable
- We already have smaller venues option 2 would only duplicate current provision
- The Hippodrome should be knocked down
- We already have this size of theatre and another small theatre is not needed
- If the Hippodrome is restored as a theatre – is this the best location to site such an amenity
- Green Lane doesn't fall within the designated 'Cultural Quarter'.
- Whole area is very run down and doesn't provide a good location for a new flag ship venue
- Pull the eyesore down and build something that looks nice
- Option 3 would be a total waste, you might as well demolish the building and start again
- Too much has already been destroyed and all we are left with a bomb site which should go

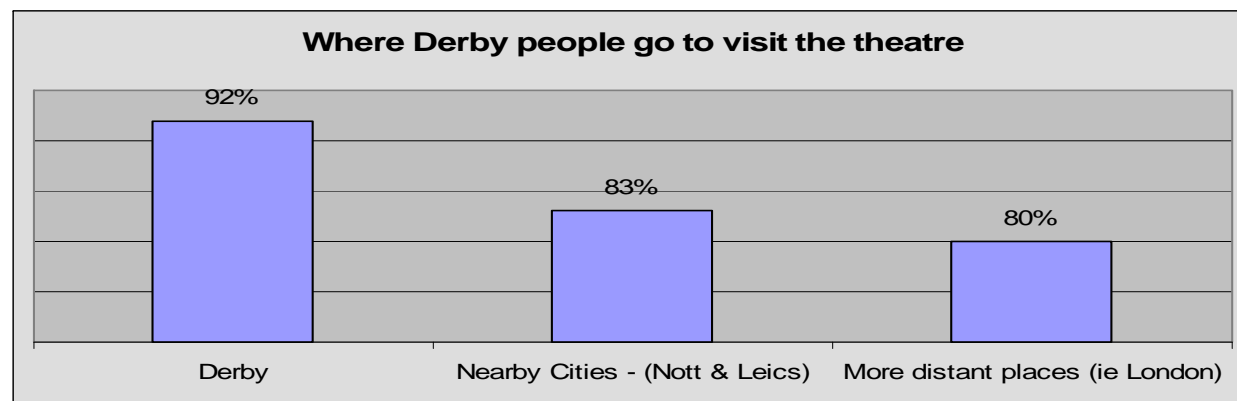
3.3.4 THEATRE GOING HABITS OF RESPONDENTS

We asked questions to gain some first hand understanding about the theatre going habits of people living in Derby or, if they didn't currently visit a theatre, what might persuade them to do so. We have used the results gathered here to further inform the potential development options presented later within this report, and to evaluate the viability of each of these. On this basis, the results from this section of our survey are as follows.

- Firstly findings showed that 83.2% of all respondents currently visit the theatre – classed as 'Active Theatre Goers', as set out in the following table.

Active Theatre Goers		
Answer Options	Response Percent	Response Count
Yes	83.2%	664
No	16.8%	126
		<i>answered question</i> 790
		<i>skipped question</i> 2

- We then asked active theatre goers where did they typically go to see theatrical productions. This showed that for local people, Derby was the most popular destination with 92% of all respondents visited the theatre here at some time. However, importantly, many of these theatre goers also go to see productions elsewhere, stating that they are not always able to see larger productions within the city. The most popular destinations for seeing productions elsewhere being Nottingham and Leicester, visited by 83%, followed by visits to more distant places such as London, by 80% of all respondents. This is illustrated in the following chart.



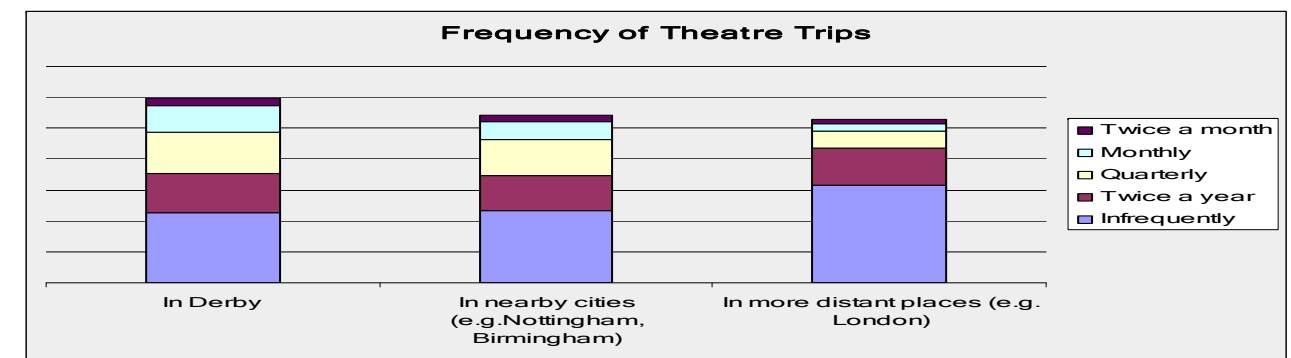
Responses 792

- People were asked how frequently they visited the theatre. Generally in Derby just over 60% visit at least once a year, and around two thirds of these visit between 2 & 4 times, and one third make a visit at least once a month. Annual frequency of visitation to other theatres is not dissimilar, with 57% of respondents visiting theatres in nearby cities at least

once a year, and around 40% visiting elsewhere. This is further detailed in the following table.

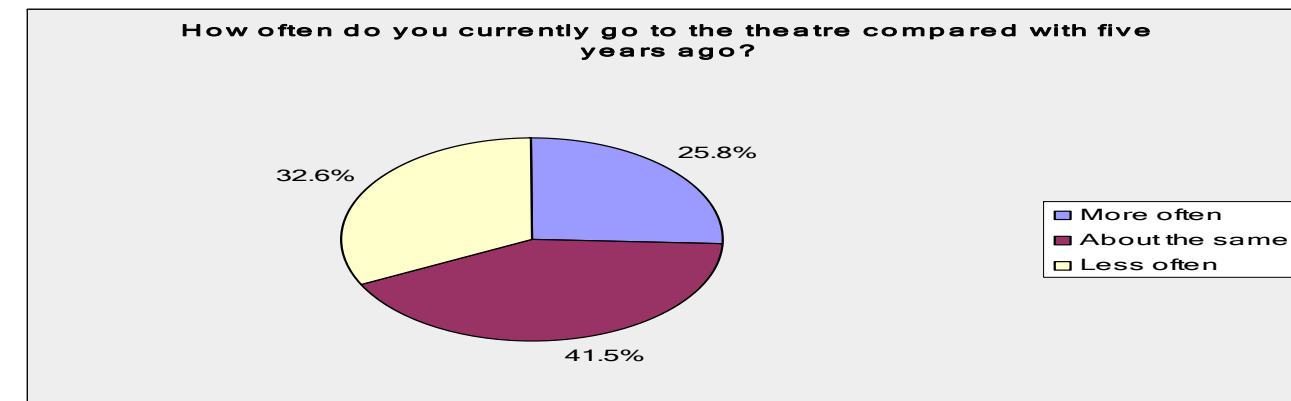
How Often Active Theatre Goers Visited the Theatre					
Answer Options	Twice monthly	Monthly	Quarterly	Twice yearly	Infrequent
In Derby	3.9%	14.4%	22.6%	20.9%	38.2%
Nearby cities (i.e.: Nott/ham, B/ham)	3.7%	11.2%	21.5%	20.4%	43.1%
More distant places (e.g. London)	2.9%	4.3%	10.6%	23.0%	59.2%
					<i>answered question</i> 664
					<i>skipped question</i> 128

- Comparative frequency and theatre destination trips is illustrated in the following chart:-



Responses 664

- The general trend indicates that people are going to the theatre about the same as they were 5 years ago (41.5%) as shown in the following chart. However, further breakdown analysis of the response data shows that people are visiting the theatre less often in Derby than they were 5 years ago, indicating a downward trend locally compared to elsewhere.



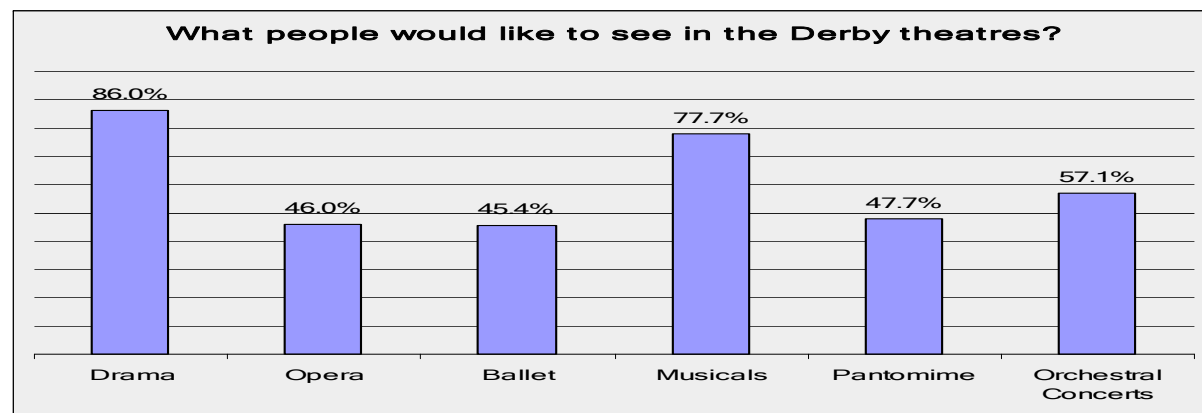
Responses 792

- Our survey asked people who travelled outside Derby to the theatre, what type of productions did they go to see. Drama and Musicals were the most popular choices accounting for around 70% and 67% respectively, followed by orchestral concerts (36%), a trip to the pantomime (29%) and opera and ballet at just over 20%. The detailed results are shown more fully in the following table

What people go to see if they travel outside Derby to go to the theatre

Answer Options	Response Percent	Response Count
Drama	70.2%	460
Opera	22.7%	149
Ballet	20.2%	132
Musicals	67.7%	443
Pantomime	29.1%	191
Orchestral Concerts	36.6%	240
Other (please specify)		
	<i>answered question</i>	655
	<i>skipped question</i>	137

- The most cited reason for visiting theatres outside Derby was a view of inadequate theatre provision within the city, with not enough programming of the above offered at current venues.
- We also asked people what type of theatre they would like to see more of in Derby. As might be anticipated, the responses roughly reflect a similar trend to the reasons for travelling outside the city, as summarised in the following chart.



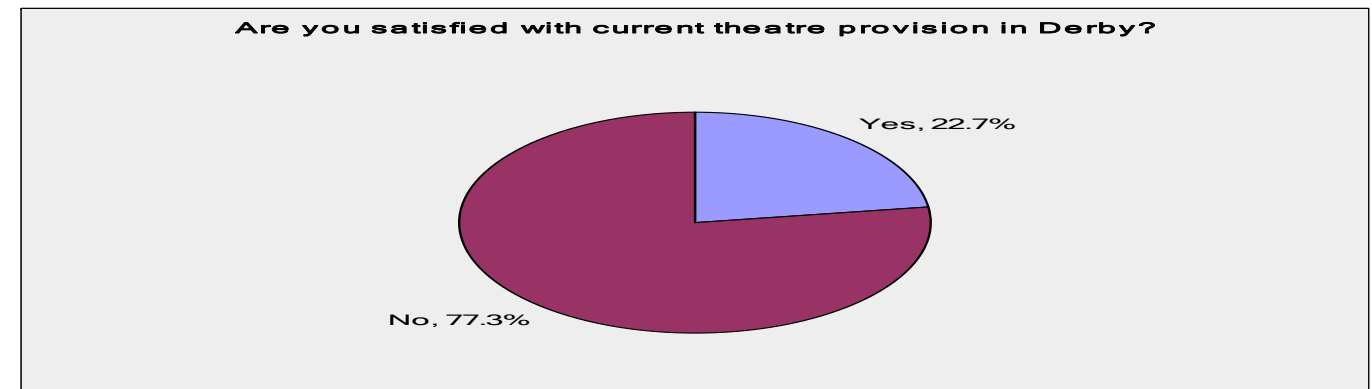
Responses 701

- Other types of theatrical performance people in Derby would like to see include:-
 - Variety shows
 - Multi cultural events – dance and theatre
 - Circus performances
 - Touring talent type shows (Britain's got Talent and the X Factor).
 - Live Music Events similar scale to Rock City or the Glee Club in Nottingham
 - A wider range of orchestral concerts
 - Artists' Concerts
 - Choral concerts
 - Larger scale musicals
 - Local productions from schools
 - More local amateur and professional group productions
 - Rock concerts

- Stand Up Comedy and Comedy Club Performances
- Digital media shows (could link in with Derby University and Derby Theatre events)
- Theatre workshop events
- Children's theatre
- Theatre outreach and educational activities
- More edgy type theatre productions (touring Edinburgh Fringe and similar)
- Jazz and Blues Concerts
- More drama and work by new writer
- Touring Ballet companies
- Music Hall performances
- Political – spoken word events and theatre productions

3.3.5 SATISFACTION LEVELS WITH CURRENT DERBY THEATRE PROVISION

- We asked all people who took part in our survey to state whether they were satisfied with current theatre provision in Derby. Responses showed that just over three quarters of all people who answered this question stated that they were dissatisfied, illustrated as follows.



Responses 721

- The most stated reasons for dissatisfaction are summarised as follows:-
 - Derby theatre provision has declined and is not as good as it was 10 years ago
 - Increasingly I have found theatre experience in Derby limited and uninspiring
 - Derby always seems to play second fiddle to its nearby Nottingham theatre venue neighbours
 - Derby Theatre is small and unattractive as a venue and now under control of the University
 - Hate the location of the Derby Theatre in Westfield
 - Since demise of Derby Playhouse we have not been kept informed of current events
 - Since the Playhouse closed, there has been a distinct lack of good theatre in Derby
 - I miss the days when Derby Playhouse was a repertory theatre
 - I still go to Derby Theatre but its old character from Playhouse days is now lacking
 - Theatre provision in Derby is woeful with opportunities for touring theatre nearly non-existent
 - Have no sense of ownership or belonging to Derby Theatre anymore
 - Derby Theatre & Assembly Rooms are both situated in ugly modernist monstrosity buildings
 - Derby is a cultural desert and no longer attracts the big names and prestigious productions
 - None of the existing theatres are fit for purpose anymore
 - Better shows and facilities are available elsewhere
 - Feel that Derby has been ill served by both the Derby City Council and Arts Council
 - The Guildhall has some good shows, but is limited in size, the stage facilities are bad
 - Don't like the theatre spaces in Derby and don't like the type of productions presented

- Derby needs a proper theatre for both community and professional use
- No affordable viable venues that are sufficiently flexible with professional working facilities
- Derby is not on touring productions list of available venues
- A complete lack of glamour and excitement available in our Derby's current theatre offer
- There's a need for a 1000 seat theatre venue to complement the Guildhall & Derby Theatre
- Theatres in Derby need investment in both buildings and productions
- Have to travel, sometimes far and wide, in order to see good quality shows
- Derby compares less favourably with other cities, notably Nottingham, Leicester and Stoke
- My husband and I used to have season tickets about 15 years ago but wouldn't bother now
- Critics say that Derby "isn't a theatre town" which is nonsense – we just need the right venue
- Need theatre accommodation for our amateur dramatic companies
- I attend less often because under Derby LIVE the quality of the productions fell significantly
- Current provision is not accessible as an older disabled person. I need a fully accessible theatre
- Thank goodness that QUAD provides high quality "theatre" events in their NT Live program

3.3.6 GENERAL SUPPORT FOR RESTORATION OF HIPPODROME

- As shown earlier, 90% of all of the 792 people questioned were in support of restoring Derby Hippodrome and over 95% of all respondents either offered help or wish to be kept informed of any future developments.
- Finally we asked people to state any views or comments they wished to make about the restoration of the Hippodrome. We have combined some of the more popular positive and negative responses which are summarised below:-

Positive Comments

- It would be a tragedy to lose another historic building in Derby
- Restoration of the Hippodrome is long overdue
- If necessary, the project should be mothballed until the end of the current financial recession
- Excellent initiative to try to save the remnants of a once great theatre
- A speedy solution is required to avoid further degeneration
- The Cathedral Quarter has been revamped now this area requires life being put back into it
- Site was of major social significance and the project could celebrate this in some way
- Duckworth Square area could be redeveloped as a multi-story car park to serve the area
- The damage to the Hippodrome is a sad loss for Derby
- The thriving theatre community Derby once had, is slowly eroding through lack of facilities
- Keep up the great work there is lots of support for the Hippodrome out here
- Please carry on the good work and demand the local Council stand up and be counted

Negative Comments

- I've lived in Derby all my life and for much of that the Hippodrome has been an unused relic
- The present location is totally unsuitable for a theatre until the area has been regenerated
- Had this situation occurred in Nottingham, the theatre would already be restored & functioning
- If we can't fill the 2 small theatres we already have, how can we hope to fill one twice the size
- The Hippodrome failed as a theatre many years ago – what is going to secure its success now
- This project is a good idea but could be too expensive and impossible in the current economy
- Sadly I believe the Hippodrome is neither a beautiful building or located in a desirable area
- Any new theatre development must complement the existing provision elsewhere in Derby

3.4 FINDINGS OF THE GROUP SURVEY

The Group Survey was aimed at gathering information from amateur and professional groups about their current activities and theatre/ meeting facility requirements, as well as obtaining their views on any potential restoration of Derby Hippodrome.

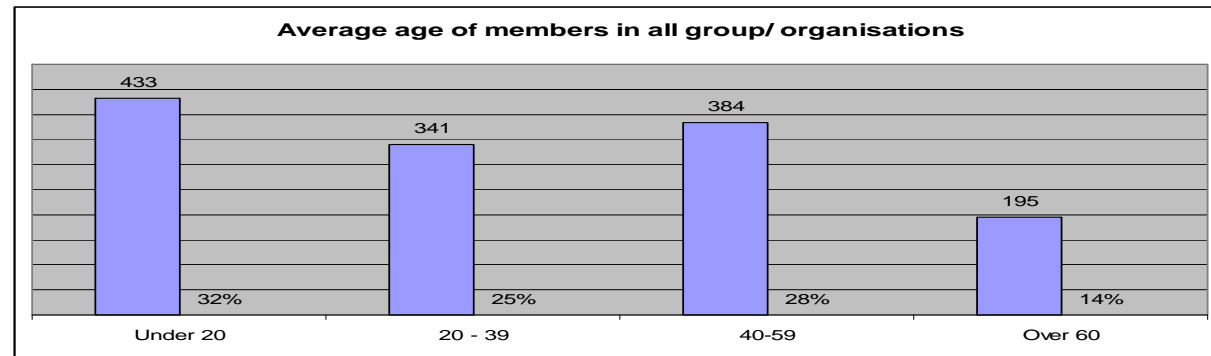
Groups were asked to complete either a hard copy postal questionnaire or an on-line survey web survey, and the combined results of these are presented within this section.

3.4.1 ABOUT THE GROUPS WHO RESPONDED

28 groups completed the questionnaire survey representing a total of 1,490 members – as follows.

Groups and Organisations		
	Name of Organisation	Member Numbers
1	Attic Rats	30
2	Derby Gilbert & Sullivan Company	88
3	Locko Amateur Dramatics	15
4	Shifting Sands Theatre	7
5	Lostboys Productions	3
6	DOC The Musical Theatre Company	80
7	Melbourne Operatic Society	40
8	Derby Shakespeare Theatre Company	120
9	Rose Hill Musical Society	28
10	The Sitwell Singers	27
11	The Marlowe Players	59
12	Central Operatic Society	85
13	First Stage Dance and Theatre Academy	19
14	St. Nicholas Players Derby	160
15	Chellaston Players	100
16	Fifth Word Theatre	45
17	Mickleover Players	7
18	Kirk Langley Drama Group	50
19	New Perspectives Theatre Company	16
20	Good Companions Stage Society	5
21	Oddsocks	124
22	Derby Bach Choir	5
23	Whitecross Strolling Players	98
24	Big Adventures Theatre Company	2
25	1623 Theatre Company	2 director + 15 actors
26	Flying High Gang Show	25
27	Quarndon Amateur Dramatic Society	200
28	Locko Amateur Dramatic Society	35
	TOTALS	1,490 Members

- Although our survey showed that the age groups of members under 60 are fairly evenly split, there were over twice as many people under the age of 40 (57%) than those who responded to the public survey (25%). This could suggest that younger people may be more likely to view theatre as a participatory activity, and older people are more likely to make up the theatre going audiences. The results are set out in the following chart.



Responses represent a total of 1353 members

- The most popular activity was producing Drama accounting for nearly three quarters of all groups, followed by musical societies who accounted for just over 25%. The breakdown of group activities is shown in the following table.

Briefly describe the nature of your group's activities (Tick more than one box if required)		
Answer Options	Response Percent	Response Count
Drama	74.1%	20
Opera	11.1%	3
Dance/ Ballet	7.4%	2
Musicals	25.9%	7
Pantomime	18.5%	5
Orchestral Concerts	3.7%	1
Other (please specify)	29.6%	8
answered question		23 groups
skipped question		5 groups

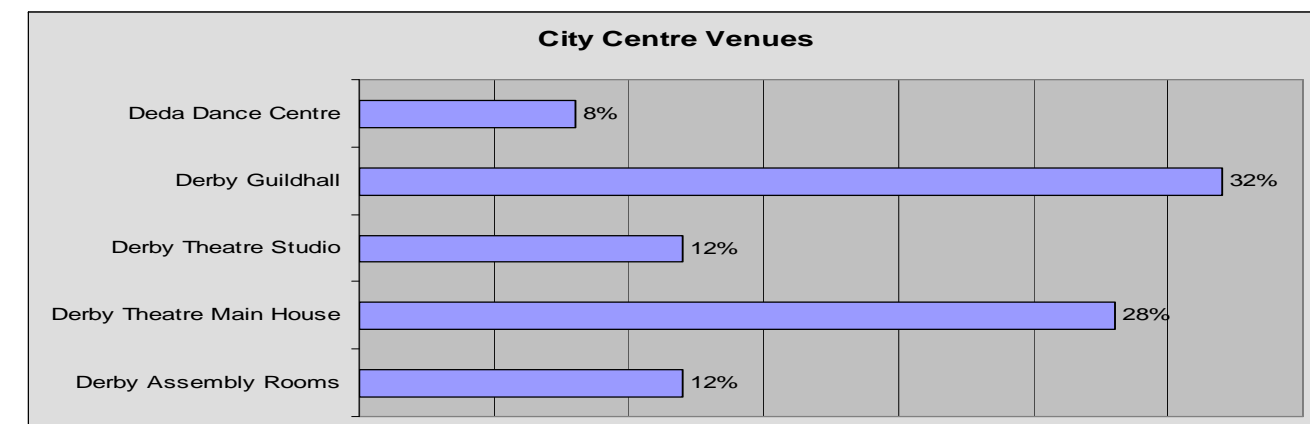
- The following table shows how many performances groups present a year on average

How many performances do you present a year?		
Answer Options	Response Percent	Response Count
1 - 2	37.9%	11
3 - 4	20.7%	6
5 - 8	20.7%	6
9 - 12	10.3%	3
more than 12	10.3%	3
answered question		25 groups
skipped question		3 groups

- The survey asked where groups currently present their performances; the venues are shown in the following table.

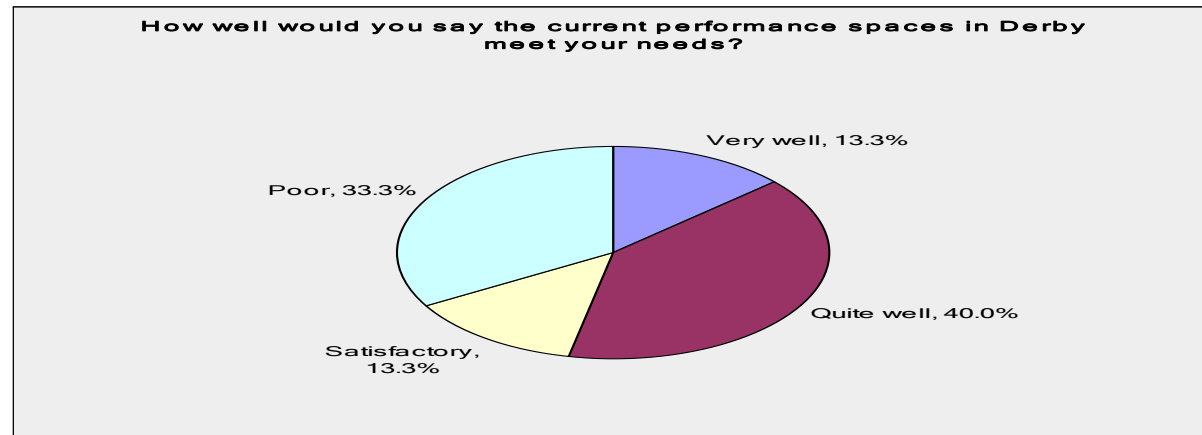
Venues groups currently use when presenting a performance		
Answer Options	Response Percent	Response Count
Derby Assembly Rooms - Main Auditorium	12.0%	3
Derby Assembly Rooms - Darwin Suite	0.0%	0
Derby (Playhouse) Theatre - Main Auditorium	28.0%	7
Derby (Playhouse) Theatre - Studio Auditorium	12.0%	3
Derby Guildhall Theatre	32.0%	8
Deda Derby Dance Centre	8.0%	2
Cathedral Green (outdoor space)	0.0%	0
Waterfall Theatre (Railway Institute)	0.0%	0
Landau Forte College	4.0%	1
Riverside Centre - Pride Park	4.0%	1
Robert Ludlam Theatre - St Benedict School	8.0%	2
Derby Grammar School - Littleover	8.0%	2
Murray Park School - Mickleover	4.0%	1
St. Nicholas Church Hall - Allestree	4.0%	1
Village Hall - Darley Abbey	8.0%	2
St. Peters Church Hall - Chellaston	4.0%	1
Village Hall - Quarndon	4.0%	1
Duchess Theatre - Long Eaton	4.0%	1
Outside Derby area - please state where and approximate capacity:		17
answered question		23
skipped question		5

- The survey shows that 98% of all groups use Derby city centre venues as their first choice for presenting their performances, with The Guildhall and Derby Theatre being the most used.



- Other venues used by groups and not listed above include – Derby Quad, Derby Cathedral, Brewhouse Arts Centre Burton on Trent, Buxton Opera House, Rycote Centre, and various village halls, community centres and schools.

- 53% of all groups surveyed stated that they were satisfied with current facilities, as illustrated in the following diagram.

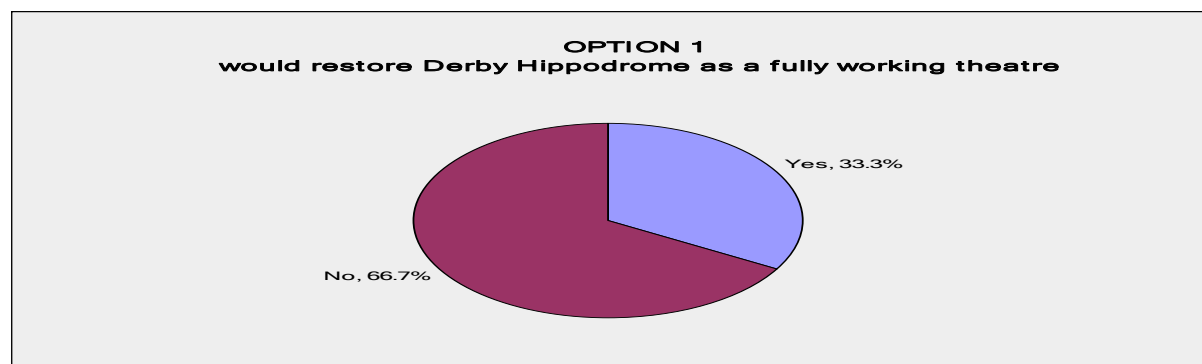


Responses 28 groups

- For the 47% of groups who were dissatisfied with current facilities, the main reasons cited were:-
 - Guildhall is difficult to get in scenery, has poor wing space and the stage is too small
 - Auditorium is too large and the hire charges are high for smaller groups to afford
 - Inadequate and/ or not large enough stage facilities
 - Current provision is inadequate for amateur groups with limited resources

3.4.2 VIEWS ABOUT POTENTIAL DEVELOPMENT OPTIONS

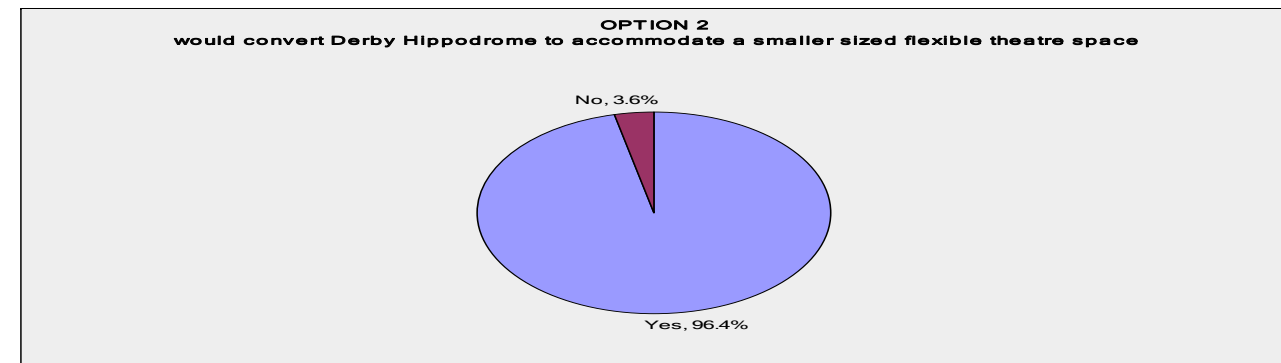
Again, given that that is a statutory duty to protect the Hippodrome building, our questionnaire survey presented the same three potential development option scenarios as follows:-



Responses 28 groups

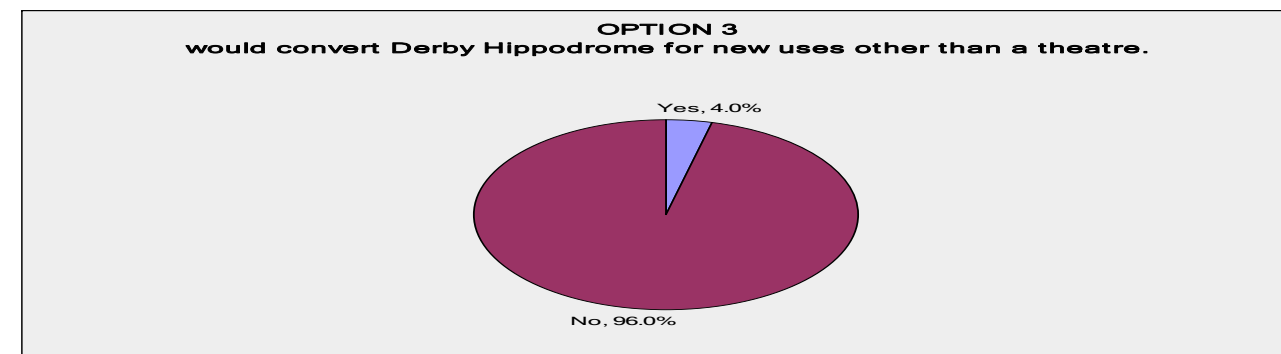
- As illustrated in the above diagram, around one third supported this option on the basis that it could provide a venue for received theatre productions. However considering their own production hire use, two thirds of all groups voted against this option, many feeling that the larger auditorium would be too big for their needs. Comments received about option 1 are summarised as follows:-

- This would be an expensive option and 1200 seats may be too many for amateurs to fill
- Too expensive, and don't think that there is a sufficient customer base at this time
- No sufficient demand for two large theatres in Derby
- We support this option but our group wouldn't want to hire such a large venue
- Derby theatre going public are very unlikely to fill a venue of that capacity on a regular basis
- There are already a number of large- scale spaces in Derby.
- Large scale could limit celebrating the more eclectic mix of work available
- Derby Theatre (ex Playhouse) and Guildhall seem to cater well for the area
- We would prefer a more flexible arrangement that could combine music & theatre productions



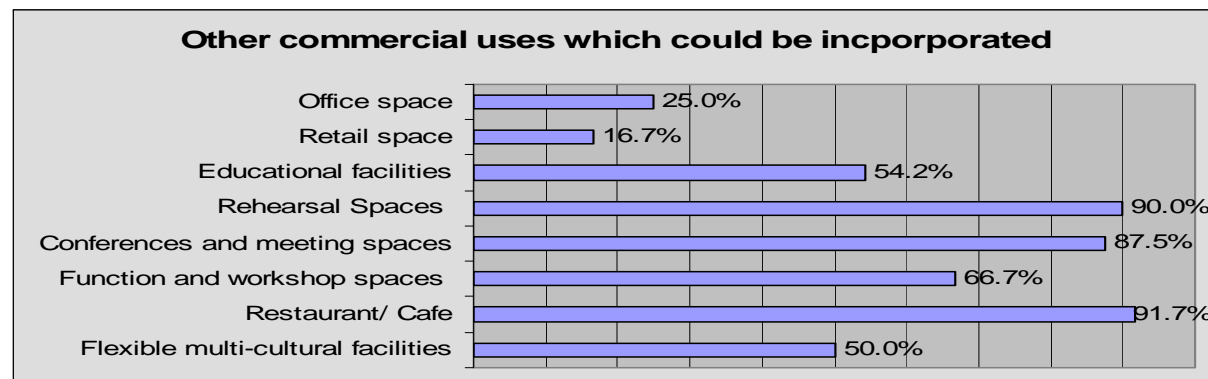
Responses 28 groups

- Option 2 was by far the most popular development option for groups and organisations, with over 96% of all respondents stating that this was their preferred choice.
 - This is what Derby needs - a new exciting creative hub which can have multiple uses
 - When we could afford to hire Derby Theatre we found this an ideal size
 - We support this option providing reasonable wing space and full flying facilities are available
 - As a smaller group we would not be able to fill or afford anything larger
 - Could rehearsal and/ or studio spaces be also provided?
 - We would be happy to hire it at this size
 - We like the idea of different sized auditoriums all under one roof – it makes sense
 - This scheme is good - small, affordable with other income streams to support the building
 - Flexible is much better for smaller companies with differing needs
 - This option is more community focused, making the venue potentially more user friendly
 - A greater number of clients could be accommodated if the staging space was more flexible.



Responses 28 groups

- Option 3 attracted the least support accounting for only 1 group vote (3.6% overall) in favour of using the Hippodrome for alternative uses other than theatre,
 - Derby has had a difficult recent history with theatre spaces. We should be developing opportunities that attract theatre makers and visiting companies to develop the artistic landscape of the city.
 - This option would be a travesty for the creative industry in Derby
 - Better to make this a theatre or creative arts complex
 - The building externally is hardly attractive but it is still a listed building. It is hard to imagine what other use it could be put to that would draw people to that part of town.
- Given that any development scheme would need to maximise income generating opportunities, we also asked groups what other commercial or service type facilities would they like to see incorporated into any future development scheme. Responses are summarised in the following chart.



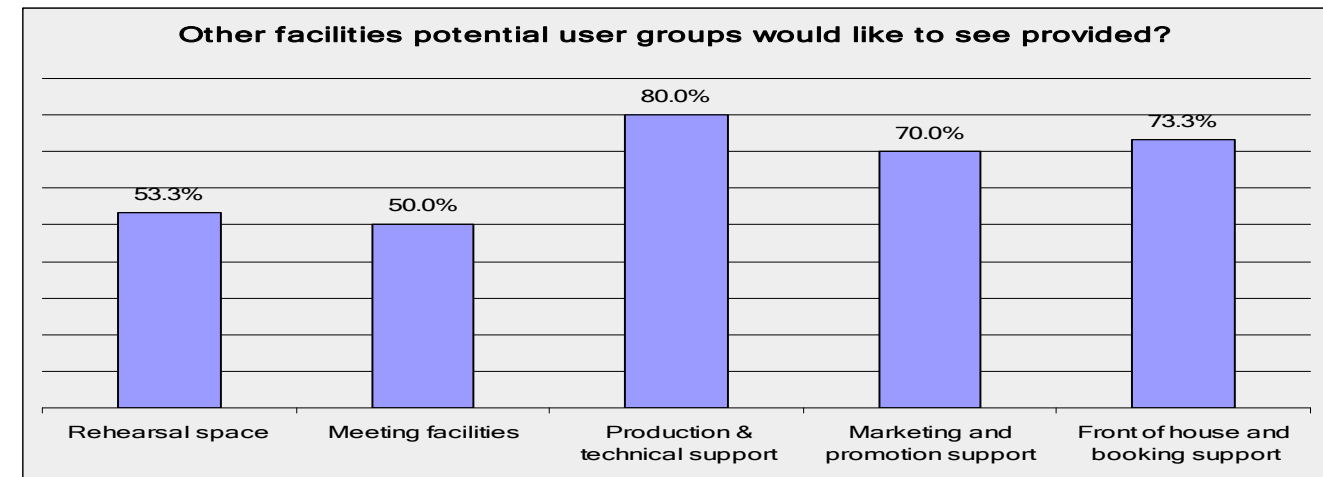
Responses 28 groups

3.4.3 VIEWS ON FUTURE HIPPODROME THEATRE & FACILITY PROVISION

- Firstly in this section we asked groups if they would be interested in using Derby Hippodrome if it were to be restored to offer theatre facilities. All groups responded positively providing a 100% support for re-use as a theatre.
- We asked what type of stage arrangement might best suit group needs, just over half (53.3%) stating the more traditional proscenium arch arrangement and 43.3% stating that they would prefer a more flexible stage arrangement. Overall responses are as follows:-

What sort of stage would you like to be able to use or might best suit your needs?		
Answer Options	Response Percent	Response Count
Proscenium arch	53.3%	16
In-the-round or arena stage	16.7%	5
Thrust stage	16.7%	5
End stage	10.0%	3
Flexible stage arrangements	43.3%	13
<i>answered question</i>		28

- Our survey also asked what support facilities would their groups like to see provided. Production and technical support was the most requested (80%), followed by marketing & publicity, front of house support and a request for rehearsal and meeting facilities. Overall responses are set out on the following chart.



3.4.4 OTHER MORE GENERAL COMMENTS ABOUT DERBY HIPPODROME

Additional comments made by groups and organisations about the project are summarised as follows:-

- If the project goes ahead, I'm sure that there would be a large number of volunteers who would be only too pleased to offer help and make the project work.
- Lack of parking is an issue in the Green Lane area, and will need addressing in any future development option. Ideally an adjacent car park would help as some people feel unsafe walking through town at night and this prevents them attending theatre.
- Location is an important issue, and the whole surrounding area would need to be massively re-developed and upgraded to make this a viable proposition.
- In reviewing the possible options for the future of the Hippodrome, the impact of such a development and how this might affect the other theatres in the city need to be considered. Is there room in this city for both the Hippodrome and the Derby Theatre?
- Access for getting scenery in and out of the building would need to be resolved both for amateur groups and larger professional touring productions.
- The restoration and development of the Hippodrome could present opportunities for collaboration with other amateur and professional drama groups.
- Derby Hippodrome could provide a vibrant and much needed cultural community resource – providing night time theatre and performance activities and day time meeting, exhibition and leisure facilities for all.

3.5 CONSULTATIONS

As part of the study process we have consulted widely with key stakeholders and representatives of organisations who may have an interest in the restoration of the Hippodrome and/ or have influence or views in the future theatre provision for Derby. A full list of consultees is included within appendix 1 and some of the wider associated issues are summarised herewith.

- Derby has managed to retain some of its prestigious industrial base such as Rolls-Royce, although many of the traditional industries have now moved forward to high technology. As a result, the city has fared well in the current financial climate and boasts a buoyant economy with one of the highest average wage earning performance in the country.
- However, Derby people still perceive the city to be very much in the shadow of its nearby neighbours such as Nottingham and Leicester, where often spending preference for shopping and going to the theatre or night out occasions continues to be to these cities.
- Derby's five key arts organisations are:-

Deda – the only dedicated dance house in the East Midlands, presenting 70 performances per year and reaching an annual audience of around 70,000.

Quad – a recently completed £11m centre for art and film which presents over 2000 screening events each year and has attracted over 300,000 visitors and generated over £700K of media profile since opening.

Sinfonia Viva – attracting artists of national and international standing to work on the concert platform, educational institutions and within the local community. Last year they delivered over 11,000 educational sessions, presented Britain's largest free outdoor classical concert attracting over 30,000 people in partnership with DCC and were responsible for Orchestras Live – a national development agency for orchestras.

First Movement – have been working in Derby since 1988, extending arts provision to people with severe learning disabilities and enabling hundreds of people to engage in long term cultural projects.

Derby Live – was formed over 4 years ago by DCC during the demise of Derby Playhouse and Derby University acquired the lease. Until March 2012 they have been responsible for the creation of 7 in-house productions per year at this venue. They are also currently responsible for the management and programming of the Assembly Rooms, Guildhall Theatre, all large scale outdoor events in the city and the delivery of a full participation and education programme.

- The above five regularly funded organisations recently came together to calculate the economic value of their work which together was estimated that they generated £14.4m for Derby. Their research also indicated that they support over 300 jobs, attract audiences in excess of three quarters of a million, demonstrating that for every £1 invested by DCC and ACE this generates a total of £11 and £13 respectively. In line with research from

elsewhere, this shows there is clear evidence that the arts and cultural provision can make an important contribution to both the social and economic wellbeing of the community.

- The 3 main players for delivering the cultural offer within Derby are Arts Council, Derby City Council and Derby University. Any new cultural provision in Derby – including a re-developed Hippodrome will need to work with these organisations.
- Arts Council East Midlands is the key funding regional body. Under new criteria ACE provides funding for the theatres which are on their approved NPO list. Under new arrangements Derby Live will not be responsible for Derby Theatre's produced theatre, and from March 2012 Derby University will be taking over the delivery of their artistic programme. On this basis Derby Theatre is not currently on the NPO list and the former £750K budget has been cut and under review.
- Whilst currently no longer being able to provide National Portfolio funding to Derby Theatre, ACE has indicated its ongoing commitment to support theatre in the city by identifying strategic funding in the region of £300,000 per year between 2012/13 and 2014/15. However, this will need to be applied for and contain a compelling case. To assist with this, with the help of ACE, the university is currently working with consultants to work up an appropriate delivery model that meets both partners artistic and business plan requirements.
- In the view of ACE - the Hippodrome is at present a restoration project, and whilst they would love to see such a project delivered within their region, it does not meet their criteria for funding. Under the current economic climate, they have no money for major capital projects and feel that the capital project would be more suited to a HLF funding bid. However, should such a scheme come to fruition, smaller grants under the 'Arts For All Programme' could be applied for together with revenue grant assistance.
- Derby City Council is the local authority responsible for much of the cultural provision within the city. However, as previously indicated, the current Derby Theatre provision is dated and/ or not fit for purpose. The Assembly Rooms is reaching the end of its lifespan with no designated plans for replacement or refurbishment, the Guildhall has poor stage and access facilities and Derby Theatre's 500 seat auditorium is too small for touring companies and is in a bad location.
- In the light of this situation, a 'Derby Performances Study' was commissioned by DCC and undertaken by Locum Consulting in 2006. The study investigated various options including Derby Hippodrome, on the basis that it could provide the much needed larger auditorium at a lower cost - with opportunities for accessing funding on the basis of its listed status. In the end the final report concluded a new build theatre with three auditoriums – 350 / 750 / 1500 all under one roof was the optimum solution for meeting Derby's future theatre needs. This arrangement would provide the most cost effective operational base and with a proposed location north of riverside within the designated cultural quarter, could provide an iconic flagship destination venue. Although there was a general agreement with the findings of this study, the capital development cost was potentially in excess of £100m and deemed unlikely to secure funding support in the current financial climate.
- The council is currently investing in a new build 'Velodrome Arena' located on Pride Park. Opening in 2014, this will provide a new large venue with 5000 seat auditorium for sports events as well as large pop concerts (up to 12 per year). However, although it is recognised that this development will not provide the future theatre requirements for Derby, the Hippodrome is not on the council's radar for acquiring this site and currently has no money for such a capital project.

- Despite this, the council is supportive of any proposals to help acquire the site and restore the Hippodrome. If this is restoration as a theatre, they see little point in duplicating current provision and therefore would like to see either a smaller development for community and amateur use, or much larger auditorium development to meet the gap for hosting a programme of received theatre productions.
- Problem is location – Hippodrome once in the centre, now finds itself on the edge, outside the cultural quarter, in a very run down part of the city. However, Green Lane is now a designated conservation area, the project falls within the newly designated St Peters Quarter zone, and DCC are submitting for THI funding to help revitalise some of the streetscape.
- On this basis, the Hippodrome project development could make a significant contribution and play a key role in this regeneration, although this is not on the Cityscape masterplan.
- In addition, as a listed building, the project could attract HLF funding as well as providing a cost effective new theatre provision at a much lower cost than new build.
- Derby University is a key stakeholder in delivering cultural provision for the city through their management of Derby Theatre. Students use the building for education during the day, and present around 4 weeks of nightly productions throughout the year. As already mentioned, they are currently developing a new program which will replace the former Derby Live productions.
- Derby University are also looking to re-use their now redundant ex Art College building at top of Green Lane with plans to develop a creative hub here. With this in mind a redeveloped Hippodrome could provide a possible venue which would provide additional resources for helping support these activities
- University feels that any development of Hippodrome would not compete or threaten Derby Theatre's activities. They are supportive of a theatre development project as it would fill a niche for received theatre that currently doesn't exist in Derby and could create a complementary provision to their own facility. Also supportive of smaller sized theatre, as there are many amateur and professional companies which could make use of a flexible 100 – 350 seat auditorium space, which Derby Theatre currently cannot accommodate.
- Although Derby University is supportive of a possible restoration of the Hippodrome, it currently is not in a position to provide partnership or funding for such a project.
- The Becket Well area is on the opposite side of the road to the Hippodrome and has been a problem site for many years. Local agents Rigby's have been trying to secure new development for Duckworth Square since 2002 including recent proposals for a social housing scheme, all of which have failed. Their view is that the whole area is difficult to attract new private sector development, is now outside the retail shopping area and accordingly this will impact on possible alternative commercial uses for the Hippodrome site.
- On this basis DCC's proposals for the creation of the nearby St Peters Quarter should be seen as the key to unlocking previous difficulties and any future development of the Derby Hippodrome could serve as a catalyst to help the regeneration of this run down area.

4.1 CONSERVATION PHILOSOPHY

The overarching approach to building re-use adopted by this study is to pursue a philosophy of repair, with restoration where justified. As set out within the statement of significance earlier within this report, the large auditorium space and its design for use as a cinema and theatre are key attributes why the building is listed and has special significance.

Therefore, in considering options for re-use of Derby Hippodrome and evaluating viable new uses for the building, we have sought to adopt the minimum level of intervention, whilst allowing for all necessary modern visitor accommodation and DDA access requirements.

4.2 CONSIDERATION OF POTENTIAL ALTERNATIVE USES

4.2.1 CONSIDERING THE LONG LIST

The building is basically a large enclosed space with additional rooms and access. By the decision of the Derby Planning Committee on 8th July 2010 a change of use that maintains the external appearance but destroys the interior space is not acceptable. Thus uses such as a Ballroom, Sports Hall, Conference Centre, Theatre, Cinema, Bingo Hall, Night Club, Exhibition Space or a Climbing Centre are all possibilities. A public house is a possibility: a number of theatres/cinemas have been converted including the Regent Theatre Chelmsford, which was a grade II listed theatre and the Ritz in Lincoln. The former uses the auditorium but in the latter only the foyer areas are in use. To re-use the auditorium of the Derby Hippodrome would require a lot of work on the decoration which, being of a secondary requirement for a public house, suggests that the high cost of this would make it not worth while. Using only the foyer area probably fails to meet the Derby Planning Committee criterion. Rentable storage space does require a large area, but the layout of the building would make it difficult to adapt for the small easily accessible purpose built spaces required for this type of use.

Derby is very well served by cinemas with two large multiplexes on the outskirts, a luxury multi-screen cinema in the Westfield Centre and the specialist Quad screening alternative films. Use of the building as a sports/ gym fitness centre or spa therapy complex is likely to destroy too much of the interior areas to make this a viable development option. It is unlikely that the building would be sustainable as a large Exhibition Space but occasional use for exhibitions, perhaps often associated with the main use of the building, could be appropriate. There are many examples of theatres which have been converted to ballrooms. However, despite the TV popularity of 'Strictly Ballroom', the current street demand for this type of facility and former closure of nearby similar attractions, would indicate that such a conversion is unlikely to be a viable proposition at present.

The following table indicates the long list range of alternative uses considered. Although many of these could provide a commercially viable use to a private sector developer, for the purpose of our evaluation we adopted what might be best suited to meet the above conservation philosophy. On this basis the first column comments on appropriate conservation development and the second column shows the prime options which could be incorporated into the proposed scheme. The third column shows those uses that could be ancillary to the main use and those excluded either on planning grounds or technical/ financial viability considerations.

4.2.2 EVALUATING THE LONG LIST

POTENTIAL FUTURE USE	SUITABLE	SUITABLE	SUITABLE	OPTIMUM
	CONSERVATION	MAIN USE	ANCILLARY	USAGE
Ballroom	Yes		Excluded	
Bingo Hall	Yes		Excluded	
Car Park			Excluded	
Cinema	Yes		Ancillary	✓
Climbing Centre			Excluded	
Commercial (offices etc)			Ancillary	✓
Community facilities	Yes	Main		✓
Conference facilities	Yes		Ancillary	✓
Dance studio	Yes		Ancillary	✓
Education facility (university / school)	Yes	Main	Ancillary	✓
Exhibition space			Ancillary	
Hotel			Excluded	
Creative Industries Usage			Excluded	
Market (indoor)			Excluded	
Motor trade			Excluded	
Flexible meeting space use	Yes		Ancillary	✓
Night club	Yes	Main		✓
Music Venue	Yes	Main		✓
Performing arts (other)	Yes	Main		✓
Public House			Ancillary	
Rehearsal space	Yes		Ancillary	✓
Religious group use	Yes		Ancillary	
Residential			Excluded	
Restaurant / Café	Yes		Ancillary	✓
Retail			Ancillary	
Sports/ Gym and/or Spa Complex			Excluded	
Storage			Excluded	
Theatre	Yes	Main		✓

FULL DETAILS OF OUR EVALUATION OF THESE OPTIONS IS PRESENTED WITHIN APPENDIX 5

4.2.3 SHORT LISTING THE OPTIMUM FUTURE OPTIONS

In evaluating the above long list of alternative uses we propose that the optimum and most likely future sustainable option for Derby Hippodrome would be to restore the building to its former theatrical use. This option proved to be the most popular choice in our public survey process, accounting for over 90% of all views expressed. The building was designed as a theatre and continuing with that use is an obvious route ahead and would best meet the conservation guidelines set out to preserve its historic and listed status. However, to be financially sustainable, additional, parallel uses would need to be incorporated into any such development scheme. Supporting services such as a café/ restaurant, bar sales and merchandise could all generate additional trading income opportunities, together with the other ancillary uses set out within the above table. A theatre can easily provide conferencing facilities during the day time periods and additional community activities, foyer exhibitions and meeting room facilities could be a useful for a wide range of ancillary purposes. Also, the provision of commercial letting accommodation could provide an ongoing valuable stream of revenue income to help support the project.

4.3 CRITERIA FOR DEVELOPMENT OPTIONS

To further refine consideration of the alternative uses and produce a short list of possible development options for discussion with the client steering group, we have applied a list of criteria to identify the most suitable potential redevelopment options. As our evaluation in this study is focussed mainly on the restoration and re-use of the 'Hippodrome Building', it is important to note that in applying this criteria, it has been necessary to make some assumptions which need to be more fully investigated through a more comprehensive feasibility study addressing many of the wider associated issues which will relate to the overall existing and future theatre provision for Derby.

On this basis we set out the list of criteria as follows:-

- Impact on Heritage Significance; see above conservation philosophy 5.1
- Likelihood of attracting political support and key stakeholder involvement;
- Contribution of the option to the regeneration of the local Becketwell/ Green Lane area
- Technical feasibility and overall viability of development proposals;
- Capital cost of development and 'cost benefit analysis';
- Meeting the criteria and likelihood of securing a funding package to deliver the project;
- Potential for obtaining a viable matched funding package with all stakeholder support;
- Revenue implications and long term financial and operational sustainability;
- The level of risk associated with the development;
- How well the proposed development meets the need of audiences, users and user groups;

- Market viability of overall development scheme;
- Consideration of how the development might disperse or threaten existing theatre provision;
- Ability to enable an improved overall theatre provision and capacity for received theatre;
- The ability to provide community benefit and facilities;
- The use of the venue by professional and amateur performing groups;
- How well the project could contribute to the overall long term legacy of theatre/arts provision within the City (Given that this requires additional feasibility study work).

4.4 SUMMARY OF PROPOSED DEVELOPMENT OPTIONS

To address the identified criteria above, we have investigated three potential development options as follows.

OPTION 1 – Following conservation guidelines this proposes to restore Derby Hippodrome close to its original historical layout but modernised as a fully working theatre with updated facilities. The upgraded restored auditorium will maximise overall seating capacity (approximately 1000 seats) to enable the hosting of a viable programme of visiting productions.

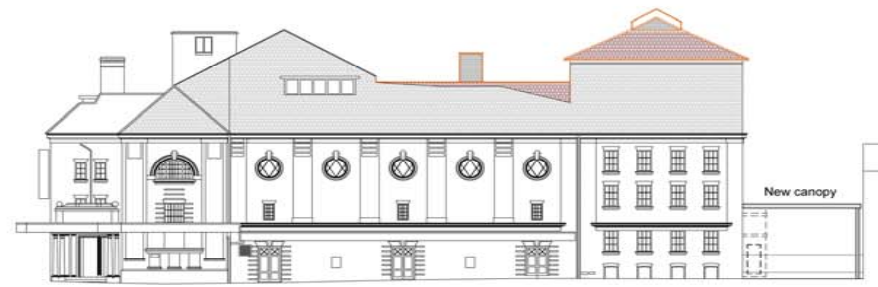
OPTION 2 - Proposes to convert the Hippodrome into a smaller theatre space, combined with other uses. The accommodation provides a more flexible configuration which will enable two auditoriums to be created, the lower being a studio space offering a seating capacity of 282 and the upper main auditorium providing 688 seats. Commercial office accommodation will help support a more diverse programme of professional and amateur usage, and a reduced level of received productions.

OPTION 3 - This has investigated the possibility of an alternative to theatre use, based on maintaining the historical integrity of the auditorium space and embracing good conservation practice commensurate with the listed status of the building. Our example is based on conversion of the building to accommodate a Night Club, with additional commercial offices. However, it is important to note that any such alternative use is likely to be a private sector development and will accordingly be led by the most commercially attractive and viable option. This inevitably will vary between one developer and another.

To reflect the current difficult economic climate and to reduce risk levels in setting out our financial forecasts, we have accordingly adopted a prudent approach to all business plan predictions contained herewith. On this basis, the details of each of the above proposed options are set out within the rest of this section.

OPTION 1

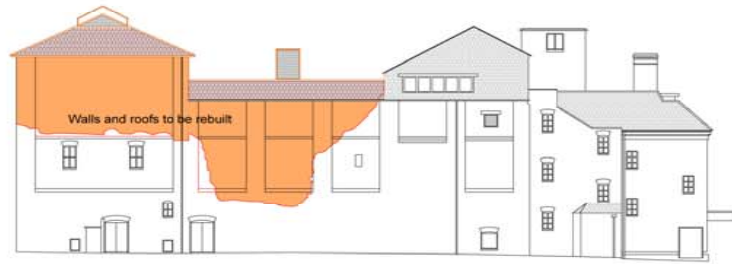
RESTORED AS A LARGE WORKING THEATRE



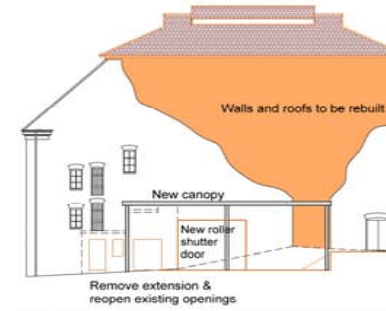
NORTH ELEVATION (MACKLIN STREET)



EAST ELEVATION (GREEN LANE)



SOUTH ELEVATION



WEST ELEVATION

Revision	Drawn	Comments	Date
A	MP	Various amendments	Jan 12

NEW STRUCTURE

Roofs to be rebuilt

0 1 2 3 4 5 6 7 8 9 10
METRES

STATUS

St Michael's, Queen Street, Derby, DE1 1BL
Tel: 01332 363717 Fax: 01332 290254
info@lathamshill.com www.lathamshill.com

Lathams
Chartered Architects
Urban Designers
Landscape Architects
Town Planners
Historic Building & Conservation Advisors

PROJECT
Hippodrome Derby

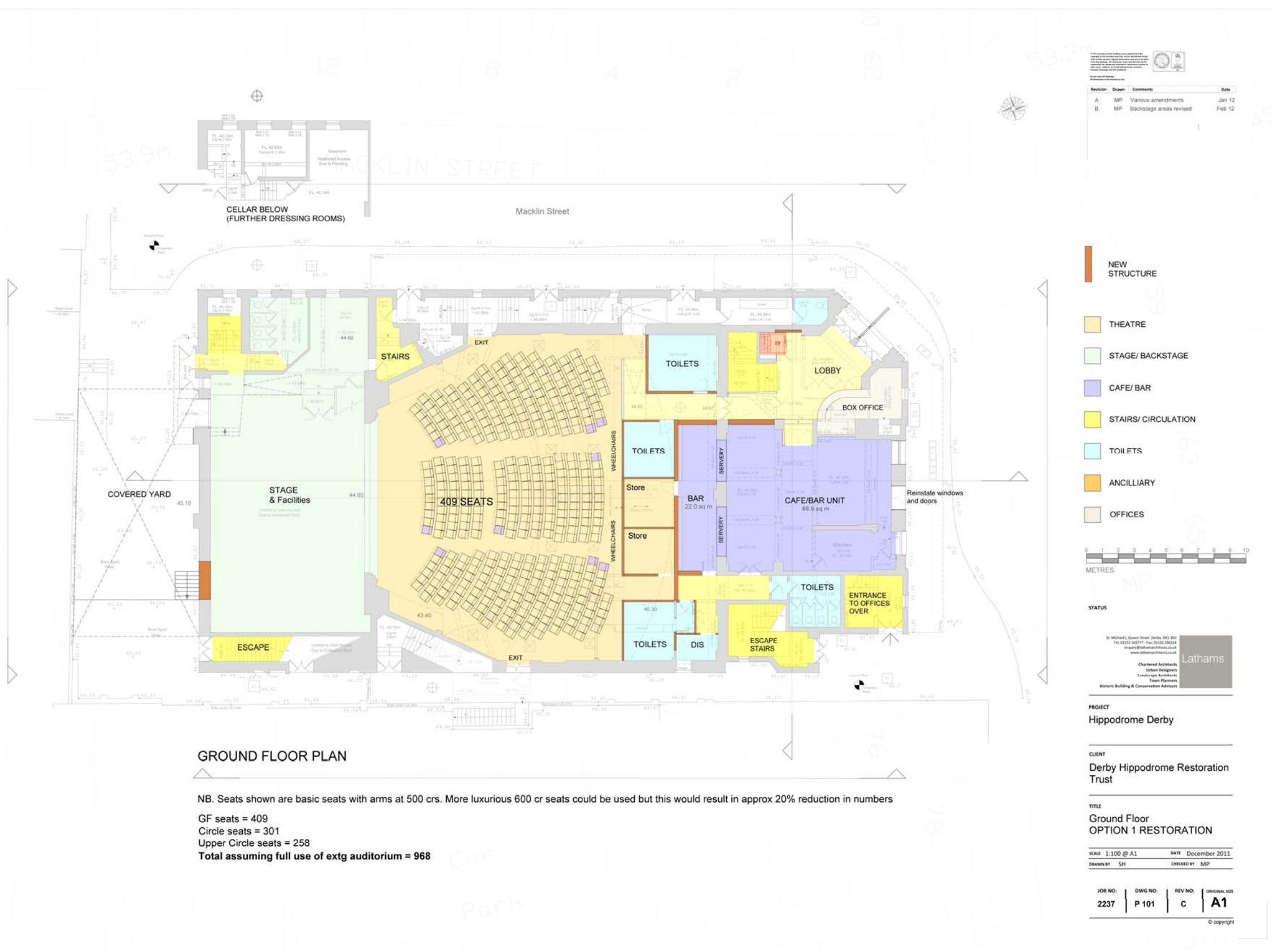
CLIENT
Derby Hippodrome Restoration Trust

TITLE
Elevations
OPTION 1 RESTORATION

SCALE 1:200 @ A1 DATE December 2011
DRAWN BY SH CHECKED BY MP

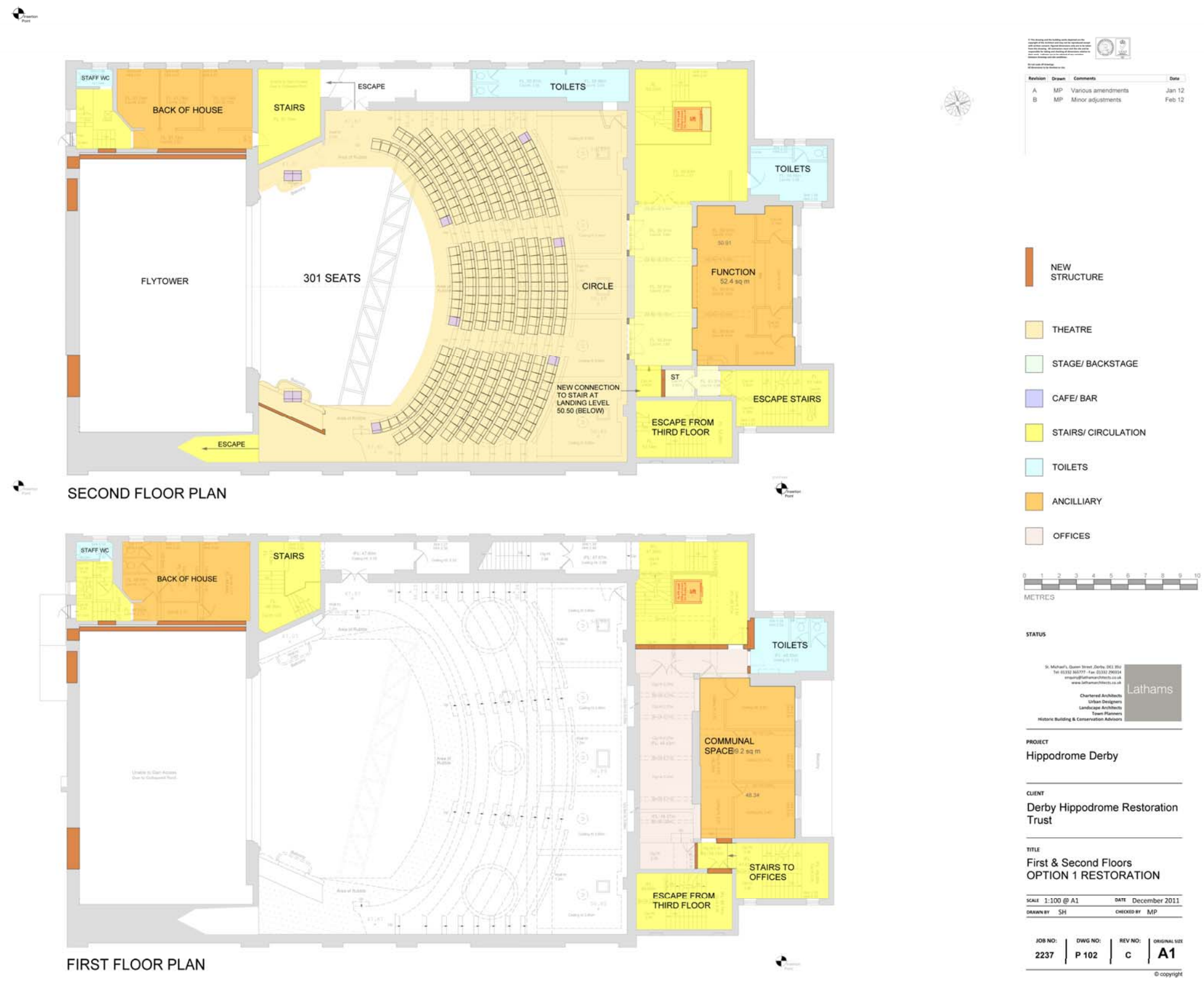
JOB NO: 2237 DWG NO: P 104 REV NO: C ORIGINAL SIZE: **A1**

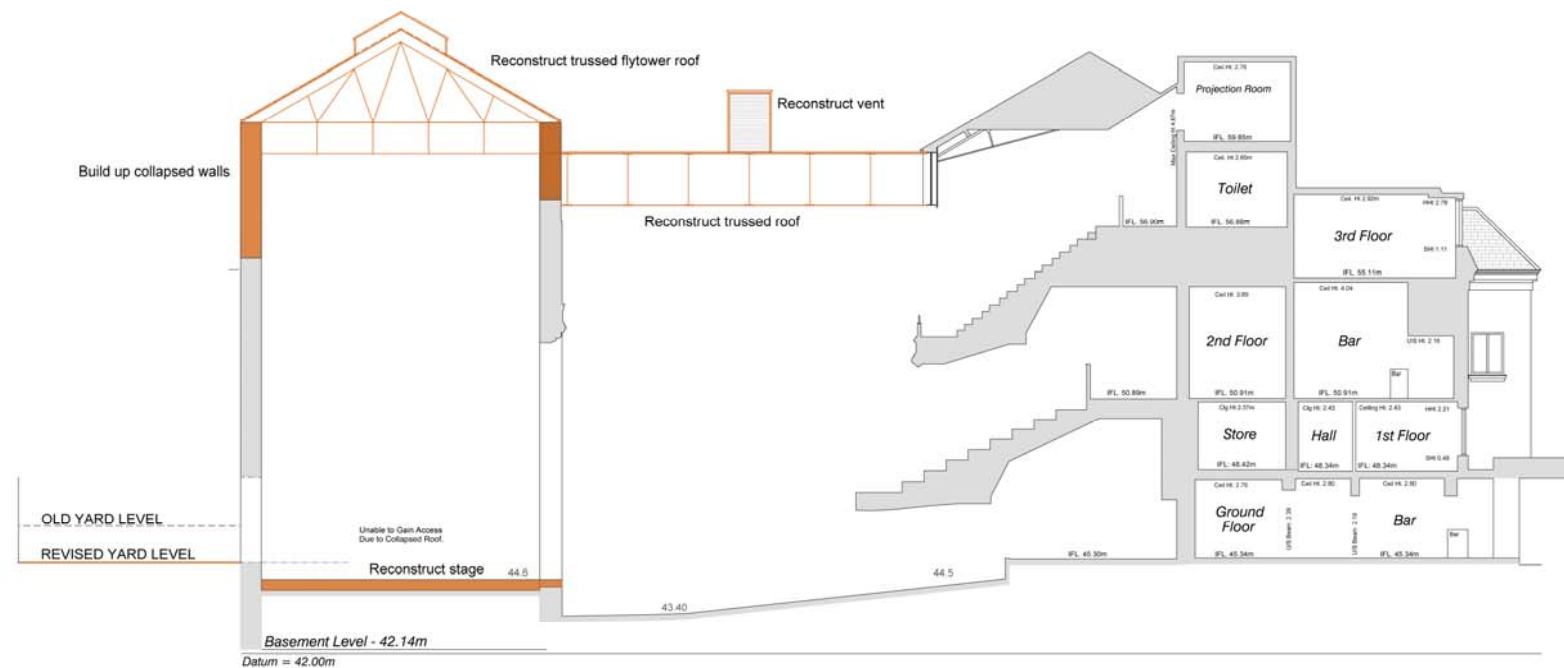
© copyright



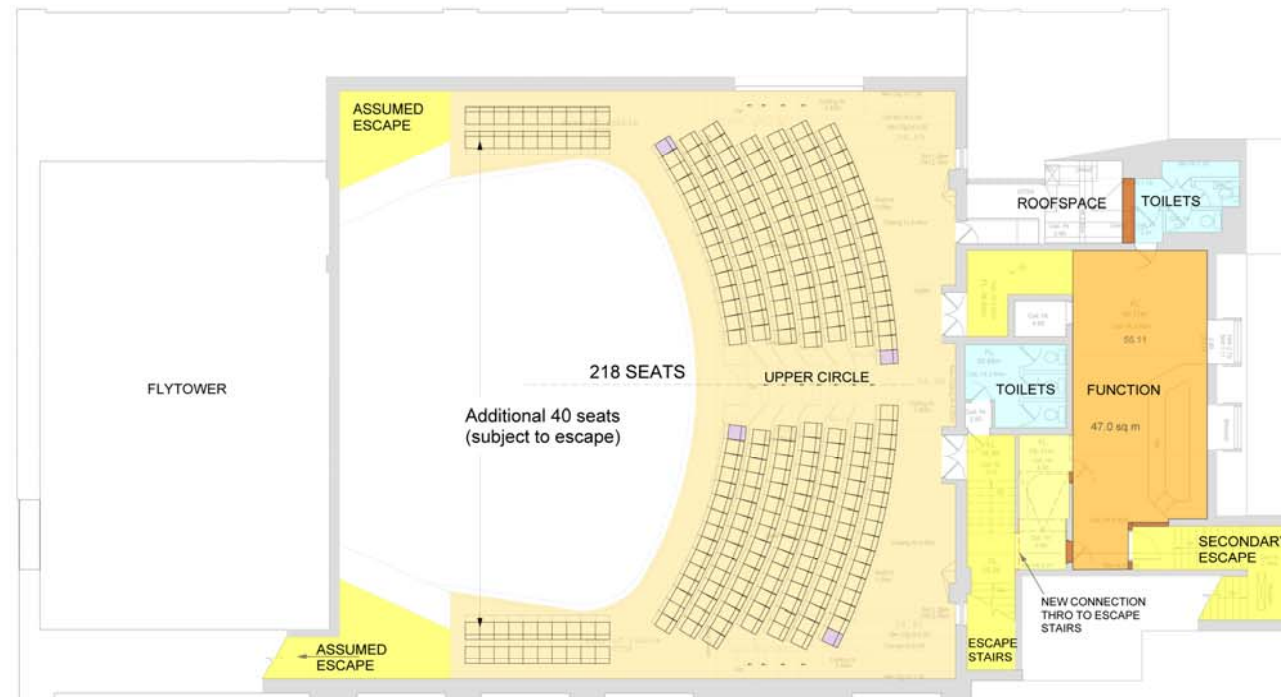
NB. Seats shown are basic seats with arms at 500 crs. More luxurious 600 cr seats could be used but this would result in approx 20% reduction in numbers

GF seats = 409
 Circle seats = 301
 Upper Circle seats = 258
Total assuming full use of extg auditorium = 968





LONG SECTION



THIRD FLOOR PLAN

Revision	Drawn	Comments	Date
A	MP	Various amendments	Jan 12

- NEW STRUCTURE
- THEATRE
- STAGE/ BACKSTAGE
- CAFE/ BAR
- STAIRS/ CIRCULATION
- TOILETS
- ANCILLIARY
- OFFICES



STATUS

St. Michael's, Queen Street, Derby, DE1 3BJ
 Tel: 01332 361777 Fax: 01332 288204
 email: info@lathamsh.com www.lathamsh.com

Lathamsh
 Chartered Architects Urban Designers
 Landscape Architects Town Planners
 Historic Building & Conservation Advisors

PROJECT
Hippodrome Derby

CLIENT
Derby Hippodrome Restoration Trust

TITLE
Third Floor & Section
OPTION 1 RESTORATION

SCALE: 1:100 @ A1 DATE: December 2011
 DRAWN BY: SH CHECKED BY: MP

JOB NO:	DWG NO:	REV NO:	ORIGINAL SIZE
2237	P 103	C	A1

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4.5 OPTION 1 – FULLY RESTORED AS A LARGE WORKING THEATRE

The intention of this option is to fully restore the theatre and return as closely to the original as possible while upgrading all facilities to meet modern requirements. The overall development will use the whole of the existing accommodation to provide a full theatre facility

Re-use of the existing single area auditorium can provide a total of about 1000 seats over ground floor stalls, first floor circle and second floor upper circle areas. Although modern health and safety requirements have reduced the original seating capacity, the revised size will still enable a financially viable proposition to attract promoters to bring in received theatre productions.

The ground floor café/bar area is extended backwards slightly and entrances to Green Lane opened up so that it can function separately from theatre opening hours during daytime periods. An additional bar is provided to service the circle and upper circle seating areas during performances. Full improved FOH visitor facilities include upgraded public areas including improved disabled access to comply with modern DDA requirements and additional public use toilets provided at ground floor level.

4.5.1 SUMMARY OF ACCOMMODATION

Total auditorium seating capacity 965

Ground Floor Accommodation

Stalls seating	406
Ground floor Café	88.2m2
Ground floor Bar	22m2

Floor Accommodation

Circle Seating	301
Circle Bar	52.4 m2

2nd. Floor Accommodation

Upper Circle Seating	258
Upper Circle Circulation	47m2

4.5.2 CAPITAL COSTS

Please note that in preparing our initial indicative cost appraisal, we have been unable to access the building and make a detailed appraisal of the current condition due to present uncertainty about the safety of the building. Also, the extent of damage caused by the two fires to the existing structure is unknown as we have been unable to undertake a structural survey. As a result of both fires and unauthorised demolition, a lot of the building is now open to the elements and without temporary protection measures, the building will continue to deteriorate.

Capital cost estimates have been prepared by Roger Rawlinson Associates and are based on indicative budgets at February 2012. A full breakdown of these estimates is presented within appendix 2 at the back of this report. For the purpose of this initial capital cost appraisal it has been assumed that the building is capable of repair in its current form and that the existing structure can be retained (e.g. lower and upper circle). As the exact detail and amount of repair works and/ or internal rebuilding cannot be clarified at present, actual costs will depend on completion of a detailed condition and structural survey when access permits, together with the completed final design and final specification for materials.

On this basis, we summarise the headline indicative costs as follows:-

Option 1 Costs - The total area of the building associated with this option is approx 2,200 m². Assuming that the structure and finishings can be repaired the indicative cost might be £12.8m including professional fees and the input of a theatre designer. Making provision for VAT at the current rate of 20%, **this would take the overall indicative cost for Option 1 to say £15.4m.**

(Note the above cost provides for £2.2m theatre fit out costs. If this were to be increased to a full 'West End' type of technical specification, it would add an additional £3m to the above costs).

4.5.3 OUTLINE BUSINESS PLAN ASSUMPTIONS

To provide an initial assessment of the revenue implications, we have prepared an outline five year business plan which provides indicative income and expenditure profiles associated with this option. The full detail of this appraisal together with an outline supporting programming plan, is presented within appendix 3 at the back of this report. We would re-iterate however, that all financial forecasts can only be taken as indicative at this stage and would recommend a more detailed business plan is prepared together with a full feasibility appraisal for any such option adopted.

INCOME FORECASTS

Operational income forecasts are based on benchmarked trading assumptions from local Derby venues and experience from similar sized theatre operations elsewhere in the country. On this basis our forecasts are summarised as follows.

Audience Capacity and Occupancy Levels:- The auditorium capacity is a total of 965 seats and based on local experience we have forecast an average occupancy of between 50% and 60%.

Programming and Overall Usage:- Based on the findings of our survey we have assumed a usage and performance program based on 200 days received theatre and 60 days of other usage.

Providing for a 5% growth over 3 years this would represent an overall footfall of 150,733 increasing to 195,737 over the forecasted period.

Ticketing Income: Income associated with the above usage would generate an average ticket price of £12. This is lower than the National average at around £14, but reflects local experience which is around £11.50 per ticket. In line with general received theatre practice we have assumed an average 80/20 split to the promoter.

Other Auditorium Usage – Conferencing and Rehearsal Usage: Income is based on a straight forward daily hire rate of £1,500 (in line with other similar types of venue within the city) and we have forecast a total of 12 days hire at an average delegate occupancy of 25%. We have also allowed for rehearsal hire at a daily concessionary rate of £250,

Catering Income and Bar Sales: The development proposals have provided for a large café/ restaurant facility located at the front of the building to facilitate easy day time access as well as theatre goer's usage. Our survey process has indicated high levels of support for a quality offer and on this basis we have based our forecasts on 30% - 35% usage/ occupancy of predicted footfall, at an average cover spend of £7 per head. Bar Sales are based on the forecasted theatre usage, with 50% of footfall spending an average of £2.50 per head. A 3 year annual growth of 5% has been allowed for all catering/ bar income as the venue becomes established.

Merchandise Sales: Based on experience elsewhere, Ice Cream sales are based on 20% of audience footfall numbers making an average purchase of £2.50. Additional retail sales would be generated from 10% of audience visitors purchasing other products at an average value of £3.50 and an allowance has also been provided for the sale of touring received theatre accompanying merchandise at a commission rate of 10%.

EXPENDITURE FORECASTS

All expenditure forecasts are based on industry standard benchmarked operational costs where applicable, combined with our review of business plans reflecting similar sized theatre operations elsewhere both nationally and locally. On this basis we summarise our expenditure forecasts as follows.

Direct Staffing Costs: The operational structure and direct staffing cost forecast is based on the requirement to provide a stand alone sustainable operation without the need or dependency for ongoing revenue grant support. Headed by a General Manager, we have allowed for a full team of supporting sales/ marketing and administration posts, FOH management with full support team and a full compliment of technical and maintenance staff. On costs of 20% have been budgeted within the overall costs making a total annual budget of around £430K with a 5% inflation allowance calculated into the 5 year forecasts.

Premises Costs: These are all based on benchmarked running costs associated with size of the building and proposed scale of operation, totalling around £150K, with a yearly 5% increase to allow for inflation. An annual roll over contingency budget for maintenance expenditure costs has been included which would provide a budget of £235K over the 5 year forecasted period.

Supplies and Services Costs: A total budget allowance of around £120K - £150K has been provided. The in house annual marketing and promotion budget is based on 0.60P per ticket sale, totalling £88K - £114K per annum. However it is envisaged that additional promotional and publicity costs as required would be re-charged to promoters as incurred.

4.5.4 SUMMARY OF OPTION 1 BUSINESS PLAN FORECASTS

A summary of the above financial assumptions and the associated income and expenditure over the forecasted 5 year period is set out within the following table.

Option 1 – 5 Year Business Plan Summary Forecast

	Year 1	Year 2	Year 3	Year 4	Year 5
EXPENDITURE					
Total Staffing Costs (Plus Volunteer Support)	430,800	439,416	496,298	506,224	516,348
Total Premises Costs	153,500	155,370	157,277	159,223	161,207
Total Services Costs	117,508	131,102	145,702	146,295	146,921
TOTAL EXPENDITURE	701,808	725,888	799,277	811,742	824,477
SUMMARY OF NET INCOME					
Main Theatre Auditorium Income	£ 310,027	£ 353,374	£ 400,034	£ 399,965	£ 399,965
Catering Income	£ 171,459	£ 215,724	£ 259,759	£ 259,713	£ 259,713
Bar Income	£ 102,059	£ 128,407	£ 159,036	£ 159,008	£ 159,008
Ice Cream & Confectionery Sales	£ 40,824	£ 58,367	£ 79,518	£ 79,504	£ 79,504
Retail Sales Income	£ 19,784	£ 28,286	£ 38,536	£ 38,529	£ 38,529
Merchandise Commission	£ 2,500	£ 2,500	£ 2,500	£ 2,500	£ 2,500
SUMMARY OF TOTAL NET INCOME	£ 646,651	£ 786,658	£ 939,383	£ 939,218	£ 939,218
TRADING NET PROFIT/LOSS	-£ 55,157	£ 60,770	£ 140,106	£ 127,477	£ 114,742
MAINTENANCE CONTINGENCY BUDGET					
Less Maintenance Cost Contingency	-10,000	-25,000	-50,000	-75,000	-75,000
Cumulative Roll Over Contingency Provision	-£ 10,000	-£ 35,000	-£ 85,000	-£ 160,000	-£ 235,000
NET POTENTIAL ANNUAL SURPLUS/ DEFICIT	-£ 65,157	£ 35,770	£ 90,106	£ 52,477	£ 39,742
CUMULATIVE TOTAL	-£ 65,157	-£ 29,387	£ 60,719	£ 113,196	£ 152,937
Net Income Per Total Footfall	-£ 0.37	£ 0.35	£ 0.72	£ 0.65	£ 0.59

The above shows a trading deficit of £55K would be created during the first year of operation, year 2 would reach an above break even trading point and a surplus of between £114K and £140K would be generated from year 3 onwards. A roll over annual maintenance budget has been allowed for which would generate a total contingency of £235K, which if expended in full would reduce the total trading cumulative to £152K over the forecasted 5 year period

A sensitivity analysis has been prepared to test the impact of a 5% and 10% change in usage. During the forecasted period a 5% decrease would reduce the annual surplus to around £67K, whilst an increase would increase this to around £161K. By comparison, a 10% increase would improve the annual surplus to around £208K whilst a 10% decrease would reduce the whole trading operation to just above break even trading point at £20K.

On this basis we would conclude that the proposed development could operate at a modest profit and a viable business case could be presented to support this option. However, a more detailed feasibility study is required to support this assumption.

4.6 EVALUATION OF OPTION 1

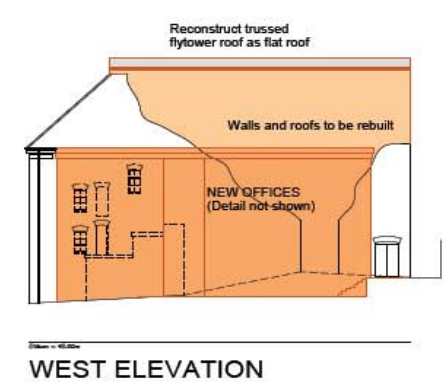
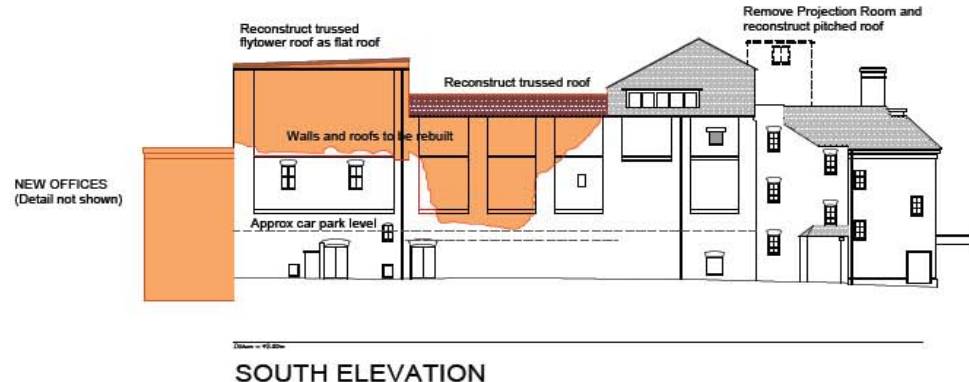
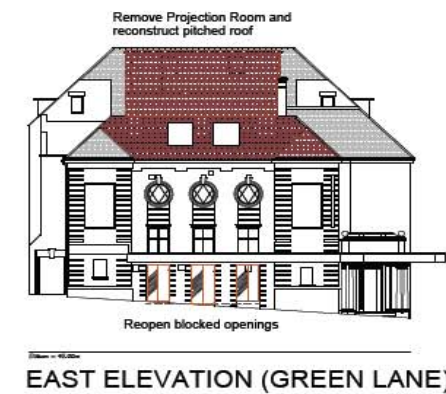
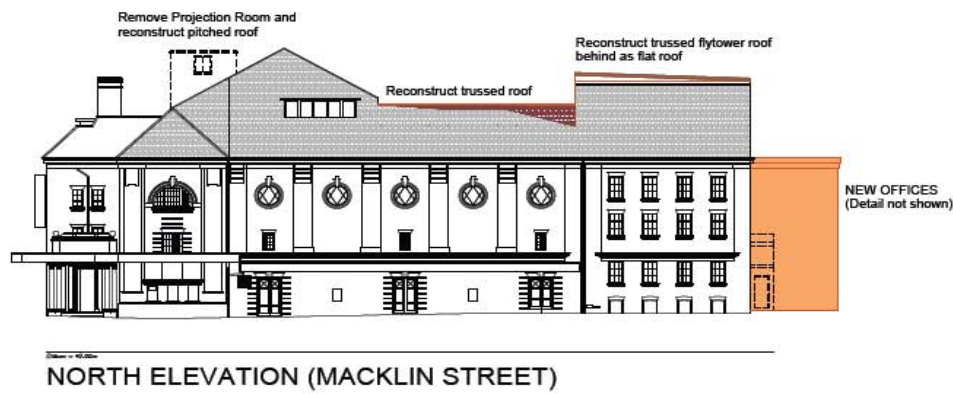
This study is specifically focused on investigating potential restoration and re-use of Derby Hippodrome as a stand alone option appraisal based on what can and what cannot be achieved with this building. However, we recognise that this cannot be progressed in isolation and in evaluating the most appropriate option; we need to consider how such a development might fit into, complement or even replace current theatre provision within the city. Our market appraisal has identified that such a development of this size and scale will most certainly displace the current provision, and accordingly we need to consider the overall impact of this. Also there is a recognised need to address the current shortcomings of existing venues and overall theatre provision within the city. Clearly this will need to be addressed more thoroughly through a separate feasibility appraisal process. Therefore, bearing in mind the constraints of this study we have developed a short list of evaluation criteria to help address some of the wider issues associated in selecting the most appropriate development option. This is summarised in the following table.

EVALUATION CRITERIA	OPTION 1 - COMMENTS AND ISSUES	SCORE MAX 10
Impact on Heritage Significance	The scheme seeks to restore and repair adopting known and recorded massing, roof shapes and materials. Internally the circle and gallery are retained and repaired and all plasterwork is assumed to be re run and replaced in both the auditorium and the ancillary front of house areas.	9
Political & Stakeholder Support	There are three key stakeholders in arts and theatre provision within Derby – DCC, ACE and Derby University. Any future development for Derby Hippodrome is likely to require collaborative support from all these parties. The Hippodrome is not on the radar of DCC in terms of political and/or funding support or an identified project within the Cultural Strategy. ACE have already reduced revenue grant aid to other venues within the city, and would not currently be in a position to provide any capital support for the development. The University is currently committed to its management and operation of Derby Theatre.	2
Contribution to Local Regeneration	The Hippodrome is located in the Green Lane conservation area and newly designated St Peters Quarter. However, the area is currently very run down, outside the cultural quarter zone, and not the best suited area to locate a prestigious new theatre venue. However, the project could potentially serve as a catalyst for local area regeneration albeit its contribution would only serve night time economy.	8
Technical Feasibility and Overall Viability of option	This option best meets the conservation guidelines for an appropriate full restoration of the building. The proposals maximise audience capacity and could address issues of vehicular access thereby to providing an overall viable option.	9

Capital Cost and Benefit Implications	This is potentially the highest cost development option. However, as it is developed from an existing building, it possibly could provide the most cost effective solution for creating a new purpose theatre built for the city. (This needs to be further examined in a detailed evaluation).	8
Meeting Funding Criteria & Likelihood of Securing Support	The listed status/ historical uniqueness of the building could fit the criteria for a Heritage Lottery Funding application. However the size, scale and cost of this option would suggest a substantial national bid, where competition is tough. Limited other funding opportunities could also be available.	5
Matched Funding Implications and Securing Viable Package	Any funding bid will require full support from all key stakeholders. At minimum, matched funding of around 25% of the capital project cost is likely to be required, with little prospect of currently securing a viable package from the identified support parties.	3
Long Term Financial and Operational Sustainability	This option demonstrates the highest audience and income generating opportunities and the business plan indicates a financial and operational sustainable future could be secured for the project. However, importantly this option would not provide a viable return on the capital investment and any future development will need to be debt free.	7
Market and Meeting the Needs of Future Audiences & Users	The market appraisal and surveys have indicated that many people go out of Derby to access a wider range of performance and touring productions. This option could fill a current gap in the theatre provision by providing a venue which could host a viable programme of received productions.	9
Ability to Improve Overall Theatre Provision & Threats	This development option could most certainly improve current theatre provision for Derby. However, it will not generate completely new audiences and will therefore compete with and displace current facilities elsewhere. On this basis, this issue needs to be further investigated on how such a project would impact or fit in with existing theatre provision elsewhere in the city.	6
Use of Venue by Professional and Amateur Groups	The size and seating capacity of the proposed auditorium is larger than many amateur groups require. Accordingly this was the least voted option by amateur groups in our survey.	3
Long Term Legacy of Theatre Provision within the City.	Any new major investment of this nature will need to create a long term theatre provision legacy for Derby. We are unable to assess whether this level of capital might be better spent on improvements to either Derby Theatre or The Assembly Rooms; or put towards the creation of a new build purpose built theatre elsewhere in the city. This needs a further detailed feasibility study undertaking.	7

OPTION 2

CONVERTED FOR A SMALLER SIZED THEATRE COMBINED WITH OTHER USES



Revision	Drawn	Comments	Date
A	MP	Various amendments	Jan 12

NEW STRUCTURE

Roofs to be rebuilt

STATUS

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Lathamshamilton
Chartered Architects
Urban Designers
Landscape Architects
Town Planners
Historic Building & Conservation Advisers

PROJECT
Hippodrome Derby

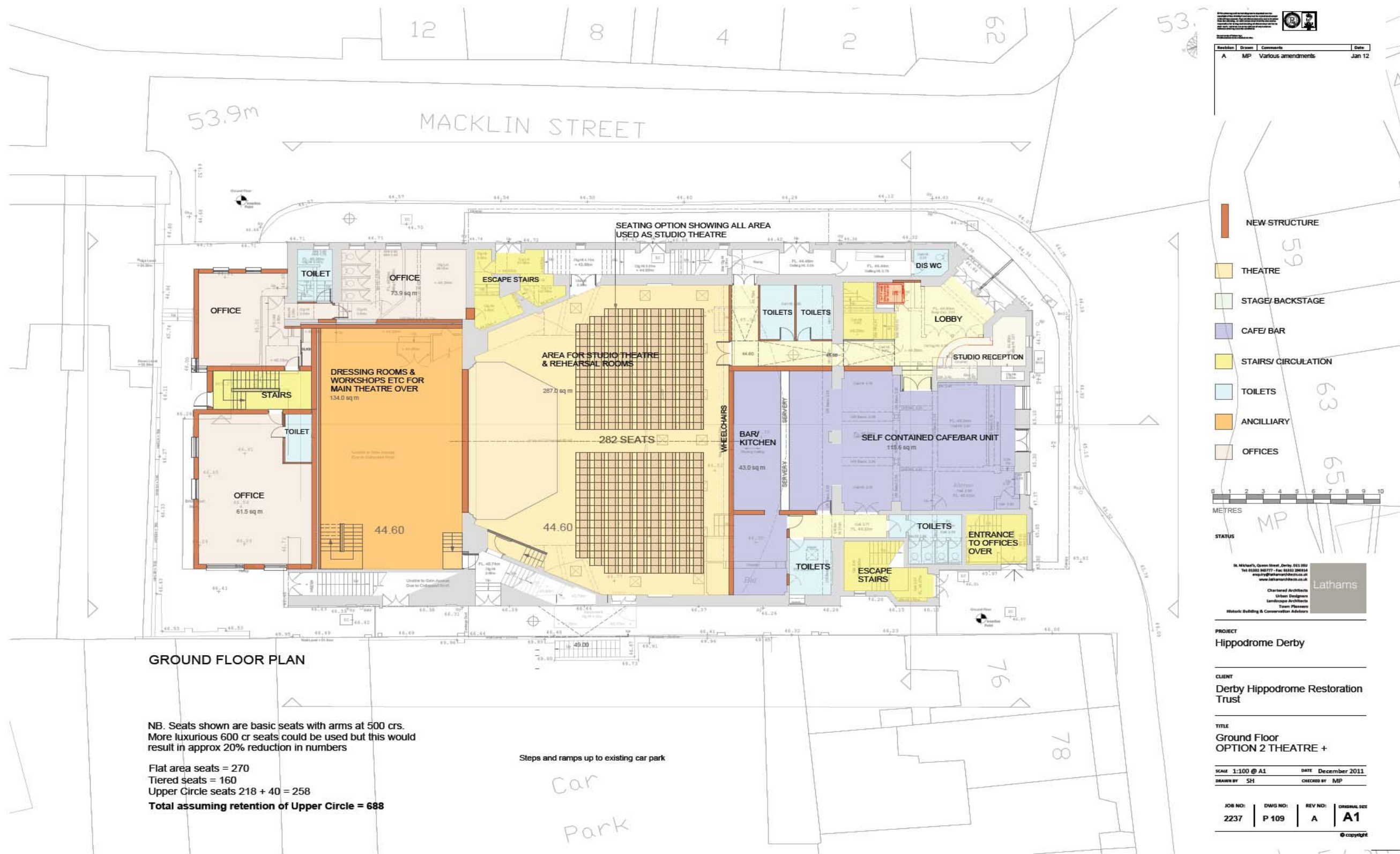
CLIENT
Derby Hippodrome Restoration Trust

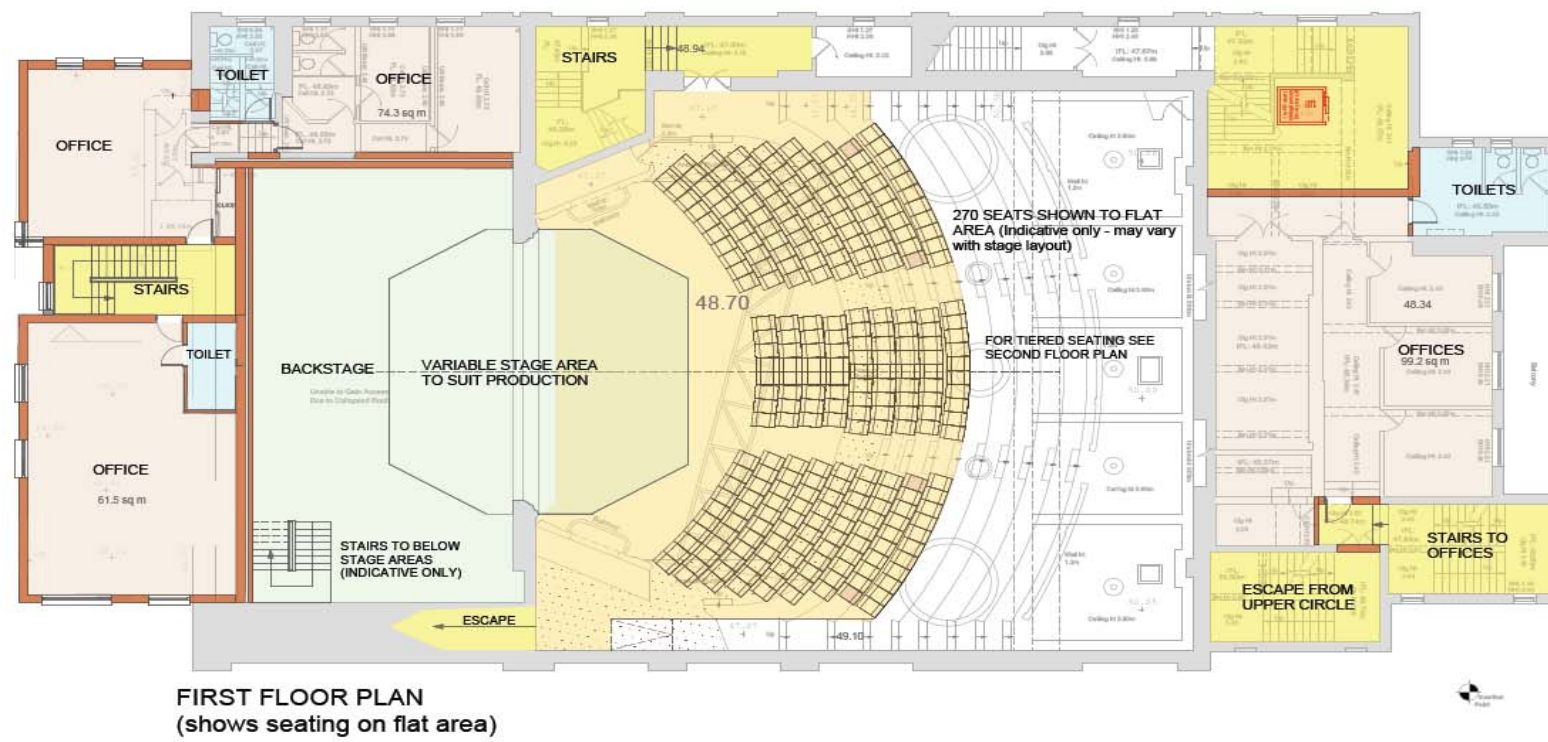
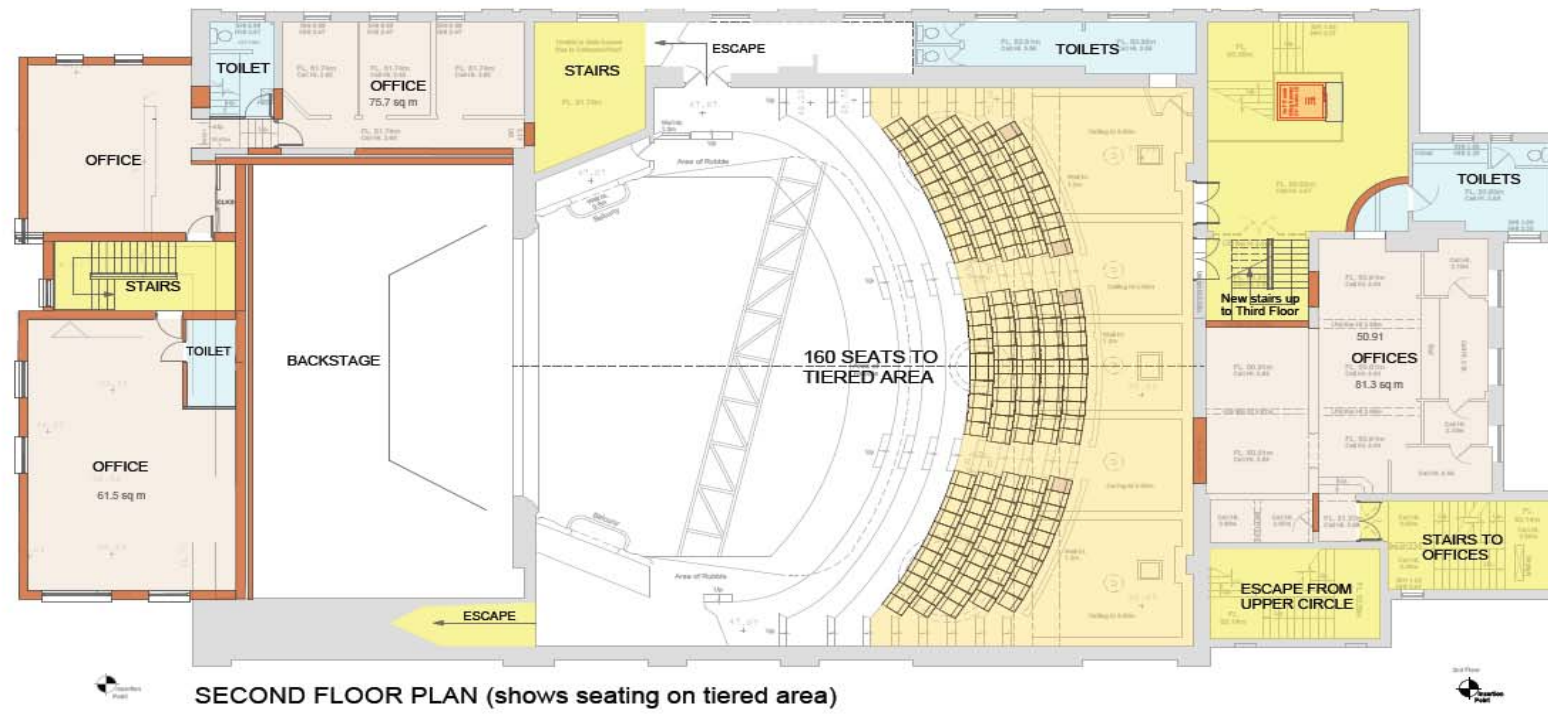
TITLE
Elevations
OPTION 2 THEATRE +

SCALE 1:200 @ A1 **DATE** December 2011
DRAWN BY MP **CHECKED BY** SH

JOB NO: 2237 **DWG NO:** P 112 **REV NO:** A **ORIGINAL SIZE:** A1

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Revision / Drawn / Comments / Date
 A / MP / Various amendments / Jan 12

NEW STRUCTURE
 THEATRE
 STAGE/ BACKSTAGE
 CAFE/ BAR
 STAIRS/ CIRCULATION
 TOILETS
 ANCIILIARY
 OFFICES

0 1 2 3 4 5 6 7 8 9 10
 METRES

STATUS

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 Urban Designers
 Landscape Architects
 Town Planners
 Historic Building & Conservation Advisors

PROJECT
 Hippodrome Derby

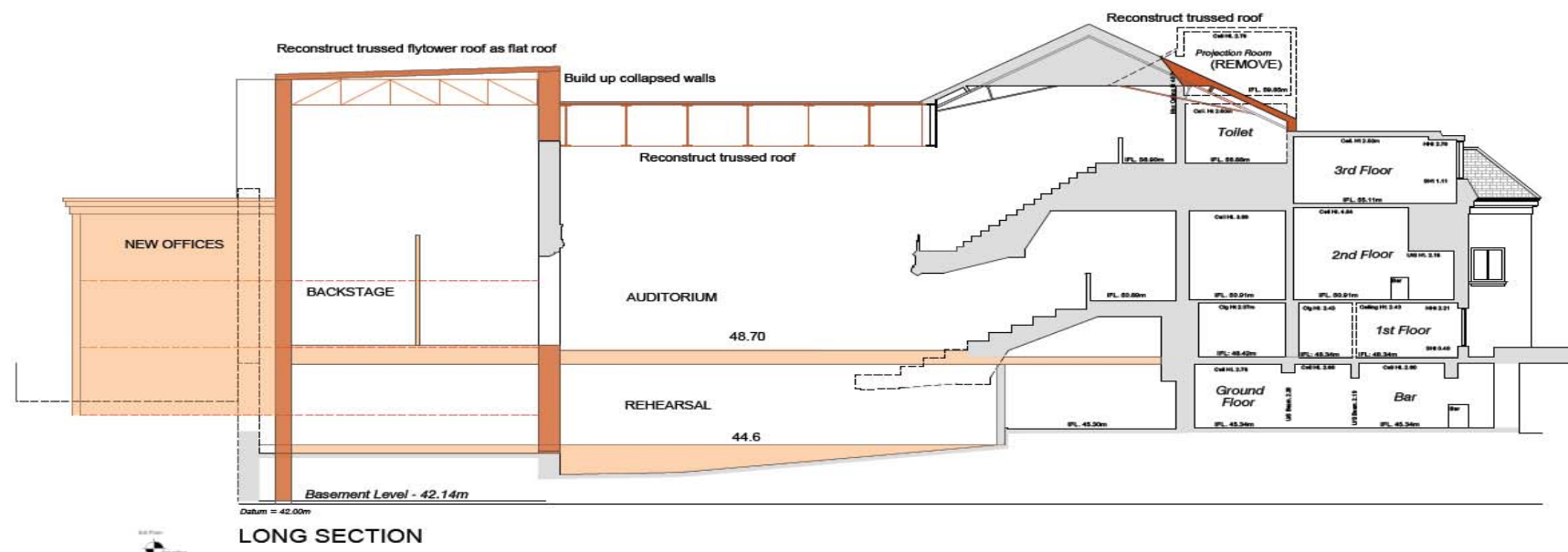
CLIENT
 Derby Hippodrome Restoration Trust

TITLE
 First & Second Floors
 OPTION 2 THEATRE +

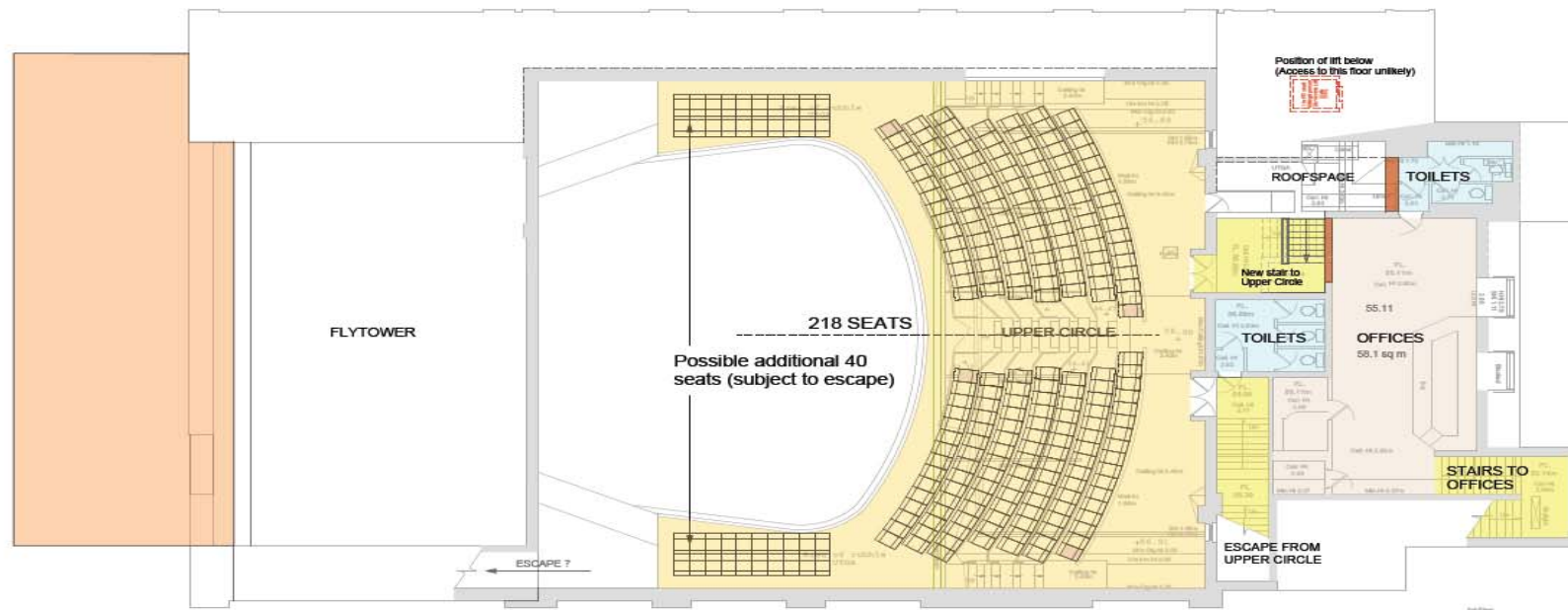
SCALE 1:100 @ A1 DATE December 2011
 DRAWN BY MP CHECKED BY SJ

JOB NO: 2237 DWG NO: P 110 REV NO: A ORIGINAL SIZE: A1


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LONG SECTION




THIRD FLOOR PLAN (shows seating on upper circle)



Revision	Drawn	Comments	Date
A	MP	Various amendments	Jan 12

- NEW STRUCTURE
- THEATRE
- STAGE/ BACKSTAGE
- CAFE/ BAR
- STAIRS/ CIRCULATION
- TOILETS
- ANCILLIARY
- OFFICES



METRES

STATUS

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Landscape Architects
Town Planners
Historic Building & Conservation Advisors

PROJECT
Hippodrome Derby

CLIENT
Derby Hippodrome Restoration Trust

TITLE
Third Floor & Section
OPTION 2 THEATRE +

SCALE 1:100 @ A1 DATE December 2011
DRAWN BY MP CHECKED BY SH

JOB NO: 2237 DWG NO: P 111 REV NO: A ORIGINAL SIZE: A1

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4.7 OPTION 2 – CONVERTED FOR A SMALLER SIZED THEATRE COMBINED WITH OTHER USES

This option provides a more flexible auditorium configuration to provide both a principal 'Main Theatre Space' with a capacity for 688 seats; and a completely separate 'Studio Space' with a capacity to seat up to 282 people.

The stage house roof will be put back with a simplified flat structure and the projection room will be removed with the original pitch re-instated. The adaption to the auditorium will consist of the introduction of a new first floor section which will remove the lower circle front rows and support the remainder. Beneath this will be created the new studio/rehearsal space together with workshops and back of house facilities. The foyer and front of house facilities will remain accessed from the existing main corner entrance. The new café/bar areas, which will serve both theatre and off street trade will be accessed from the newly reopened Green Lane frontage and new modern visitor facilities and toilets will be introduced. The rest of the front of house building together with a new build extension to the west of the site will be let as office accommodation.

In summary, this is a more flexible auditorium sized option which combines theatre use with maximised commercial letting income opportunities. Although the reduced size main auditorium is not large enough to accommodate a full received theatre programme – the overall flexibility of main auditorium and studio space could supplement hire usage for professional and amateur theatre groups and other usage as follows:-

4.7.1 SUMMARY OF ACCOMMODATION

Ground Floor Accommodation

The flexible space could provide a studio performance area for up to 282 seats

Ground floor Café	115.6m2
Bar Kitchen	43m2

Office 1 - Letting	61.5m2
Office 2 - Letting	73.9m2
Theatre Workshop Space	134m2

First Floor Accommodation

Flat Floor Seating	270 seats
Tiered upper level seating	160 seats

Office 3 - Letting	61.5 m2
Office 4 - Letting	74.3m2
Office 5 - Letting	99.2 m2

2nd. Floor Accommodation

Upper Circle tier	258 seats
Office 6 - Letting	58.1 m2

4.7.2 CAPITAL COSTS

As with other option cost estimates, in preparing our initial indicative cost appraisal, we have been unable to make a detailed appraisal of the current condition due to present uncertainty about the safety of the building. On this basis, for the purpose of this initial capital cost appraisal we have assumed the building is capable of repair in its current form and that existing structure can be retained. The estimates are based on indicative budgets at February 2012 and a full breakdown of these costs is presented within appendix 2 at the back of this report. As the exact detail and amount of repair works cannot be clarified at present, actual costs will depend on completion of a detailed condition and structural survey when access permits, together with the completed final design and final specification for materials.

Option 2 Costs - The total area of the building associated with this option is approximately 2,700 m² including the new rear extension to the West of the site. The overall building will not be restored to the full re-created historic level proposed under Option 1, but we have allowed for an additional cost for the new the build element. On this basis our initial cost appraisal would suggest a total development cost of around £10m including all fees. Allowing for provision VAT at £20%, **this would take the overall indicative cost for Option 2 to say £12.1m.** More detailed costs will need to be prepared as part the proposed further detailed feasibility appraisal stages.

4.7.3 OUTLINE BUSINESS PLAN ASSUMPTIONS

The revenue and overall operational implications of option 2 are very different from the larger single auditorium option. The reduced size capacity main theatre auditorium usage is based on a much smaller programme of received theatre, although the flexibility of studio and main theatre capacity could be more suited for hire charge usage by both amateur and professional user groups. On this basis we have prepared an outline 5 year business plan to provide an indicative income and expenditure forecast for this option as follows. Full details are set out within appendix 2, although we would point out that these can only be taken as indicative at this stage.

INCOME FORECASTS

Our income forecasts are based on operational trading assumptions which have been benchmarked from local venues and experience from elsewhere in the country as follows:-

Main Theatre Usage Occupancy Levels:- The main theatre auditorium offers a total capacity of 688 seats and we have forecast a 50% occupancy with a 10% growth allowance. Our usage assumptions are based on a total of 212 days broken down into a small programme of received theatre representing around 33% of this time, and the rest based on hire to amateur and professional user groups. Allowing for a 5% growth in usage this would generate an overall footfall of 77,538 increasing to 112,660 over the forecast period.

Main Theatre Income Assumptions:- Reflecting the smaller auditorium size, the 'Received Theatre' income is based on a reduced performance and usage programme generating an average ticket price of £10 with an average 80/20 split to the promoter. Theatre hire letting income is based on a concessionary daily charge rate of £2000 for amateur groups and £2,500 for all other users, with a proposed discounted weekly rate of £11,000 - £14,000. Usage is based on a 60% - 40% split respectively.

Studio Auditorium Usage and Occupancy Levels:- Studio usage is based on a total seating capacity of 288 with an average occupancy rate of 50% with a 10% growth allowance. We have assumed a total of 50 days for presenting a small programme of received productions with 80 days of hired usage. The rest of the time would be available for some rehearsal and meeting use.

Studio Theatre Income Assumptions:- Again the received programme income is based on an average ticket price of £10 with an average 80/20 split to the promoter. Studio hire letting income is based on a concessionary charge rate of £400 per day or £2,500 per week, or £600 and £3,500 for all other user groups, with usage based on a 60% - 40% split respectively.

Other Theatre Usage:- Main auditorium conference usage is based on a daily hire rate of £1,500 and a total of 12 days usage at an average delegate occupancy of 35%. The size and flexibility of the studio will enable meeting room usage, and income forecasts here are based on 20 days usage at an average daily charge of £100 with a concessionary rate for rehearsals.

Catering Income and Bar Sales:- As with option 1, the development has provided for a café/ restaurant facility located at the front of the building to facilitate easy day time access as well as theatre goer's usage. We have based our forecasts on 30% - 35% usage/ occupancy at an average cover spend of £7 per head. Bar Sales are based on 50% of theatre footfall spending an average of £2.50 per head. A 3 year annual growth of 5% has been allowed for all catering/ bar income as the venue becomes established.

Merchandise Sales:- Ice Cream sales are based on 15% increasing to 25% of audience footfall numbers making an average purchase of £2.50. Additional direct retail sales would also be generated from 5% - 10% of audience visitors making an average purchase value of £3.50.

Commercial Office Space:- To financially support this smaller sized theatre development option, the overall development scheme has included the provision of commercial office accommodation to let. A total area of 4,435 sq ft has been provided over three floors, which could create say X 6 offices. Based on local mid-rate/ mid grade renting rates of £8 per sq ft., this would generate an annual gross income of around £35K per annum.

EXPENDITURE FORECASTS

As with the previous option, our expenditure forecasts are based on industry benchmarked operational costs combined with our review of business plans reflecting a similar operation to the proposed development. On this basis we summarise our expenditure forecasts as follows.

Direct Staffing Costs:- The operational structure for this option is still based on a stand alone establishment without the need for additional revenue support. Staffing costs are based on a full team of admin, sales marketing, technical and visitor service staff headed by a general theatre manager; although we have assumed some volunteer support to help with FOH duties. On costs of 20% have been budgeted making a total annual staffing budget of around £370K with a 5% inflation allowance calculated into the 5 year forecasts.

Premises Costs:- These have been benchmarked against running costs associated with size of the building and scale of operation, and total up to £160K per annum over the forecasted period. Utility cost have allowed for a yearly 5% increase to allow for inflation. An annual roll over contingency budget for maintenance expenditure costs has been included, which would generate a total of £235K over the 5 year forecasted period.

Supplies and Services Costs:- A total budget allowance of around £90K - £100K has been provided. The in house annual marketing and promotion budget is based on 0.60P per ticket sale, totalling £70K - £80K per annum. However it is envisaged that additional promotional and publicity costs as required would be re-charged to hire groups as incurred.

4.7.4 SUMMARY OF OPTION 2 BUSINESS PLAN FORECASTS

A summary of the above financial assumptions and the associated income and expenditure over the forecasted 5 year period is set out within the following table.

Option 2 – 5 Year Business Plan Summary Forecast

	Year 1	Year 2	Year 3	Year 4	Year 5
SUMMARY OF EXPENDITURE					
Total Staffing Costs (Plus Volunteer FOH Assistants)	370,800	378,216	450,801	459,817	469,013
Total Premises Costs	153,500	155,370	157,277	159,223	161,207
Total Services Costs	89,500	94,890	100,288	100,894	101,107
TOTAL EXPENDITURE	613,800	628,476	708,366	719,734	731,328
SUMMARY OF NET INCOME					
Main Theatre Auditorium - Net Income	£ 295,443	£ 335,988	£ 377,179	£ 377,238	£ 377,238
Studio Theatre - Net Income	£ 46,535	£ 53,203	£ 60,105	£ 60,105	£ 60,105
Catering Income	£ 112,257	£ 149,910	£ 189,927	£ 189,973	£ 189,973
Bar Income	£ 66,820	£ 89,232	£ 116,282	£ 116,310	£ 116,310
Ice Cream & Confectionery Sales	£ 20,048	£ 32,448	£ 48,451	£ 48,482	£ 48,482
Retail Sales Income	£ 6,476	£ 11,007	£ 18,784	£ 18,788	£ 18,788
Commercial Office Letting Income	£ 29,567	£ 29,567	£ 29,567	£ 29,567	£ 29,567
SUMMARY OF TOTAL NET INCOME	£ 577,144	£ 701,353	£ 840,295	£ 840,441	£ 840,441
TRADING NET PROFIT/LOSS	-£ 36,656	£ 72,877	£ 131,929	£ 120,707	£ 109,112
MAINTENANCE CONTINGENCY BUDGET					
Less Maintenance Cost Contingency	-10,000	-25,000	-50,000	-75,000	-75,000
Cumulative Roll Over Contingency Provision	-£ 10,000	-£ 35,000	-£ 85,000	-£ 160,000	-£ 235,000
NET ANNUAL SURPLUS/ DEFICIT (After Maintenance Costs)	-£ 46,656	£ 47,877	£ 81,929	£ 45,707	£ 34,112
CUMULATIVE TOTAL	-£ 46,656	£ 1,221	£ 83,149	£ 128,856	£ 162,969
Net Income Per Total Footfall	-£ 0.37	£ 0.61	£ 0.92	£ 0.84	£ 0.76

The summary forecast illustrated in the above table, shows a trading loss of £36K during the first year of operation and thereafter the project would generate an annual trading surplus of between £72K to 109K over the forecasted period. A roll over annual maintenance budget has been allowed for which would generate a total contingency of £235K, which if expended in full would reduce the total trading cumulative to £162K over the forecasted 5 year period

The sensitivity analysis shows the impact of a 5% and 10% change in usage. A 5% decrease would reduce the annual surplus to around £67K, whilst an increase could take this up to around £150K over the period. By comparison, a 10% increase would improve the annual surplus to around £190K whilst a 10% decrease would reduce the whole trading operation to just above £25K.

As with the previous option we would conclude that this smaller sized development could also operate at a profit and a viable business case could be presented to support this option. As with all financial forecasts, a more detailed feasibility study is required to support this assumption.

4.8 EVALUATION OF OPTION 2

This reduced sized overall theatre development option with two differing sized auditoriums, provides a more flexible arrangement which could more readily meet the needs and budget constraints of the local amateur theatre groups. However, the main auditorium somewhat duplicates the capacity already available at Derby Theatre, and could suffer the same problems in attracting a financially viable programme of received theatre productions. There are also other venues such as The Guildhall which offer a similar seating capacity to the proposed studio space, which suggests that the development could displace current provision. These issues should be addressed through a more comprehensive feasibility appraisal process.

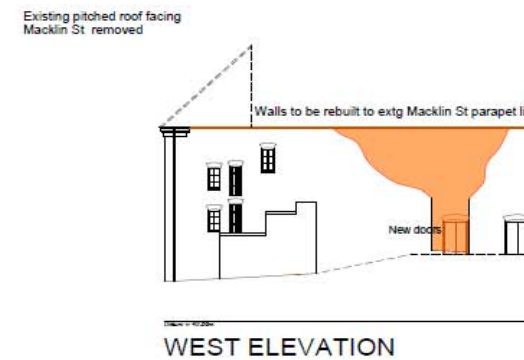
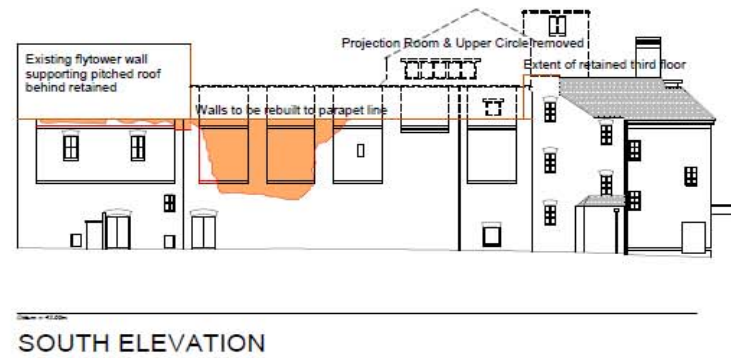
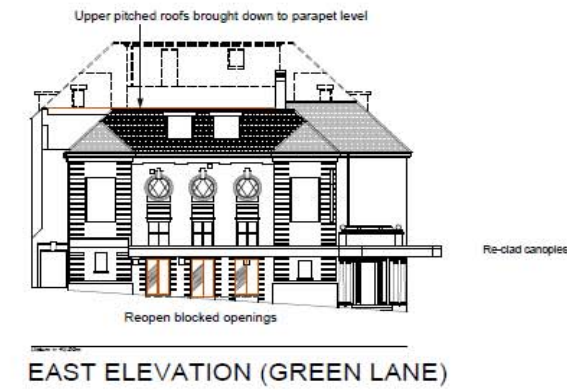
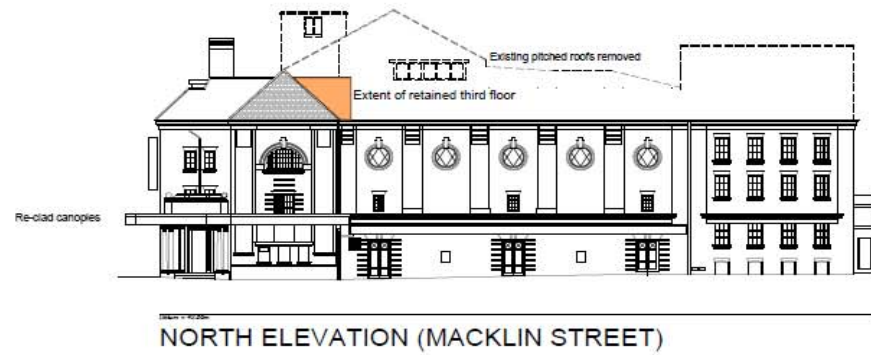
In considering the pros and cons of option 2 and to maintain consistency, we have again based our evaluation on the same list of evaluation criteria to address some of the wider issues associated in selecting the most appropriate development option as follows.

EVALUATION CRITERIA	OPTION 2 - COMMENTS AND ISSUES	SCORE MAX 10
Impact on Heritage Significance	There is a major intervention with the introduction of a horizontal split in the auditorium. This impacts both on the volume and fabric of the building. Roof replacement is not to historic pattern. However key significance is retained in part of the auditorium and the front of house.	6
Political & Stakeholder Support	Any new cultural / theatre provision in Derby is likely to require collaborative support from all political and key stakeholders. However, this option is based on a hire use model based on 68% of overall usage and on this basis, could be less reliant on securing support from the current political or key stakeholders.	3
Contribution to Local Regeneration	This option would generate greater community involvement and amateur theatre group usage providing greater benefits for this sector. Therefore seemingly less prestigious, it could effectively serve as a catalyst for local area regeneration.	8
Technical Feasibility and Overall Viability of option	The loss of some of the original character of the auditorium and FOH space could be viewed as being less appropriate from a conservational perspective. However, the more flexible configuration of two auditorium spaces could provide a lower financial risk business plan model and more operationally viable future usage option.	8
Capital Cost and Benefit Implications	This option could potentially be delivered at a lower cost than the full theatre restoration scheme; and initial indications show this reduced level of investment could potentially deliver a similar usage and financial returns package.	7

Meeting Funding Criteria & Likelihood of Securing Support	Again, the listed status of the building together with the increased community usage benefits generated with this scheme could possibly make the whole project more eligible for a HLF funding submission. Other funding opportunities could also be available.	5
Matched Funding Implications and Securing Viable Package	This option is unlikely to provide the optimum long term solution for fully meeting the overall future theatre provision for Derby. On this basis we believe that there would be little prospect of securing a viable matched funding package from the identified political and key cultural stakeholder support parties.	3
Long Term Financial and Operational Sustainability	Our initial financial appraisal indicates that this option could generate similar levels of usage and financial returns and an operationally sustainable future could be secured for the project. However, as with option 1 the development would not provide a viable return on the capital investment and accordingly would need to be debt free.	8
Market and Meeting the Needs of Future Audiences & Users	The flexibility of the two auditorium scheme provides a workable solution to meet the needs of local amateur theatre and smaller sized performance groups. However, it restricts the overall capacity, thereby making the whole scheme less viable for presenting touring received theatre productions. On this basis, option 2 wouldn't fully meet the current market gap or future audience needs of overall theatre provision for Derby.	7
Ability to Improve Overall Theatre Provision & Threats	As this development option would duplicate current audience capacity, it could therefore create the greatest competing risk for existing provision. The project will also not substantially generate new 'Derby theatre going audiences' and displace current audiences to a greater or lesser degree.	4
Use of Venue by Professional and Amateur Groups	Derby boasts a large number of very active professional and amateur theatre groups who on the grounds of size/ cost and availability, are currently under provided for within the City. On this basis this option received the highest level of support from these groups and could fully meet their needs.	9
Long Term Legacy of Theatre Provision within the City.	This option could provide a long term legacy for community and amateur theatre group usage and smaller productions. However, as with the previous option, within the constraints of this study, we are unable to assess whether this level of capital might be better spent on improvements to existing venues within the city, or put towards the creation of a new build purpose built theatre elsewhere in Derby. As above, this needs a further detailed feasibility study undertaking.	5

OPTION 3

CONVERSION FOR ALTERNATIVE USE TO THEATRE – NIGHTCLUB EXAMPLE



Revision	Drawn	Comments	Date
A	MP	Various Amendments	Jan 12



STATUS

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PROJECT
Hippodrome Derby

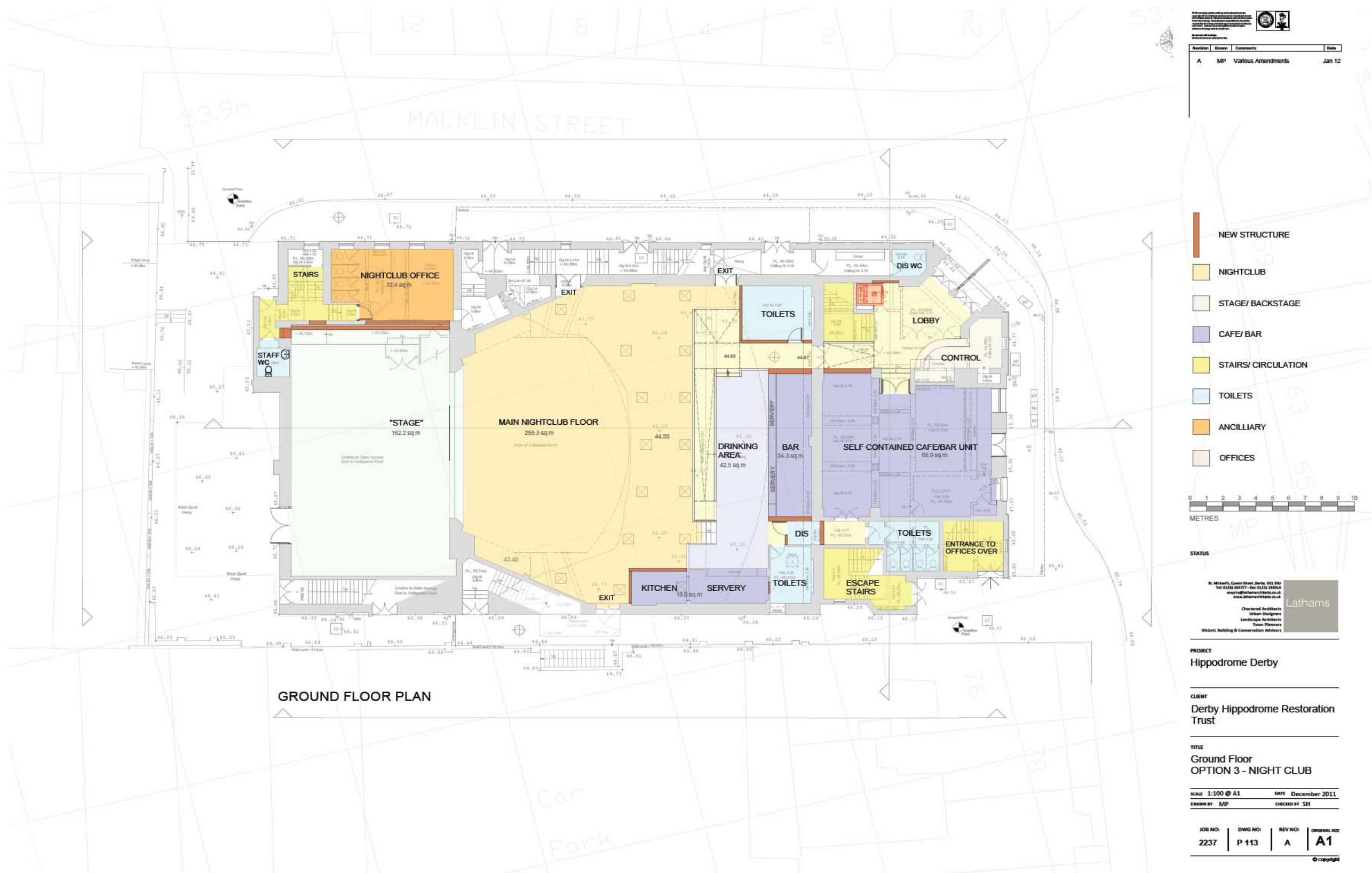
CLIENT
Derby Hippodrome Restoration Trust

TITLE
Elevations
OPTION 3 - NIGHT CLUB

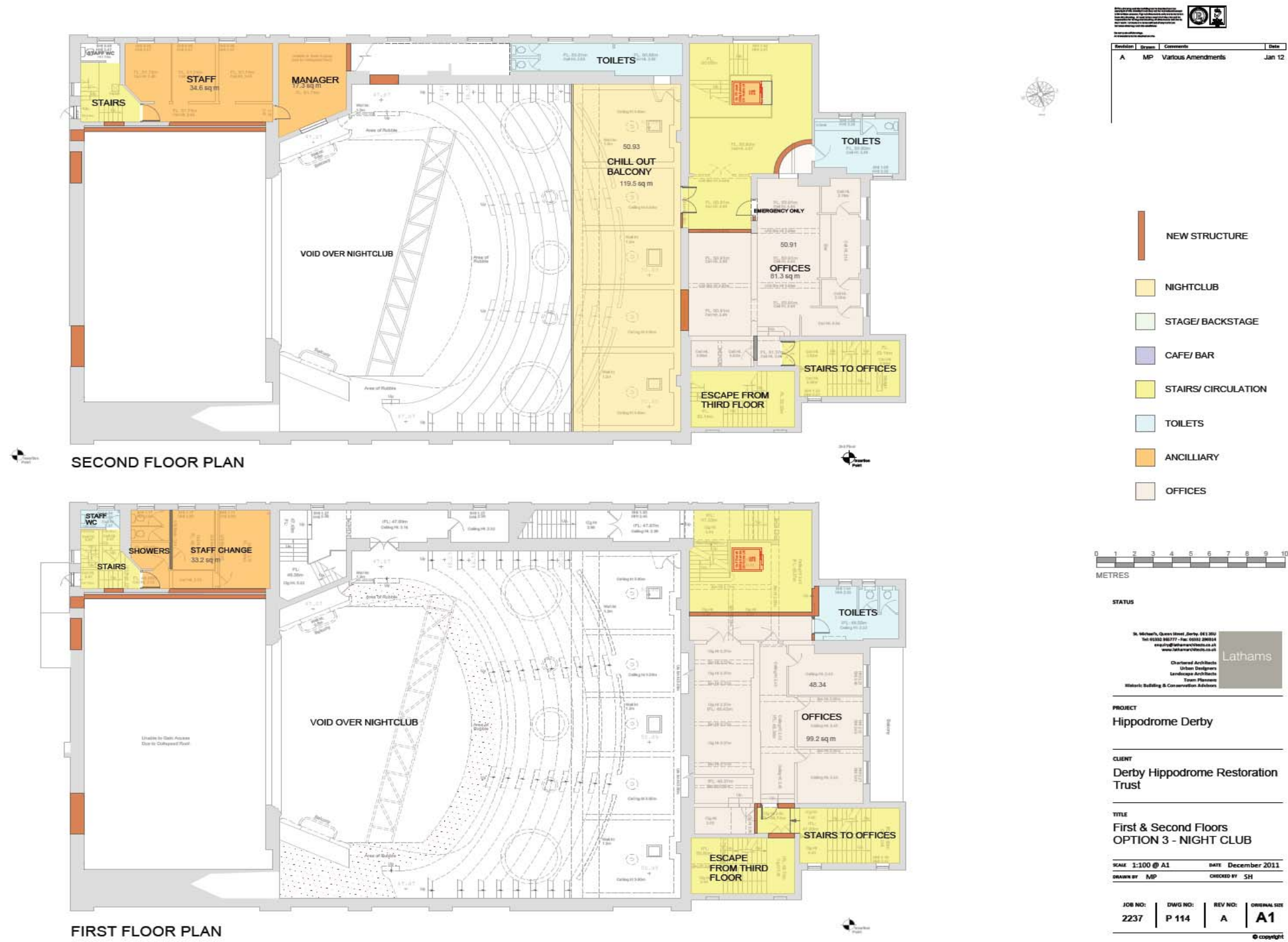
SCALE 1:200 @ A1 DATE December 2011
DRAWN BY MP CHECKED BY SH

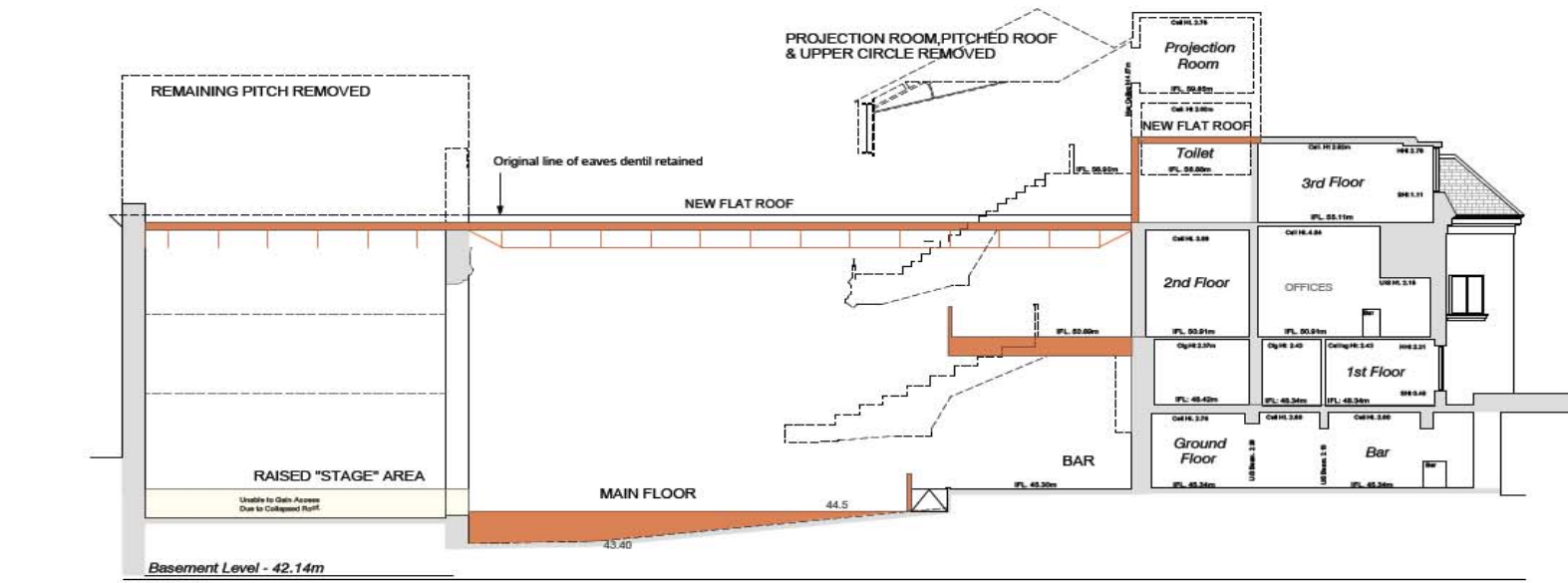
JOB NO:	DWG NO:	REV NO:	ORIGINAL SIZE
2237	P 116	A	A1

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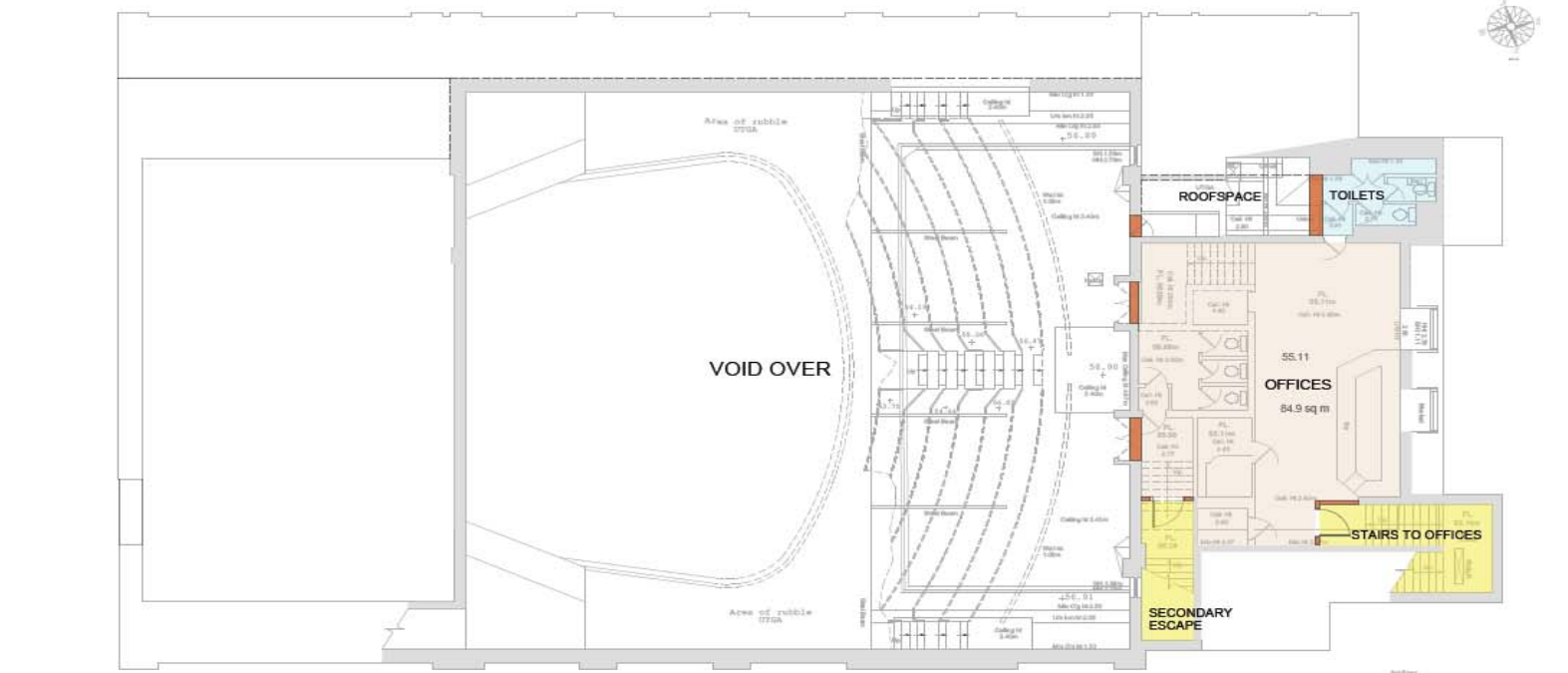


GROUND FLOOR PLAN





LONG SECTION



THIRD FLOOR PLAN

Revision	Drawn	Comments	Date
A	MP	Various Amendments	Jan 12

- NEW STRUCTURE
- STAIRS/ CIRCULATION
- TOILETS
- ANCIILLARY
- OFFICES



STATUS

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Historic Building & Conservation Advisors

PROJECT
Hippodrome Derby

CLIENT
Derby Hippodrome Restoration Trust

TITLE
Third Floor & Section
OPTION 3 - NIGHT CLUB

SCALE 1:100 @ A1 **DATE** December 2011
DRAWN BY MP **CHECKED BY** SH

JOB NO:	DWG NO:	REV NO:	ORIGINAL SIZE
2237	P 115	A	A1

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4.9 OPTION 3 – CONVERTED FOR ALTERNATIVE USES

In considering the option where the Hippodrome is converted for other uses than the redevelopment of a theatre, there could be a number of alternatives which could be pursued. However, as this option is most likely to be undertaken by the private development sector, whatever new or alternative use might be opted for, it will be subject to what ever delivers the best commercial return equated against the differing levels of investment. Some options might be suitable, others might not, and indeed it is important to note that the current owner of the building has endeavoured to pursue an unsuitable option.

With this in mind, for the purpose of providing some level of comparison in investigating the potential of an 'Alternative Use Option' herewith, we have selected a scheme which best meets the guidelines set out for this study. On this basis we have selected a possible option which could re use the remaining structure of the Hippodrome in the most economical manner and without alterations which could potentially comprise the conservation guidelines applicable to any future development. With this in mind, we have investigated the following example scheme, which proposes to convert the main part of the building and retains the main auditorium space for use as a city centre Night Club venue, with additional lettable commercial office accommodation.

The project would restore and rebuild the auditorium and stage house walls back up to the current eaves level along Macklin Street with the entire area of missing roof replaced by a new flat roof. This will necessitate the removal of the remaining areas of pitched roof above this level and the upper circle and projection room. The main circle will also be removed & replaced by a flat balcony accessed at second floor level. The redeveloped auditorium space is simplified to provide a flat floor positioned at approximately the level of the rear of the current stalls, with the existing stage area retained as a slightly raised section for locating the disco decks and possible use by live bands. The rear of the current auditorium will become the main bar and the FOH building used for a ground floor foyer restaurant & café. The main entrance to the building will continue from its current Green Lane location, with new toilet areas and a lift to provide access to upper floor levels where commercial office accommodation would be available to let. On this basis we summarise the accommodation schedule as follows:-

4.9.1 SUMMARY OF ACCOMMODATION

<u>Ground Floor Accommodation</u>	
Stage Area	162.2m2
Ground floor Night club	255.3m2
Bar 1	18m2
Bar 2	24.3m2
Drinking Area	42.4m2
Self Contained Restaurant/ Café	88.9m2
<u>First Floor Accommodation</u>	
Office 1 to let	48.34m2 (512 sq. ft @ £8 = £4,096)
Office 2 to let	99.2m2 (1051 sq. ft @ £8 = £8,408)

<u>2nd. Floor Accommodation</u>	
Upper Circle 'Chill Out' area	119.5m2
Office 3 to let	84.9m2 (900 sq. ft @ £8 = £7,200)
Office 4 to let	55.1 m2 (584 sq. ft. @ £8 = £4,672)

4.9.2 CAPITAL COSTS

The estimates have been prepared by Roger Rawlinson Associates Quantity Surveyors and are based on indicative budgets at February 2012. (A full breakdown of these costs is presented within appendix 2 at the back of this report). Without obtaining access to the building, as with other options for the purpose of this initial capital cost appraisal, we have assumed the building is capable of repair in its current form.

Option 2 Costs - On the basis that this is presented as an example scheme, our initial cost appraisal would suggest a total development cost of around £6.8m including fees. Allowing for provision of VAT at £20%, **this would take the overall indicative cost for Option 3 to say £8.2m.** The detail of any alternative uses and associated costs should be more fully explored as part the recommended feasibility appraisal process which should follow this report.

4.9.3 OUTLINE BUSINESS PLAN ASSUMPTIONS

To assist in the overall evaluation process, we have prepared an indicative financial appraisal of the revenue implications associated with this option. The full detail of this business plan is presented within appendix 3 although we would stress that can only be taken as indicative at this stage and would recommend a more detailed business plan is prepared together with a full feasibility appraisal for any such option adopted.

INCOME FORECASTS

Income and expenditure forecasts are based on experience within the local Derby area combined with benchmarked trading assumptions from other night clubs and similar sized venues based elsewhere in the country. On this basis our forecasts are summarised as follows.

Capacity and Occupancy Levels:- Based on an overall main night club dance area of 255m2 plus 162 m2 of stage area and a circulation space of between 1m2 – 1.5m2 per person; we have assumed that the total capacity of the night club could accommodate 300 people. In line with other clubs in Derby we have assumed a Tuesday – Sunday opening period with varying levels of occupancy biased towards the busier weekend periods. Overall this would generate an average occupancy of 48%, increasing and levelling to 58% by year 3.

Overall Usage and Ticketing Income:- Based on the above this would generate a total footfall of 37,000 increasing to 45,000 per year over the forecasted period. We have assumed that admission ticket prices vary daily between £2.50 - £6.50, which would generate a total annual net income of around £80K, after allowing for a 35% ticket commission to meet the costs of celebrity D J presenters and entertainment.

Catering Sales:- The development proposals have provided for a large café/ restaurant facility located at the front of the building to facilitate night time and additional off street day time usage. Our forecasts for night club usage are based on 30% - 35% usage/ occupancy an average cover spend of £11 per head which reflects a good quality fast food type offer. Day time off street café usage is based on a lower value café style offer generating an average cover charge of £7.00 and used by 20,000 people per year. An annual growth of 5% has been allowed for all catering income as the venue becomes established

Bar Sales:- Based on our review of other night club business plans which reflect a high take of bar usage, we have forecast 60% of footfall buying an average of X4 drinks per evening at an average value of £3.50 per transaction. An annual growth of 5% has been allowed for all catering/ bar income as the venue becomes established.

Soft Drinks & Confectionery Kiosk Sales:- Additional direct retail sales would also be generated from 15% - 25% of night club visitors purchasing ancillary snack and soft drinks at an average sales value of £2.00. We have provided for a 3 year annual growth of 5% of this activity as the venue becomes established.

Commercial Office Space:- To provide an ongoing stream of low risk income, the overall development scheme has included the provision of commercial office accommodation to let on the upper floors of the FOH building. A total area of 3,040 sq ft has been provided which could create say X 4 offices. Based on local mid-rate/ mid grade renting rates of £8 per sq ft., this would generate an annual net income of around £20K per year.

EXPENDITURE FORECASTS

Again expenditure assumptions are based on industry standard benchmarked operational costs where applicable, combined with business plan experience elsewhere. On this basis we summarise our forecasts as follows.

Direct Staffing Costs:- The operational structure and direct staffing costs reflect the size and scale of the proposed night club development and have proved for an Operations Manager with a full team of supporting staff. On costs have been budgeted at 20% of the overall costs with a 5% inflation allowance calculated into the 5 year forecasts, making a total annual budget of between £246K - £270k over the period.

Premises Costs:- These are all based on benchmarked running costs associated with size of the building and scale of operation totalling £75K - £90K per annum, with an allowed for a yearly 5% increase to allow for inflation. An annual roll over contingency budget for maintenance expenditure costs has also been included.

Supplies and Services Costs:- A total budget allowance of up to £65K has been provided including an annual marketing budget of up to £50K over the forecasted period.

4.9.4 SUMMARY OF OPTION 3 BUSINESS PLAN FORECASTS

A summary of the above financial assumptions and the associated income and expenditure over the forecasted 5 year period is set out within the following table.

Option 3 – 5 Year Business Plan Summary Forecast

	Year 1	Year 2	Year 3	Year 4	Year 5
SUMMARY OF EXPENDITURE					
Total Staffing Costs	246,000	250,920	255,938	261,057	266,278
Total Premises Costs	65,500	66,290	67,096	67,918	68,756
Total Services Costs	65,000	55,300	45,606	45,918	46,236
TOTAL EXPENDITURE	376,500	372,510	368,640	374,893	381,271
SUMMARY OF NET INCOME					
Admission Net Income	£ 70,994	£ 78,229	£ 82,507	£ 82,507	£ 82,507
Catering Income	£ 131,803	£ 151,123	£ 170,178	£ 170,178	£ 170,178
Bar Income	£ 170,352	£ 207,617	£ 240,149	£ 240,149	£ 240,149
Soft Confectionery Sales	£ 6,084	£ 9,126	£ 12,253	£ 12,253	£ 12,253
Commercial Office Letting Income	£ 20,267	£ 20,267	£ 20,267	£ 20,267	£ 20,267
TOTAL NET INCOME	£ 399,300	£ 466,361	£ 525,352	£ 525,352	£ 525,352
TRADING NET PROFIT/LOSS	£ 22,800	£ 93,851	£ 156,712	£ 150,459	£ 144,082
MAINTENANCE CONTINGENCY BUDGET					
Less Maintenance Cost Contingency	-10,000	-20,000	-30,000	-30,000	-30,000
Cumulative Roll Over Contingency Provision	-£ 10,000	-£ 30,000	-£ 60,000	-£ 90,000	-£ 120,000
NET ANNUAL SURPLUS/ DEFICIT (After Maintenance Costs)	£ 12,800	£ 73,851	£ 126,712	£ 120,459	£ 114,082
CUMMULATIVE TOTAL	£ 12,800	£ 86,650	£ 213,363	£ 333,822	£ 447,904
Net Income Per Total Footfall	£ 0.21	£ 0.78	£ 1.23	£ 1.19	£ 1.14
10% Change in Usage Income					
Admission Net Income	7,099	7,823	8,251	8,251	8,251
Catering Income	13,160	15,112	17,018	17,018	17,018
Bar Income	17,035	20,762	24,015	24,015	24,015
Soft Confectionery Sales	608	913	1,225	1,225	1,225
Commercial Office Letting Income	2,027	2,027	2,027	2,027	2,027
Change In Total Net Income (£)	32,831	38,813	44,285	44,285	44,285
Adjusted Net Position - 10% Increase	45,630	112,664	170,997	164,744	158,366
Adjusted Net Position - 10% Decrease	-20,031	35,038	82,428	76,175	69,797

The above shows a small trading surplus of £22K would be created during the first year of operation, which would increase to annual surplus of around £150K from year 3 onwards as the venue becomes established. A maintenance contingency budget of £120K for the forecasted period has been allowed which if expended would reduce the cumulative trading surplus to around £440K over the 5 year forecasted period.

A sensitivity analysis has been prepared to test the impact of a 10% change in usage. A 10% increase would increase the annual surplus to around £158K, whilst a 10% decrease would reduce the total to around £70K.

On this basis we would conclude that the example alternative development could operate at a profit and a viable business case could be presented to support this option. However it is important to note that based on the indicative capital cost of up to £8.2m for this example scheme, the final development would need to be further appraised in the light of evaluating the return on capital investment. A more detailed feasibility study will therefore be required to further investigate the indicative assumptions used herewith.

4.10 EVALUATION OF OPTION 3

As already indicated, the exact nature of an alternative development would be guided by whatever new use could be secured. In our example of conversion of the Hippodrome to a Night Club, much of the internal area of the existing auditorium space would be retained. In turn this could provide a large enough area to accommodate sufficient capacity to enable a commercially viable medium sized dance/ club and/or rock music venue. Our financial appraisal also indicates that from a revenue perspective, it could present a viable business opportunity for a prospective private sector investor. However, our market appraisal shows there to be at least 10 other Night Clubs located within the centre of Derby, and given the alternative theatre options presented within our public surveys, conversion of the Hippodrome to a Night Club proved to be one of the least favoured alternatives.

In an endeavour to maintain consistency in our overall options evaluation process, we have again used the same list of evaluation criteria to address some of the wider issues associated in selecting the most appropriate development option. This is summarised in the following table.

EVALUATION CRITERIA	OPTION 3 - COMMENTS AND ISSUES	SCORE MAX 10
Impact on Heritage Significance	This scheme is most impactful on both fabric and volume, where both balconies are lost and the re-roofing is completed in a simple and utilitarian manner. The repaired remains are however consolidated.	3
Political & Stakeholder Support	The project would create far less community benefit and/or prestige for Derby, than the option to convert the Hippodrome back into a theatre amenity. Night Clubs and venues that could encourage a drinking culture, typically attract adverse publicity and problems which may serve to discourage political support.	1
Contribution to Local Regeneration	Although the project could make a significant contribution towards the night time economy and regeneration of the Becket Well area, the location is still perceived to be out of the centre and in a run down state. On this basis, this might prove difficult to overcome in attracting audiences. Also, late night club leavers could cause unacceptable noise and disruption for nearby local residents.	3
Technical Feasibility and Overall Viability of option	Although better suited than most other alternative uses, this development option would still lose some of the original character of the auditorium and FOH space. On this basis it could be viewed as being a less appropriate development option from a conservational perspective. In contrast, the proposals are technically feasible and our business plan evaluation demonstrates this to be a commercially viable option.	7

Capital Cost and Benefit Implications	Our initial capital cost appraisal shows this to be the lowest cost scheme. However, the overall development investment will not make any contribution towards the much needed theatre provision within the city and accordingly will not deliver the same cultural, community and public benefits that could be secured in adopting either of the other options.	4
Meeting Funding Criteria & Likelihood of Securing Support	As a private sector business investment, it is unlikely that this option would meet the criteria for obtaining HLF or other funding grants.	1
Matched Funding Implications and Securing Viable Package	Any private sector development is likely to be led through the developer's own resources and commercial sector loans. Depending on the level of loans, the capital cost implications and financial appraisals suggest insufficient income to provide a viable return on investment would be generated.	3
Long Term Financial and Operational Sustainability	Our initial financial appraisal indicates that from a revenue perspective, the project could generate similar levels of usage and financial returns to secure an operationally sustainable future for the project.	8
Market and Meeting the Needs of Future Audiences & Users	Our market appraisal indicates that there is sufficient provision already for Night Clubs within Derby. However, there is always a need for the new and alternative, and the Hippodrome could meet a size and scale of venue gap in the current market.	2
Ability to Improve Overall Theatre Provision & Threats	This development option would not contribute anything to future provision of theatre within Derby.	0
Use of Venue by Professional and Amateur Groups	Again, no benefit for amateur groups would be created through this scheme.	0
Long Term Legacy of Theatre Provision within the City.	Clearly the option to convert Hippodrome into a Night Club will not make any contribution to future theatre provision within Derby and this evaluation alone it scores a very low level within our evaluation process. However, if the Hippodrome is unable to secure the necessary funding package and stakeholder support to rescue it from its current demise, then this option might represent a possible future to rescue the fabric of the building and adapt it for an alternative use.	0

4.11 SUMMARY EVALUATION OF ALL OPTIONS

The scoring criteria applied to each of the proposed options for the restoration of Derby Hippodrome is bought together in the following evaluation matrix. Although the level of score applied to each tends to be subjective, we have endeavoured to apply the terms of reference for this study to enable a structured framework to our appraisal process for identifying the optimum results.

A maximum score of 10 points for each of the identified criteria has been applied, and the total score for all identified criteria is 120 points as follows.

EVALUATION CRITERIA	OPTION 1	OPTION 2	OPTION 3
Impact on Heritage Significance	9	6	3
Political & Stakeholder Support	2	3	1
Contribution to Local Regeneration	8	8	3
Technical Feasibility and Overall Viability	9	8	7
Capital Cost and Benefit Implications	8	7	4
Meeting Funding Criteria & Securing Support	5	5	1
Securing a Viable Matched Funding Package	3	3	3
Long Term Future Sustainability	7	8	8
Meeting Needs of Future Audiences & Users	9	7	2
Ability to Improve Overall Theatre Provision	6	4	0
Professional and Amateur Use of Venue	3	9	0
Meeting Long Term Theatre Legacy Provision	7	5	0
TOTAL SCORES (MAX MARKS 120)	76	73	32

In summarising our overall evaluation of potential development options investigated, there is clear evidence to support its restoration as a fully working theatre, rather than the building being converted for alternative uses. The above summary table shows a similar score for both the larger restoration option 1 scheme and the smaller sized option 2, with option 3 scoring the lowest points in our evaluation.

Based on the building's listed status and the fact that this was the Hippodrome's intended purpose and function, it is inevitable therefore that both of the proposed scheme options which reflect the building's original use, also present the most appropriate conservational approach to the building's restoration. However, both options would also best support the listed constraints of the building, which in turn could possibly open up opportunities for accessing a Heritage Lottery Fund grant.

Therefore in considering the merits of each option:-

Option 1 - could potentially provide a cost effective solution to providing a venue for presenting the larger touring productions which are currently unable to be hosted elsewhere in the city. Our research work demonstrates that there is a current lack of provision for meeting this need in Derby, and there is a market demand to support future usage of this type of theatre offer. This was further evidenced from our general public survey, where this development option received the greatest support on the basis that it could fulfil this role. Finally our financial appraisal indicated that a viable business plan model could be developed to support this larger development option.

Option 2 - presents a lower cost restoration option which would create a more flexible two auditorium configuration in the proposed development. This approach to re-use of the Hippodrome attracted the greatest support from local amateur and professional user groups as it enabled usage from all size organisations accommodating their required audience capacity – be that small or large. This option was also a popular choice throughout our consultation process, potentially creating a more community focused development which in turn could provide greater public access enabling better all round daytime as well as night time usage. Re-use of the building in this way could provide a cost effective capital development, and initial financial appraisal suggests that a viable business plan case could be presented to support this option.

Under the terms of reference for this study, we can conclude that there is clear evidence to demonstrate that the optimum development should be to restore the building for use as a theatre. In our evaluation for which is the best suited option, there is fairly equal supporting evidence for both development proposals. Accordingly we would recommend that both of these need to be further investigated in the light of a detailed feasibility study which further addresses the wider associated issues identified within this section

4.11.1 RAPID ACTION IS REQUIRED

In undertaking this appraisal, we have been unable to access the building due to the current condition and uncertainty about its safety. As a result of both fires and unauthorised demolition, a lot of the building is now open to the elements and without temporary protection measures will continue to deteriorate. It should be noted that under its listed designation, demolition is not a current option. Therefore, rapid action is required at an early opportunity to consolidate the present condition and avoid further deterioration.

5.1 CONCLUSIONS

In conclusion the Derby Hippodrome is of heritage significance value, and the weight of that significance relates to the auditorium and the ornament and volume associated with it. In order to exploit that space to a sustainable future, it must be recognised that there are very few uses that would lend themselves to inhabit that space without compromising it. Therefore, from eliminating our long list to the short list of viable future options, it is clear that some sort of entertainment venue would be the most appropriate

As set out within this report, there is clear evidence to show that the building represents a rare example and important architectural legacy in “*transitional theatre- to- cinema*” buildings. Despite the Hippodrome’s general perception as a former variety theatre, ironically during much its history it has only functioned as this role for around a quarter of its life. However, although there may be differing public likes or dislikes for the building, unquestionably Derby Hippodrome holds great affection for those who remember the days when it was used as a theatre and a desire to secure a viable future. In addition, our survey and consultations across all sectors have almost wholly demonstrated support for restoring the building as a working theatre.

From the work associated with our options appraisal process for the Hippodrome, there definitely appears to be a need to create a sustainable long term legacy to address the current shortcomings of theatre provision within the city. The key issue is – “*Would the Hippodrome provide a solution to secure this legacy*”, or might this better provided through investment in existing resources or through the creation of new purpose build facilities located elsewhere?

It is clear from the findings of our study that the restoration project could present cost efficient opportunities for creating a modern theatre provision for the city. However, before drawing any conclusions, there are many associated and important issues that need to be further investigated in a more detailed feasibility study which also takes account of the overall current theatre landscape and future provision within Derby.

Some of the key issues that such a study will need to address include:-

- Location of the Hippodrome and issues relating to deprivation of the surrounding area
- Detailed condition and structural issues relating to the current state of the Hippodrome building
- Overall technical viability issues and confirmation of approach to the restoration proposals
- Car parking issues and vehicular access for get-in and get-out
- Securing collaborative support from key stakeholders including DCC, Derby University, ACE
- Acquisition of the building and possibility of purchasing adjoining car park and/ or other land
- Future ownership, governance and management issues
- Securing a viable funding strategy for delivering the project
- Displacement to existing provision and issues about complementing or replacing this
- How the project might best contribute towards St Peters Quarter regeneration proposals
- How the project could best contribute toward DCC’s local cultural strategy

- How such a development would fit into Derby’s future long term theatre provision and legacy

5.2 NEXT STEPS

Derby Hippodrome Restoration Trust is a Building Preservation Trust that operates in Derby with the purpose of preserving buildings, in particular the Derby Hippodrome Theatre. They have commissioned this ‘Initial Options Appraisal’ with funding assistance from The Architectural Heritage Fund and Derby City Council.

We have recommended that the outputs of this study are seen as a first step towards a more detailed stage of work to further investigate the wider context of this project. The Trust is recommended as an appropriate vehicle for progressing these next steps. Importantly however, during this stage there will be a need to adopt a more collaborative approach to working together and moving the project forward with Derby’s key theatre provision stakeholders.

We would also suggest the appointment of a ‘*Project Champion*’ who can act as a figurehead and ambassador for the whole project and can drive forward the various elements of the next stage.

On this basis, we would recommend that the DHRT multi disciplined project steering group is expanded to ensure the wider cross representative issues are effectively addressed during the period that the feasibility study is taking place.

In summarising the next steps, there are a series of actions which flow from this report:

- Confirmation of approval to the broad thrust of the options appraisal by all parties
- Confirmation of the recommendations to undertake a more detailed feasibility study
- Securing relevant stakeholder support for moving the project forward
- The retention of the DHRT project steering group to co-ordinate the process of moving the project forward
- The appointment of wider stakeholder representation to the project steering group
- The need to identify or appoint a project champion with the time, the charisma and the expertise to co-ordinate the project
- Confirm the action programme acceptable to all parties and funders, which can be agreed and monitored on a regular basis

We would like to acknowledge the help and support of Derby Hippodrome Restoration Trust and their project steering group team - Joan Travis (Chair), Tony Jagers, Peter Steer, Jane Temple, Joe Aveline and Peter Billson; who without their valuable and hard working input, this report would be less comprehensive.

In addition throughout the course of our work we have consulted with key stakeholders and various people representing the local cultural sector and others who may have an interest in the future of Derby Hippodrome. These people have helped considerably in the compiling of our background information and assisting the research process of this commission. The list included the following:-

- Louise Brennan English Heritage
- Mark Price Theatres Trust
- Claire Davenport Derby City Council (DCC) Head of Leisure and Culture
- Chloe Oswald DCC Conservation Officer
- Neil Johnson DCC Regeneration Officer
- Paul Clarke DCC Planning Officer
- Stuart Gillis DCC – Head of transforming Museums
- Peter Ireson Derby Live Director
- Peter Meakin Derby Live Artistic Director
- Simon Fitch Arts Council
- Laura White Arts Council
- Professor John Coyne Derby University Vice Chancellor
- Gary Johnson Derby Theatre Manager
- Keith Jeffery Derby Quad Cinema CEO
- Ben Spiller Derby Independent Theatre Network
- Stephen Munn Deda - Director
- John Forkin Derby Marketing - Director
- Russel Rigby Rigby & Co. Commercial Property Agents

BUDGET ESTIMATE - 1
for
RESTORATION, REFURBISHMENT AND CONVERSION
of
HIPPODROME, DERBY
for
DERBY HIPPODROME RESTORATION TRUST

Rawlinson Associates
3 Greenhill
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PROJECT - DERBY HIPPODROME**BUDGET ESTIMATE - 1****FEBRUARY 2012****1.0 INTRODUCTION**

1.1 The following budget estimate is for repair, restoration and conversion of Derby Hippodrome.

Three options are proposed

Option 1

Full restoration as theatre providing 970 seats

Option 2

Conversion to provide Studio theatre and rehearsal rooms at ground floor, performance space at first floor and offices at rear

Option 3

Conversion to provide nightclub

2.0 BASIS OF ESTIMATE

2.1 A Main Contractor will be employed to undertake the works.

2.2 This budget estimate has been based upon the following Latham drawings:

2237/S101	Ground Floor
2237/S102	First Floor
2237/S103	Second Floor
2237/S104	Third Floor
2237/S105	South Elevation
2237/S106	North and East elevations
2237/S107	Sections
2237/P101A	Ground floor Option 1
2237/P102A	First and second floors Option 1
2237/P103A	Third floor and section Option 1
2237?P104A	Elevations Option 1
2237/P109A	Ground floor Option 2
2237/P110A	First and second floors Option 2
2237/P111A	Third floor and section Option 2
2237/P1112A	Elevations Option 2
2237/P113A	Ground floor Option 3
2237/P114A	First and second floors Option 3
2237/P115A	Third floor and section Option 3
2237/P116A	Elevations Option 3

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PROJECT - DERBY HIPPODROME

BUDGET ESTIMATE - 1

FEBRUARY 2012

3.00 SUMMARY

	Option 1	Option 2	Option 3
Demolitions	97,000	97,000	130,000
Substructures	142,500	175,600	149,300
Roofs	538,500	559,500	419,000
Upper Floors	233,000	376,000	156,500
Stairs	82,000	18,000	82,000
External Walls	344,000	334,000	278,000
Windows and External Doors	72,000	100,000	71,000
Internal Partitions	93,300	133,100	77,900
Internal doors	91,900	58,900	43,700
Floor, wall and ceiling Finishes	1,124,000	961,000	577,000
Fittings	430,000	232,500	332,500
Theatre Fit out	2,190,000	1,017,000	300,000
Sanitary Installation	99,000	74,700	62,800
Mechanical Services Installation	1,178,000	1,043,400	683,600
Electrical Installation	729,000	773,400	598,600
Lift	70,500	70,500	70,500
Drainage	20,000	22,000	20,000
External services	48,000	72,500	48,000
Site Works	93,000	50,000	50,000
Preliminaries	1,151,400	925,400	622,600
Contingencies - 20%	<u>1,765,500</u>	<u>1,418,900</u>	<u>954,600</u>
c/f	10,592,600	8,513,400	5,727,600

PROJECT - DERBY HIPPODROME

BUDGET ESTIMATE - 1

FEBRUARY 2012

3.00 SUMMARY

	Option 1	Option 2	Option 3
b/f	10,592,600	8,513,400	5,727,600
3.03 Professional Fees Fees - 20% plus expenses to include Architect Quantity Surveyor Structural Engineer Service Engineer CDM Co-ordinator Theatre Consultant	2,126,600	1,534,000	1,032,000
No allowance is made for other consultants including but not exclusively: Conservation management plan Project Co-ordinator Access audit Travel plans Archaeologist BREEAM Assessment			
3.04 Planning and Building regulation Fees Planning Building Regulations	1,500 <u>7,500</u>	1,500 <u>7,500</u>	1,500 <u>7,500</u>
3.06 Insurance Insurance of the works to existing buildings by employer	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>
	12,758,200	10,086,400	6,798,600
3.07 VAT @ 20.00%	<u>2,551,700</u>	<u>2,017,300</u>	<u>1,359,800</u>
TOTAL INDICATIVE BUDGET COST AT FEBRUARY 2012	<u>£15,309,900</u>	<u>£12,103,700</u>	<u>£8,158,400</u>

PROJECT - DERBY HIPPODROME

BUDGET ESTIMATE - 1

FEBRUARY 2012

3.00 SUMMARY

3.08 Exclusions

The above costs exclude any allowance for the following:

- a. Abnormal ground conditions
- b. Contaminated ground
- c. Breaking up rock, concrete and brickwork met within excavations
- d. Loose furniture and fittings except at noted
- e. Extra over cost for west end theatre fit out
- f. Sprinklers/Misting system
- g. Renewable energy e.g. photo voltaic cells
- h. Fees - conservation management plan, archaeologist, etc see 3.03
- i. Inflation
- j. Financing

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PROJECT - DERBY HIPPODROME

BUDGET ESTIMATE - 1

FEBRUARY 2012

4.0 ESTIMATED COSTS

4.1 Demolitions:

- Demolishing redundant structures.
- Clear out buildings to remove rubbish etc
- Form/alter openings; blocking openings
- Pulling down partitions
- Remove upper and lower circle
- Remove redundant services

To Summary

4.2 Substructure:

- Repairs and alterations to ground floor slabs
- Ground slab to new build on west elevation
- Provisional sum for underpinning to buildings
- New suspended floor to auditorium
- New floor slab to night club
- Trench fill foundations for new masonry walls
- Masonry walling to dpc level
- Form lift pit

To Summary

4.3 Upper Floors

- Repair solid upper floors
- Repairs to upper and lower circle including allowance for additional support structure and load test
- Intumescent paint to treatment to steel beams and columns.
- Precast concrete floors to new build; sound proofing
- New floor over auditorium including circle removal
- Balcony over night club

To Summary

	Option 1	Option 2	Option 3
	15,000	15,000	20,000
	54,000	54,000	54,000
	8,000	9,000	5,000
	11,000	10,000	5,000
			37,000
	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>
To Summary	<u>97,000</u>	<u>97,000</u>	<u>130,000</u>
	61,000	58,000	74,000
		21,000	
	20,000	20,000	20,000
	48,000	48,000	
			48,000
	11,000	22,100	4,800
		4,000	
	<u>2,500</u>	<u>2,500</u>	<u>2,500</u>
To Summary	<u>142,500</u>	<u>175,600</u>	<u>149,300</u>
	79,000	79,000	79,000
	132,000	121,000	
	22,000	22,000	20,500
		73,000	
		<u>81,000</u>	
			<u>57,000</u>
To Summary	<u>233,000</u>	<u>376,000</u>	<u>156,500</u>

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PROJECT - DERBY HIPPODROME

BUDGET ESTIMATE - 1

FEBRUARY 2012

4.0 ESTIMATED COSTS

4.4 Roof:

	Option 1	Option 2	Option 3
Repairs/replace to existing pitched and flat roof structure	178,000	178,000	188,000
Timber treatment of retained structure	14,000	14,000	3,500
Remove existing pitched roof coverings for reuse; recover pitched roofs with retrieved slates and 'new' second hand to match; flat roof covering of high performance felt; insulation	243,000	243,000	
Remove pitched roof coverings, recover pitched roofs over entrance and staff change; high performance felt roof covering to all other areas			175,000
Ventilator over stage and auditorium	25,000		
Repairs to dormer windows	7,500	7,500	
Renew lead flashings	15,000	15,000	7,500
Roof structure and coverings to new build		36,000	
Cast iron rainwater goods	<u>56,000</u>	<u>66,000</u>	<u>45,000</u>
To Summary	<u>538,500</u>	<u>559,500</u>	<u>419,000</u>

4.5 Stairs:

Repairs to existing stairs and balustrades	82,000	79,000	82,000
New stairs		<u>18,000</u>	
To Summary	<u>82,000</u>	<u>18,000</u>	<u>82,000</u>

4.6 External walls:

Partial repointing	39,000	39,000	39,000
Repairs to brickwork and terra cotta..	188,000	188,000	188,000
Repair/replace lintols	8,000	8,000	8,000
Rebuild demolished walls	<u>109,000</u>	48,000	<u>43,000</u>
Cavity wall to new build		<u>51,000</u>	
To Summary	<u>344,000</u>	<u>334,000</u>	<u>278,000</u>

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PROJECT - DERBY HIPPODROME

BUDGET ESTIMATE - 1

FEBRUARY 2012

4.0 ESTIMATED COSTS

4.7 Windows and external doors:

	Option 1	Option 2	Option 3
Repair/replace existing windows	51,000	49,000	51,000
Windows to new build		29,000	
Repair/replace existing doors	<u>21,000</u>	21,000	<u>20,000</u>
New doors		<u>1,000</u>	
To Summary	<u>72,000</u>	<u>100,000</u>	<u>71,000</u>

4.8 Internal partitions:

PS for repairs to existing masonry walls	30,000	30,000	30,000
Partitions forming internal sub division (assumed solid upper floor will support new masonry walls)	44,900	87,900	18,700
WC cubicles	<u>18,400</u>	<u>15,200</u>	<u>29,200</u>
To Summary	<u>93,300</u>	<u>133,100</u>	<u>77,900</u>

4.9 Internal Doors:

Overhaul/Refurbish existing doors; redecorate	70,900	36,900	34,700
New doors, frames and ironmongery	<u>21,000</u>	<u>22,000</u>	<u>9,000</u>
To Summary	<u>91,900</u>	<u>58,900</u>	<u>43,700</u>

4.10 Floor, Wall and Ceiling finishes

Floor finishes at all levels; repairs and renewal of skirtings	212,000	255,000	178,000
Repairs and renewals of existing plaster	341,000	322,000	253,000
Plaster to new walls	34,000	72,000	26,000
Wall tiling	31,000	24,000	26,000
Repairs/replacement decorative wall and ceiling plasterwork	400,000	150,000	
Hygienic wall lining to food preparation areas		5,000	4,000
Repairs and renewals of existing ceilings	<u>106,000</u>	106,000	81,000
Ceilings to new floors		<u>27,000</u>	<u>9,000</u>
To Summary	<u>1,124,000</u>	<u>961,000</u>	<u>577,000</u>

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PROJECT - DERBY HIPPODROME

BUDGET ESTIMATE - 1

FEBRUARY 2012

4.0 ESTIMATED COSTS

4.11 Fittings:

	Option 1	Option 2	Option 3
Provisional sum for fittings to café/bar on ground floor	150,000		100,000
PS for fittings to bar and kitchen		150,000	150,000
PS for fittings to green room	5,000		
PS sum for tables and chairs			30,000
PS for box office desk etc	15,000		
PS sum for control desk in entrance			7,500
PS for studio reception		7,500	
PS for fittings to staff change	10,000		5,000
PS for fittings to lower circle bar	50,000		
PS for fittings to upper circle bar	50,000		
PS for sundry fittings	<u>150,000</u>	<u>75,000</u>	<u>40,000</u>

To Summary 430,000 232,500 332,500

4.12 Theatre fit out

PS sum for new stage, curtains, etc	350,000	150,000	
PS sum for fittings to control room	250,000		
PS sum for new stage and night club floor			100,000
PS for fly tower	500,000	200,000	
PS sum for lighting bars			25,000
PS for seating to theatre	290,000	167,000	
PS sum for sound equipment	400,000	250,000	100,000
PS for performance lighting	400,000	250,000	75,000

To Summary 2,190,000 1,017,000 300,000

Note: Fit out for west end stage productions, depending on brief, could be in the region of £5 to £6 million. It may also be necessary to extend depth of stage to 15 m. The additional cost of approximately £4m is not included in this estimate.

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PROJECT - DERBY HIPPODROME

BUDGET ESTIMATE - 1

FEBRUARY 2012

4.0 ESTIMATED COSTS

4.13 Sanitary Installation:

	Option 1	Option 2	Option 3
WC's & wash hand basins; Doc M pack to disabled WC's; stainless steel sinks; cleaners sinks	56,000	37,300	31,900
PS for vanity units	15,000	10,000	10,000
Waste, soil and overflow pipe work	25,000	24,400	18,400
Builders work in connection	<u>3,000</u>	<u>3,000</u>	<u>2,500</u>

To Summary 99,000 74,700 62,800

4.14 Mechanical Installation:

PS for heating hot and cold water installation to all areas	674,000	737,400	528,600
PS for ventilation to auditorium and we's etc	500,000	300,000	
PS for ventilation to night club			150,000
Builders work in connection	<u>4,000</u>	<u>6,000</u>	<u>5,000</u>

To Summary 1,178,000 1,043,400 683,600

4.15 Electrical Installation:

PS for power, lighting, fire alarm and emergency lighting, data cabling etc	674,000	737,400	528,600
PS for special light fittings	50,000	30,000	15,000
PS for lighting to night club area			50,000
Builders work in connection	<u>5,000</u>	<u>6,000</u>	<u>5,000</u>

To Summary 729,000 773,400 598,600

4.16 Lifts

PS for 8 person passenger lift and shaft	65,000	65,000	65,000
Evac Chairs	3,000	3,000	3,000
Builders work in connection	<u>2,500</u>	<u>2,500</u>	<u>2,500</u>

To Summary 70,500 70,500 70,500

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PROJECT - DERBY HIPPODROME

BUDGET ESTIMATE - 1

FEBRUARY 2012

4.0 ESTIMATED COSTS

	Option 1	Option 2	Option 3
4.17 Drainage:			
PS sum for new foul drainage installation connected to existing sewer	10,000	12,000	10,000
PS for new surface water drainage installation connected to existing	10,000	10,000	10,000
To Summary	<u>20,000</u>	<u>22,000</u>	<u>20,000</u>
4.18 External Services			
PS for new electricity mains	20,000	30,000	20,000
PS for new gas supplies	15,000	25,000	15,000
PS for renewing water service mains	7,500	10,000	7,500
PS for telephone mains	2,500	3,500	2,500
Builders work in connection	<u>3,000</u>	<u>4,000</u>	<u>3,000</u>
To Summary	<u>48,000</u>	<u>72,500</u>	<u>48,000</u>
4.19 Site Works			
PS for site works around building	50,000	<u>50,000</u>	<u>50,000</u>
Covered yard	<u>43,000</u>		
To Summary	<u>93,000</u>	<u>50,000</u>	<u>50,000</u>

PROJECT - DERBY HIPPODROME

BUDGET ESTIMATE - 1

FEBRUARY 2012

These budget feasibility costs have been prepared without the benefit of access into the building therefore current condition and amount of repair works and or internal rebuilding is unknown. Costs given are therefore subjective and assume that the building is capable or repair in it's current form.

The extent of damage caused by the fires on the existing structure are unknown as a structural survey has not been undertaken.

As a result of both fires and unauthorised demolition a lot of the building is now open to the elements and will be suffering and will continue to suffer whilst this situation remains unchanged. Without temporary protection measures the building will continue to deteriorate.

Actual costs will depend upon the completion of detailed condition and structural survey, completed design and final specification for materials. Reassessment will be required as design development takes place and drawings/specification are finalised.

Option 1 - Projected Programme and Annual Income From Received Performances								
	Number of days	% of days	Number Performances	Average Occupancy	Capacity	Average Ticket Price	Income	£ Attendances
MAIN AUDITORIUM INCOME- 950 SEATS								
RECEIVED PROGRAMME								
Pantomime	24	7%	48	50%	950	12		
Musicals	18	5%	30	55%	950	14		
Drama/Plays	40	6%	50	55%	950	12		
Dance - Ballet	8	2%	8	50%	950	14		
Dance - Contemporary & Other	12	4%	12	45%	950	14		
Rock/Pop Original Artists	18	5%	18	60%	950	15		
Spoken word and Psychics	6	2%	6	50%	950	11		
Comedy	16	4%	16	55%	950	11		
Children's Shows	18	6%	36	50%	950	8		
Opera	10	3%	10	50%	950	15		
Tribute Bands	10	3%	10	50%	950	12		
Orchestral & Classical Music	10	3%	10	50%	950	14		
Other Shows	10	3%	10	45%	950	10		
Jazz and Folk Music	8	2%	8	45%	950	10		
Total Received Usage/ Ticket Sales Income	200		264				1,528,560	127,380
Total Received Income 80/ 20 Split							305,712	
HIRE AND OTHER USAGE								
Hire - Professional	20	5%	20	45%	950	10	115,800	
Hire - Amateur	20	5%	20	50%	950	10	115,800	
Rehearsal Hire (£350 per day)	8	2%	0	0%	950	0	Hire Charge	
Hire Conference (£750 per day)	12	3%	0	0%	950	0	Hire Charge	
Dark (nothing programmed)	105	29%	0	0%	950	0	0	
Sub Total Other Usage							231,600	23,353
							66,320	
TOTAL MAIN AUDITORIUM USAGE (365)	260	71%		50%		£ 12.00	1,760,160	150,733
TOTAL NET INCOME TO VENUE		20%					372,032	
(Total Number of Days in Year)	365							

OPTION 1 - RESTORED DERBY HIPPODROME MAX AUDITORIUM CPACITY- RECEIVED PERFORMANCE PROGRAMME

	Year 1	Year 2	Year 3	Year 4	Year 5
MAIN THEATRE INCOME ACTIVITIES					
AUDITORIUM CAPACITY & USAGE					
Auditorium Capacity	965	965	965	965	965
Number of Days - Received Performance Usage (5% Growth)	200	210	220	220	220
Number of Days - Other Professional & Amateur Usage (20/20)	40	40	40	40	40
Number of Days for Rehearsals & Conferencing	20	20	20	20	20
Dark with nothing programmed	105	95	85	85	85
Total Annual Footfall	150733	172407	195737	195702	195702
RECEIVED PRODUCTIONS TICKET INCOME					
Usage & Occupancy					
Number of Days Usage Per Year (5% growth for first 3 years)	200	210	220	220	220
Number of Performances (5% growth for first 3 years)	264	277	291	291	291
Average Show Occupancy	50%	55%	60%	60%	60%
Annual Occupied Seats	127380	147124	168524	168489	168489
Ticketed Sales					
Average Ticket Price Per Show	£12	£12	£12	£12	£12
Annual Ticket Sales	£ 1,528,560	£ 1,765,487	£ 2,022,285	£ 2,021,868	£ 2,021,868
Promoter Costs @ 80%	£ 1,222,848	£ 1,412,389	£ 1,617,828	£ 1,617,494	£ 1,617,494
Net Ticket Sales Income @ 20%	£ 305,712	£ 353,097	£ 404,457	£ 404,374	£ 404,374
HIRE AND OTHER AUDITORIUM USAGE INCOME					
Additional Productions & Occupancy					
Hire - Professional Productions (No of Days/ Productions)	20	20	20	20	20
Hire - Amateur Productions (No of Days/ Productions)	20	20	20	20	20
Average Show Occupancy	50%	55%	60%	60%	60%
Annual Occupied Seats	19300	21230	23160	23160	23160
Ticketed Sales					
Average Ticket Price Per Show	£12	£12	£12	£12	£12
Annual Ticket Sales	£ 231,600	£ 254,760	£ 277,920	£ 277,920	£ 277,920
Net Commission Income @ 20%	£ 46,320	£ 50,952	£ 55,584	£ 55,584	£ 55,584
Day Time Rehearsal Occupancy					
Number of Days	8	8	8	8	8
Income @ daily rate £250.	£ 2,000	£ 2,000	£ 2,000	£ 2,000	£ 2,000
Conference Income					
Number of days	12	12	12	12	12
Average Occupancy @ 25% per Conference	4,053	4,053	4,053	4,053	4,053
Income @ day time daily rate £1,500	£ 18,000	£ 18,000	£ 18,000	£ 18,000	£ 18,000
MAIN THEATRE AUDITORIUM INCOME SUMMARY					
Net Received Theatre Income	£ 305,712	£ 353,097	£ 404,457	£ 404,374	£ 404,374
Net Other Auditorium Production Income	£ 46,320	£ 50,952	£ 55,584	£ 55,584	£ 55,584
Net Rehearsal & Conference Income	£ 20,000	£ 20,000	£ 20,000	£ 20,000	£ 20,000
Total Income	£ 372,032	£ 424,049	£ 480,041	£ 479,958	£ 479,958
Less VAT @ 20%	£ 82,005	£ 70,875	£ 80,007	£ 79,993	£ 79,993
NET AUDITORIUM INCOME	£ 310,027	£ 353,174	£ 400,034	£ 399,965	£ 399,965
Net Theatre Income per footfall	£ 2.06	£ 2.05	£ 2.04	£ 2.04	£ 2.04

BUSINESS PLAN - 5 YEAR INDICATIVE FINANCIAL FORECASTS

OPTION 1 - RESTORED DERBY HIPPODROME MAX AUDITORIUM CPACITY- RECEIVED PERFORMANCE PROGRAMME

	Year 1	Year 2	Year 3	Year 4	Year 5
TRADING INCOME FORECASTS					
CATERING INCOME					
Catering Take Up (Based on % of Ticket Sales/ Footfall)	30%	33%	35%	35%	35%
Total Catering Transactions	45,220	56,894	68,508	68,496	68,496
AV.Cover (based on £4 - £10 menu inc. VAT)	£7.00	£7.00	£7.00	£7.00	£7.00
Gross Sales	316,539	398,260	479,555	479,470	479,470
Less Cost of Sale @ 35%	110,789	139,391	167,844	167,814	167,814
Net Catering Sales Income	205,751	258,869	311,711	311,655	311,655
Less VAT @ 20%	£ 34,292	£ 43,145	£ 51,952	£ 51,943	£ 51,943
Catering Income	£ 171,459	£ 215,724	£ 259,759	£ 259,713	£ 259,713
BAR INCOME					
Bar Take Up (Based on % of Ticket Sales/ Footfall)	50%	55%	60%	60%	60%
Total Bar Transactions	75367	94824	117442	117421	117421
Av. Bar Sales Value (inc. VAT)	£ 2.50	£ 2.50	£ 2.50	£ 2.50	£ 2.50
Gross Sales	£ 188,418	£ 237,059	£ 293,605	£ 293,553	£ 293,553
Less Cost of Sale @ 35%	65,946	82,971	102,762	102,744	102,744
Net Sales Income	122,471	154,089	190,843	190,809	190,809
Less VAT @ 20%	£ 20,412	£ 25,681	£ 31,807	£ 31,802	£ 31,802
Bar Income	£ 102,059	£ 128,407	£ 159,036	£ 159,008	£ 159,008
ICE CREAM & CONFECTIONERY SALES					
Take Up (Based on % of Ticket Sales/ Footfall)	20%	25%	30%	30%	30%
Total Transactions	30147	43102	58721	58711	58711
Av. Sales Value (inc. VAT)	£ 2.50	£ 2.50	£ 2.50	£ 2.50	£ 2.50
Gross Sales	£ 75,367	£ 107,754	£ 146,803	£ 146,777	£ 146,777
Less Cost of Sale @ 35%	26,378	37,714	51,381	51,372	51,372
Net Sales Income	48,989	70,040	95,422	95,405	95,405
Less VAT @ 20%	£ 8,165	£ 11,073	£ 15,904	£ 15,901	£ 15,901
Ice Cream Income	£ 40,824	£ 58,967	£ 79,518	£ 79,504	£ 79,504
RETAIL MERCHANDISE SALES					
Retail Take Up (Based on % of Ticket Sales/ Footfall)	10%	13%	15%	15%	15%
Total Transactions	15073	21551	29361	29355	29355
Av. Sales Value (inc. VAT)	£ 3.50	£ 3.50	£ 3.50	£ 3.50	£ 3.50
Gross Sales	£ 52,757	£ 75,428	£ 102,762	£ 102,744	£ 102,744
Less Cost of Sale @ 55%	29,016	41,485	56,519	56,509	56,509
Net Sales Profit	23,740	33,943	46,243	46,235	46,235
Less VAT @ 20%	£ 3,957	£ 5,657	£ 7,707	£ 7,708	£ 7,708
Net Retail Sales Income	£ 19,784	£ 28,286	£ 38,536	£ 38,529	£ 38,529
MERCHANDISE COMMISSION					
Estimated Annual Sales from Concert Merchandise	25,000	25,000	25,000	25,000	25,000
Commission From Sale of Concert Merchandise	10%	10%	10%	10%	10%
Net Commission	£ 2,500	£ 2,500	£ 2,500	£ 2,500	£ 2,500
ADDITIONAL INCOME SUMMARY					
Net Catering Related Income	£ 273,518	£ 344,131	£ 418,795	£ 418,721	£ 418,721
Net Merchandise Related Income	£ 63,107	£ 89,152	£ 120,554	£ 120,533	£ 120,533
TOTAL ADDITIONAL TRADING INCOME	£ 336,625	£ 433,284	£ 539,349	£ 539,254	£ 539,254
Net Trading Income Per Footfall	2.23	2.51	2.76	2.76	2.76

BUSINESS PLAN - 5 YEAR INDICATIVE FINANCIAL FORECASTS

OPTION 1 - RESTORED DERBY HIPPODROME MAX AUDITORIUM CPACACITY- RECEIVED PERFORMANCE PROGRAMME

	Year 1	Year 2	Year 3	Year 4	Year 5
EXPENDITURE					
Direct Staffing Costs					
Theatre General Manager - X1 FT	50,000	51,000	52,020	53,080	54,122
Sales & Marketing Manager	25,000	25,500	26,010	26,530	27,061
FOH Assistant Duty Manager - X 1.5 PT @ £30K	45,000	45,900	46,818	47,754	48,709
Administration Supervisor X1 FT	24,000	24,480	24,978	25,489	25,978
Accounts & Booking Assistant X 1PT	12,000	12,240	12,485	12,734	12,989
(*) Reception/ Sales Assistants X 3 FTE (@15K)	45,000	45,900	46,818	47,754	48,709
Technical Manager X1 FT	30,000	30,600	31,212	31,836	32,473
Assistant Technical Manager (X 1 PT post from Y3 onwards)	0	0	20,000	20,400	20,808
Technical assistants X2 FT + 1PT from Y3 Onwards	15,000	15,300	15,606	15,918	16,236
Catering Manager X1 FT	25,000	25,500	26,010	26,530	27,061
Catering & Bar Assistants X 4PT @ £10K (increase to 8 at Y3)	40,000	40,800	41,608	42,416	43,226
Maintenance/ Caretaking Supervisor X1 FT (X 1.5 from Y3)	18,000	18,360	18,727	19,092	19,457
Cleaning Assistants X 3PT	15,000	15,300	15,606	15,918	16,236
Stage Door X 1PT (Increase X 2 PT from Y3)	15,000	15,300	15,606	15,918	16,236
Sub Total	359,000	366,180	373,361	380,543	387,726
NIC & On Costs @ 20%	71,800	73,236	74,672	76,107	77,543
Total Staffing Costs	430,800	439,416	448,033	456,650	465,269
(* Plus FOH Volunteer & Friends of Hippodrome Support)					
Premises Costs					
Utilities - Heat, Light & Water	50,000	51,000	52,020	53,080	54,122
Rates	35,000	35,000	35,000	35,000	35,000
Telephones & IT Costs	25,000	25,500	26,010	26,530	27,061
General Repairs and Renewals	10,000	10,200	10,404	10,612	10,824
Fire & Security	2,000	2,040	2,081	2,122	2,165
Insurances	25,000	25,000	25,000	25,000	25,000
Licenses	5,000	5,100	5,202	5,306	5,412
Trade Refuse	1,500	1,530	1,561	1,592	1,624
Total Premises Costs	153,500	155,370	157,277	159,223	161,207
Supplies & Services					
Administration/Office/Stationery	3,500	3,570	3,641	3,714	3,789
Marketing & Publicity (Based on 0.60P per ticket sale)	88,008	101,012	115,010	130,008	145,008
Printing & Stationery	10,000	10,200	10,404	10,612	10,824
Outreach Development	10,000	10,200	10,404	10,612	10,824
Travel & Subsistence	3,000	3,060	3,121	3,184	3,247
Sundries	3,000	3,060	3,121	3,184	3,247
Total Services Costs	117,508	131,102	145,702	160,295	174,921
TOTAL EXPENDITURE	701,808	725,888	739,277	752,668	766,056
SUMMARY OF NET INCOME					
Main Theatre Auditorium Income	£ 310,027	£ 353,374	£ 400,034	£ 450,965	£ 506,965
Catering Income	£ 171,459	£ 215,724	£ 260,759	£ 308,713	£ 359,713
Bar Income	£ 102,059	£ 128,407	£ 159,036	£ 196,008	£ 239,008
Ice Cream & Confectionery Sales	£ 40,824	£ 58,367	£ 79,518	£ 105,504	£ 138,504
Retail Sales Income	£ 19,784	£ 28,286	£ 38,536	£ 50,529	£ 65,529
Merchandise Commission	£ 2,500	£ 2,500	£ 2,500	£ 2,500	£ 2,500
SUMMARY OF TOTAL NET INCOME	£ 646,651	£ 786,658	£ 939,383	£ 1,105,229	£ 1,358,229
LESS SUMMARY OF TOTAL EXPENDITURE	701,808	725,888	739,277	752,668	766,056
TRADING NET PROFIT/LOSS	-£ 55,157	£ 60,770	£ 140,106	£ 252,561	£ 592,173
MAINTENANCE CONTINGENCY BUDGET					
Less Maintenance Cost Contingency	-10,000	-25,000	-50,000	-75,000	-75,000
Cumulative Roll Over Contingency Provision	-£ 10,000	-£ 35,000	-£ 85,000	-£ 160,000	-£ 235,000
NET POTENTIAL ANNUAL SURPLUS/ DEFICIT	-£ 65,157	£ 25,770	£ 90,106	£ 177,561	£ 357,173
CUMULATIVE TOTAL	-£ 65,157	-£ 39,387	£ 50,719	£ 228,280	£ 585,453
Net Income Per Total Footfall	-£ 0.37	£ 0.35	£ 0.72	£ 1.45	£ 2.94

BUSINESS PLAN - 5 YEAR INDICATIVE FINANCIAL FORECASTS

OPTION 1 - RESTORED DERBY HIPPODROME MAX AUDITORIUM CPACACITY- RECEIVED PERFORMANCE PROGRAMME

	Year 1	Year 2	Year 3	Year 4	Year 5
SENSITIVITY ANALYSIS					
5% Change in Usage Income					
Main Theatre Auditorium Income	15,501	17,869	20,002	19,998	19,998
Catering Income	8,573	10,786	12,988	12,988	12,988
Bar Income	5,103	6,420	7,952	7,950	7,950
Ice Cream & Confectionery Sales	2,041	2,918	3,976	3,975	3,975
Retail Sales Income	989	1,414	1,927	1,926	1,926
Merchandise Commission	125	125	125	125	125
Change In Total Net Income (£)	32,333	39,333	46,969	46,961	46,961
Adjusted Net Position - 5% Increase	-22,824	100,103	187,075	174,437	161,702
Adjusted Net Position - 5% Decrease	-87,489	21,437	93,137	80,516	67,781
10% Change in Usage Income					
Main Theatre Auditorium Income	31,003	35,337	40,003	39,996	39,996
Catering Income	17,146	21,572	25,976	25,971	25,971
Bar Income	10,206	12,841	15,904	15,901	15,901
Ice Cream & Confectionery Sales	4,082	5,837	7,952	7,950	7,950
Retail Sales Income	1,978	2,829	3,854	3,853	3,853
Merchandise Commission	250	250	250	250	250
Change In Total Net Income (£)	64,665	78,666	93,938	93,922	93,922
Adjusted Net Position - 10% Increase	9,509	139,436	234,044	221,398	208,663
Adjusted Net Position - 10% Decrease	-119,822	-17,896	46,168	33,555	20,820

Option 2 - Projected Usage and Income from a Mix of Received Programme and Fixed Auditorium Hire Charge									
	Number of days	% of days	Number of shows	Average Attendance	Capacity	Average Ticket Price	Income	£	Attendances
MAIN AUDITORIUM CAPACITY - 688 SEATS									
MAIN THEATRE RECEIVED PROGRAMME									
Pantomime	12	17%	18	55%	688	9	68,112		6,811
Musicals	6	9%	8	55%	688	12	36,326		3,027
Drama/Plays	24	34%	28	50%	688	10	96,320		9,632
Dance	4	6%	5	50%	688	11	18,920		1,720
Original Artists	5	7%	6	45%	688	10	18,576		1,858
Comedy	5	7%	6	50%	688	9	18,576		2,064
Children's Shows	4	6%	6	55%	688	8	18,163		2,270
Orchestral & Classical Music	4	6%	4	45%	688	11	13,622		1,238
Other Shows	6	9%	6	45%	688	10	18,576		1,858
							(80/20 Split)		
Received Productions (As Above)	70	33%	87	50%	688	£ 10.00	59,856		29,928
Hire - Amateur	78	37%	78	55%	688	Hire Charge	144,000		
Hire - Professional	52	25%	52	50%		Hire Charge	119,500		
Hire - Conference	12	6%	12			Hire Charge	18,000		
Ticket Commission							13,175		
TOTAL MAIN THEATRE DAYS USAGE - YEAR 1	212	58%	229	50%			354,531		77,538
DARK (Nothing Programmed)	153	42%							
TOTAL DAYS	365								
STUDIO AUDITORIUM CAPACITY - 282 SEATS									
STUDIO THEATRE USAGE									
Drama	25	50%	25	55%	282	10	3875		3,878
Music	10	20%	10	50%	282	12	14100		1,410
Dance	5	16%	5	45%	282	10	6345		635
Other	10	20%	10	50%	282	8	14100		1,410
							(80/20 Split)		0
Received Productions (As Above)	50	33%	50	50%	282	£ 10.00	14,100		7,050
Hire - Amateur	48	32%		55%	135	Hire Charge	19,300		
Hire - Professional	32	21%		45%	135	Hire Charge	18,550		
Hire - Meetings	20	13%				Hire Charge	2,000		
Ticket Commission							1,893		
TOTAL STUDIO USAGE - YEAR 1	150	41%		50%			55,843		21,150
DARK (Nothing Programmed)	215	59%							
TOTAL DAYS	365								

OPTION 2 - RESTORED DERBY HIPPODROME WITH FLEXIBLE/ SMALLER CAPACITY AUDITORIUMS - RECEIVED AND HIRE CHARGE PROGRAMMING

	Year 1	Year 2	Year 3	Year 4	Year 5
MAIN THEATRE INCOME ACTIVITIES					
AUDITORIUM CAPACITY & USAGE					
Number of Auditorium Seats	688	688	688	688	688
Number of Days Received Theatre Usage (+ 3 years growth)	70	75	80	80	80
Number of Days Hired Theatre Usage (+ 3 years growth)	130	150	170	170	170
Conference Usage	12	12	12	12	12
Dark with nothing programmed	153	128	103	103	103
Total Footfall @ Say Average Occupancy 50% - 60%	77538	94216	112660	112694	112694
RECEIVED PRODUCTIONS TICKET INCOME					
Usage & Occupancy					
Number of Days Usage Per Year	70	75	80	80	80
Number of Performances	87	91	96	96	96
Average Show Occupancy	50%	55%	60%	60%	60%
Annual Occupied Seats	29928	34567	39595	39629	39629
Ticketed Sales					
Average Ticket Price Per Show	£10	£10	£10	£10	£10
Annual Ticket Sales	£ 299,280	£ 345,669	£ 395,947	£ 396,288	£ 396,288
Promoter Costs @ 80%	£ 239,424	£ 276,535	£ 316,758	£ 317,030	£ 317,030
Net Ticket Sales Income @ 20%	£ 59,856	£ 69,134	£ 79,189	£ 79,258	£ 79,258
THEATRE HIRE LETTING INCOME					
CONCESSIONARY CHARGED USAGE 60%					
Daily Charge Rate - Inc VAT	£2,000	£2,000	£2,000	£2,000	£2,000
Weekly Charge Rate - Inc VAT	£11,000	£11,000	£11,000	£11,000	£11,000
Estimated Usage and Income					
Concessionary Bookings @ 60% Usage	78	90	102	102	102
Total Bookings @ Day Rate	50	55	60	60	60
Total Bookings @ Weekly Rate (X7 Days= 1 Week)	4	5	6	6	6
Total Gross Concessionary Income	£144,000	£165,000	£186,000	£186,000	£186,000
COMMERCIAL CHARGED USAGE 40%					
Daily Charge Rate - Inc VAT	£2,500	£2,500	£2,500	£2,500	£2,500
Weekly Charge Rate - Inc VAT	£14,000	£14,000	£14,000	£14,000	£14,000
Estimated Usage & Income					
Commercial Bookings 40% - (5% annual growth)	52	60	68	68	68
Total Bookings @ Day Rate	31	32	33	33	33
Total Bookings @ Weekly Rate (X7 Days= 1 Week)	3	4	5	5	5
Total Gross Commercial Income	£119,500	£136,000	£152,500	£152,500	£152,500
OTHER THEATRE USAGE INCOME					
Conference Hire - Number of Days	12	12	12	12	12
Average Occupancy @ 35% per Conference	2,890	2,890	2,890	2,890	2,890
Income @ day time daily rate £1,500	£ 18,000	£ 18,000	£ 18,000	£ 18,000	£ 18,000
SUMMARY OF MAIN THEATRE INCOME					
Received Theatre Net Income	£ 59,856	£ 69,134	£ 79,189	£ 79,258	£ 79,258
Theatre Hire Letting Income	£ 263,500	£ 301,000	£ 338,500	£ 338,500	£ 338,500
Ticket Commission on Hire Letting Sales @ 5%	£ 13,175	£ 15,050	£ 16,925	£ 16,925	£ 16,925
Conference Income	£ 18,000	£ 18,000	£ 18,000	£ 18,000	£ 18,000
Total Main Theatre Income	£ 354,531	£ 403,184	£ 452,614	£ 452,683	£ 452,683
Less VAT 20%	£59,089	£67,197	£75,436	£75,447	£75,447
TOTAL NET THEATRE INCOME	£ 295,443	£ 335,986	£ 377,179	£ 377,236	£ 377,236
Net Theatre Income per footfall	£ 3.81	£ 3.57	£ 3.35	£ 3.35	£ 3.35

BUSINESS PLAN - 5 YEAR INDICATIVE FINANCIAL FORECASTS

OPTION 2 - RESTORED DERBY HIPPODROME WITH FLEXIBLE/ SMALLER CAPACITY AUDITORIUMS - RECEIVED AND HIRE CHARGE PROGRAMMING

	Year 1	Year 2	Year 3	Year 4	Year 5
STUDIO INCOME ACTIVITIES					
AUDITORIUM CAPACITY & USAGE					
Number of Auditorium Seats	282	282	282	282	282
Number of Days Received Productions (+ 3 years growth)	50	55	60	60	60
Number of Days Hired Usage (+ 3 years growth)	90	90	100	100	100
Number of Days Meeting Room Usage (35% Occupancy)	20	20	20	20	20
Dark With Nothing Programmed	215	200	185	185	185
Total Footfall @ Say Average Occupancy 50% - 60%	21150	25592	30456	30456	30456
RECEIVED PRODUCTIONS TICKET INCOME					
Usage & Occupancy					
Number of Days Usage Per Year	50	55	60	60	60
Average Show Occupancy	50%	55%	60%	60%	60%
Annual Occupied Seats	7,050	8,531	10,152	10,152	10,152
Ticketed Sales					
Average Ticket Price Per Show	£10	£10	£10	£10	£10
Annual Ticket Sales	£ 70,500	£ 85,305	£ 101,520	£ 101,520	£ 101,520
Promoter Costs @ 80%	£ 56,400	£ 68,244	£ 81,216	£ 81,216	£ 81,216
Net Ticket Sales Income @ 20%	£ 14,100	£ 17,061	£ 20,304	£ 20,304	£ 20,304
STUDIO HIRE LETTING INCOME					
CONCESSIONARY CHARGE USAGE 60%					
Rehearsal Rate - Inc VAT	£100	£100	£100	£100	£100
Daily Rate - Inc VAT	£400	£400	£400	£400	£400
Weekly Rate - Inc VAT	£2,500	£2,500	£2,500	£2,500	£2,500
Estimated Usage & Income					
Concessionary Bookings 60%	48	54	60	60	60
Total Bookings @ Day Rate	27	33	39	39	39
Total Bookings @ Weekly Rate (X7 Days= 1 Week)	3	3	3	3	3
Rehearsals @ 4hr per day	10	10	10	10	10
Total Gross Concessionary Income	£19,300	£21,700	£24,100	£24,100	£24,100
COMMERCIAL CHARGE USAGE 40%					
Rehearsal Rate - Inc VAT	£150	£150	£150	£150	£150
Daily Rate	£600	£600	£600	£600	£600
Weekly Rate	£3,500	£3,500	£3,500	£3,500	£3,500
Studio Total Estimated Days/Usage					
Commercial Bookings 40%	32	36	40	40	40
Total Bookings @ Day Rate	18	22	26	26	26
Total Bookings @ Weekly Rate (X7 Days= 1 Week)	2	2	2	2	2
Rehearsals @ 4hr per day	5	5	5	5	5
Total Gross Commercial Income	£18,550	£20,950	£23,350	£23,350	£23,350
OTHER STUDIO USAGE INCOME					
Meeting Room Hire - Number of Days	20	20	20	20	20
Average Occupancy @ 25% per Meeting	1,410	1,410	1,410	1,410	1,410
Income @ day time daily rate £100	£ 2,000	£ 2,000	£ 2,000	£ 2,000	£ 2,000
SUMMARY OF STUDIO THEATRE INCOME					
Received Productions - Net Income	£ 14,100	£ 17,061	£ 20,304	£ 20,304	£ 20,304
Studio Hire - Letting Income	£ 37,850	£ 42,650	£ 47,450	£ 47,450	£ 47,450
Ticket Commission on Hire Letting Sales @ 5%	£ 1,893	£ 2,133	£ 2,373	£ 2,373	£ 2,373
Meeting Room Hire Income	£ 2,000	£ 2,000	£ 2,000	£ 2,000	£ 2,000
Total Studio Income	£ 55,843	£ 63,844	£ 72,127	£ 72,127	£ 72,127
Less VAT 20%	£9,307	£10,641	£12,021	£12,021	£12,021
TOTAL NET STUDIO INCOME	£ 46,535	£ 53,203	£ 60,105	£ 60,105	£ 60,105
Net Studio Income per footfall	£ 2.20	£ 2.08	£ 1.97	£ 1.97	£ 1.97

BUSINESS PLAN - 5 YEAR INDICATIVE FINANCIAL FORECASTS

OPTION 2 - RESTORED DERBY HIPPODROME WITH FLEXIBLE/ SMALLER CAPACITY AUDITORIUMS - RECEIVED AND HIRE CHARGE PROGRAMMIN

	Year 1	Year 2	Year 3	Year 4	Year 5
SUMMARY OF TOTAL THEATRE INCOME					
Total Net Theatre Income	£ 341,978	£ 389,189	£ 437,284	£ 437,341	£ 437,341
Total Footfall For All Performances	98688	119808	143116	143150	143150
Net Theatre Usage Income Per Footfall	£ 3.47	£ 3.25	£ 3.06	£ 3.06	£ 3.06
OTHER TRADING INCOME FORECASTS					
CATERING INCOME					
Catering Take Up (Based on % of Ticket Sales/ Footfall)	30%	33%	35%	35%	35%
Total Catering Transactions	29,606	39,537	50,091	50,103	50,103
AV Cover (based on £4 - £10 menu inc. VAT)	£7.00	£7.00	£7.00	£7.00	£7.00
Gross Sales	207,244	276,756	350,635	350,718	350,718
Less Cost of Sale @ 35%	72,535	96,865	122,722	122,751	122,751
Net Catering Sales Income	134,709	179,892	227,913	227,967	227,967
Less VAT @ 20%	£ 22,451	£ 29,982	£ 37,985	£ 37,995	£ 37,995
Catering Income	£ 112,257	£ 149,910	£ 189,927	£ 189,973	£ 189,973
BAR INCOME					
Bar Take Up (Based on % of Ticket Sales/ Footfall)	50%	55%	60%	60%	60%
Total Bar Transactions	49344	65904	85870	85890	85890
Av. Bar Sales Value (inc. VAT)	£ 2.50	£ 2.50	£ 2.50	£ 2.50	£ 2.50
Gross Sales	£ 123,360	£ 164,736	£ 214,675	£ 214,728	£ 214,728
Less Cost of Sale @ 35%	43,176	57,658	75,136	75,154	75,154
Net Sales Income	80,184	107,078	139,538	139,572	139,572
Less VAT @ 20%	£ 13,364	£ 17,946	£ 23,256	£ 23,262	£ 23,262
Bar Income	£ 66,820	£ 89,232	£ 116,282	£ 116,310	£ 116,310
ICE CREAM & CONFECTIONERY SALES					
Take Up (Based on % of Ticket Sales/ Footfall)	15%	20%	25%	25%	25%
Total Transactions	14803	23962	35779	35788	35788
Av. Sales Value (inc. VAT)	£ 2.50	£ 2.50	£ 2.50	£ 2.50	£ 2.50
Gross Sales	£ 37,008	£ 59,904	£ 89,448	£ 89,469	£ 89,469
Less Cost of Sale @ 35%	12,963	20,966	31,307	31,314	31,314
Net Sales Income	24,055	38,938	58,141	58,155	58,155
Less VAT @ 20%	£ 4,009	£ 6,490	£ 9,690	£ 9,692	£ 9,692
Ice Cream Income	£ 20,046	£ 32,448	£ 48,451	£ 48,462	£ 48,462
RETAIL MERCHANDISE SALES					
Retail Take Up (Based on % of Ticket Sales/ Footfall)	5%	7%	10%	10%	10%
Total Transactions	4934	8387	14312	14315	14315
Av. Sales Value (inc. VAT)	£ 3.50	£ 3.50	£ 3.50	£ 3.50	£ 3.50
Gross Sales	£ 17,270	£ 29,353	£ 50,091	£ 50,103	£ 50,103
Less Cost of Sale @ 55%	9,499	16,144	27,550	27,550	27,550
Net Sales Profit	7,772	13,209	22,541	22,546	22,546
Less VAT @ 20%	£ 1,295	£ 2,201	£ 3,757	£ 3,758	£ 3,758
Net Retail Sales Income	£ 6,476	£ 11,007	£ 18,784	£ 18,788	£ 18,788
ADDITIONAL INCOME SUMMARY					
Net Catering Related Income	£ 179,077	£ 239,142	£ 308,209	£ 308,282	£ 308,282
Net Merchandise Related Income	£ 26,522	£ 43,455	£ 67,235	£ 67,251	£ 67,251
TOTAL ADDITIONAL TRADING INCOME	£ 205,599	£ 282,597	£ 373,444	£ 373,533	£ 373,533
Net Trading Income Per Footfall	2.08	2.36	2.61	2.61	2.61
COMMERCIAL OFFICE LETTING ACCOMMODATION					
Mid Range Office Accommodation - Letting Rate Per Sq. Ft.	£ 8.00	£ 8.00	£ 8.00	£ 8.00	£ 8.00
Ground Floor Level - Total Available Office Space- Sq. Ft.	1435	1435	1435	1435	1435
First Floor Level - Total Available Office Space- Sq. Ft.	2,400	2,400	2,400	2,400	2,400
Second Floor Level - Total Available Space	600	600	600	600	600
Total Available Space	4435	4435	4435	4435	4435
Total Letting Income	£ 35,480	£ 35,480	£ 35,480	£ 35,480	£ 35,480
Less VAT @ 20%	£ 5,913	£ 5,913	£ 5,913	£ 5,913	£ 5,913
Net Letting Income	£ 29,567	£ 29,567	£ 29,567	£ 29,567	£ 29,567

OPTION 2 - RESTORED DERBY HIPPODROME WITH FLEXIBLE/ SMALLER CAPACITY AUDITORIUMS - RECEIVED AND HIRE CHARGE PROGRAMMING

	Year 1	Year 2	Year 3	Year 4	Year 5
EXPENDITURE					
Direct Staffing Costs					
Theatre General Manager - X1 FT	50,000	51,000	52,020	53,060	54,122
Sales & Marketing Manager	25,000	25,500	26,010	26,530	27,061
FOH Assistant Duty Manager - X 2 FT @ £15K (Increase X3 @ Y3)	30,000	30,600	48,212	47,136	48,079
Administration Supervisor X1 FT	24,000	24,480	24,970	25,469	25,978
Accounts & Booking Assistant X 1PT	12,000	12,240	12,485	12,734	12,989
(*) Reception/ Sales Assistants X 2 FTE (@ 15K)	30,000	30,600	31,212	31,836	32,473
Technical Manager X1 FT	30,000	30,600	31,212	31,836	32,473
Assistant Technical Manager X1 PT @ Y3	0	0	20,000	20,400	20,808
Technical assistants X2 PT	15,000	15,300	15,606	15,918	16,236
Catering Manager X1 FT	25,000	25,500	26,010	26,530	27,061
Catering & Bar Assistants X 4PT @ £10K (increase to 6 at Y3)	40,000	40,800	40,800	62,016	63,256
Maintenance/ Caretaking Supervisor X1 FT	18,000	18,360	18,727	19,102	19,484
Cleaning Assistants X 2PT	10,000	10,200	10,404	10,612	10,824
Stage Door X 1PT	15,000	15,300	15,606	15,918	16,236
Sub Total	309,000	315,180	375,668	383,181	390,845
NIC & On Costs @ 20%	61800	63036	75134	76636	78169
Total Staffing Costs	370,800	378,216	450,801	459,817	469,013
(*) Plus Volunteer FOH Assistants					
Premises Costs					
Utilities - Heat, Light & Water	50,000	51,000	52,020	53,060	54,122
Rates	35,000	35,000	35,000	35,000	35,000
Telephones & IT Costs	25,000	25,500	26,010	26,530	27,061
General Repairs and Renewals	10,000	10,200	10,404	10,612	10,824
Fire & Security	2,000	2,040	2,081	2,122	2,165
Insurances	25,000	25,000	25,000	25,000	25,000
Licenses	5,000	5,100	5,202	5,306	5,412
Trade Refuse	1,500	1,530	1,561	1,592	1,624
Total Premises Costs	153,500	155,370	157,277	159,223	161,207
Supplies & Services					
Administration/Office/Stationery	3,500	3,570	3,641	3,714	3,789
Marketing & Publicity (Based on 0.60P per ticket sale)	70,000	75,000	80,000	80,000	80,000
Printing & Stationery	10,000	10,200	10,404	10,612	10,824
Travel & Subsistence	3,000	3,060	3,121	3,184	3,247
Sundries	3,000	3,060	3,121	3,184	3,247
Total Services Costs	89,500	94,890	100,268	100,694	101,107
TOTAL EXPENDITURE	613,800	628,476	708,366	719,734	731,328
SUMMARY OF NET INCOME					
Main Theatre Auditorium - Net Income	£ 295,443	£ 335,986	£ 377,179	£ 377,236	£ 377,236
Studio Theatre - Net Income	£ 46,535	£ 53,203	£ 60,105	£ 60,105	£ 60,105
Catering Income	£ 112,257	£ 149,910	£ 189,927	£ 189,973	£ 189,973
Bar Income	£ 66,820	£ 89,232	£ 116,282	£ 116,310	£ 116,310
Ice Cream & Confectionery Sales	£ 20,046	£ 32,448	£ 48,451	£ 48,462	£ 48,462
Retail Sales Income	£ 6,476	£ 11,007	£ 18,784	£ 18,788	£ 18,788
Commercial Office Letting Income	£ 29,567	£ 29,567	£ 29,567	£ 29,567	£ 29,567
SUMMARY OF TOTAL NET INCOME	£ 577,144	£ 701,353	£ 840,295	£ 840,441	£ 840,441
LESS SUMMARY OF TOTAL EXPENDITURE	613,800	628,476	708,366	719,734	731,328
TRADING NET PROFIT/LOSS	£ 36,656	£ 72,877	£ 131,929	£ 120,707	£ 109,112
MAINTENANCE CONTINGENCY BUDGET					
Less Maintenance Cost Contingency	-£ 10,000	-£ 25,000	-£ 50,000	-£ 75,000	-£ 75,000
Cumulative Roll Over Contingency Provision	-£ 10,000	-£ 35,000	-£ 85,000	-£ 160,000	-£ 235,000
NET ANNUAL SURPLUS/ DEFICIT (After Maintenance Costs)	£ 46,656	£ 47,877	£ 81,929	£ 45,707	£ 34,112
CUMULATIVE TOTAL	£ 46,656	£ 1,221	£ 83,149	£ 128,856	£ 162,969
Net Income Per Total Footfall	£ 0.37	£ 0.61	£ 0.92	£ 0.84	£ 0.76

BUSINESS PLAN - 5 YEAR INDICATIVE FINANCIAL FORECASTS

OPTION 2 - RESTORED DERBY HIPPODROME WITH FLEXIBLE/ SMALLER CAPACITY AUDITORIUMS - RECEIVED AND HIRE CHARGE PROGRAMM

	Year 1	Year 2	Year 3	Year 4	Year 5
SENSITIVITY ANALYSIS					
5% Change in Usage Income					
Main Theatre Auditorium Income	14,772	16,799	18,859	18,862	18,862
Studio Theatre Income	2,327	2,660	3,005	3,005	3,005
Catering Income	5,613	7,495	9,496	9,499	9,499
Bar Income	3,341	4,462	5,814	5,815	5,815
Ice Cream & Confectionery Sales	1,002	1,622	2,423	2,423	2,423
Retail Sales Income	324	550	939	939	939
Commercial Office Letting Income	1,478	1,478	1,478	1,478	1,478
Change In Total Net Income (£)	28,857	35,068	42,015	42,022	42,022
Adjusted Net Position - 5% Increase	-7,799	107,945	173,943	162,729	151,134
Adjusted Net Position - 5% Decrease	-65,513	37,809	89,914	78,685	67,090
10% Change in Usage Income					
Main Theatre Auditorium Income	29,544	33,599	37,718	37,724	37,724
Studio Theatre Income	4,654	5,320	6,011	6,011	6,011
Catering Income	11,226	14,991	18,993	18,997	18,997
Bar Income	6,682	8,923	11,628	11,631	11,631
Ice Cream & Confectionery Sales	2,005	3,245	4,845	4,846	4,846
Retail Sales Income	648	1,101	1,878	1,879	1,879
Commercial Office Letting Income	2,957	2,957	2,957	2,957	2,957
Change In Total Net Income (£)	57,714	70,135	84,030	84,044	84,044
Adjusted Net Position - 10% Increase	21,058	143,012	215,958	204,751	193,156
Adjusted Net Position - 10% Decrease	-94,371	2,742	47,899	36,663	25,068

OPTION 3 - CONVERSION FOR ALTERNATIVE USE TO THEATRE - NIGHT CLUB

	Year 1	Year 2	Year 3	Year 4	Year 5
NIGHT CLUB ADMISSION INCOME					
CAPACITY & USAGE					
Total Night Club Capacity	300	300	300	300	300
Number of Days Usage Per year	280	280	280	280	280
Total Annual Footfall Capacity of Club	78000	78000	78000	78000	78000
Average Occupancy	48%	54%	58%	58%	58%
NIGHTCLUB VISITOR INCOME					
Daily Occupancy	%	%	%	%	%
Monday - Closed	0	0	0	0	0
Tuesday - Closed	0	0	0	0	0
Wednesday - Open 7.00pm - 12.30am	30	35	40	40	40
Thursday - Open 7.00pm - 12.30am	30	40	45	45	45
Friday - Open 7.00pm - Late	80	85	85	85	85
Saturday Open 7.00am - Late	70	75	80	80	80
Sunday Open 7.00 - 12.30am.	50	55	60	60	60
Ticket Admission Numbers					
Monday - Closed	0	0	0	0	0
Tuesday - Closed	0	0	0	0	0
Wednesday	4,880	5,460	6,240	6,240	6,240
Thursday	4,880	6,240	7,020	7,020	7,020
Friday	9,360	10,140	10,140	10,140	10,140
Saturday	10,920	11,700	12,480	12,480	12,480
Sunday	7,800	8,580	9,360	9,360	9,360
Total Visitors (Average Occupancy 3 yr growth 48% - 58%)	37,440	42,120	45,240	45,240	45,240
Ticket Admission Prices (Incl. VAT)					
Wednesday	2.50	2.50	2.50	2.50	2.50
Thursday	2.50	2.50	2.50	2.50	2.50
Friday	4.50	4.50	4.50	4.50	4.50
Saturday	6.50	6.50	6.50	6.50	6.50
Sunday	3.50	3.50	3.50	3.50	3.50
Admission Ticket Income					
Wednesday	11,700	13,650	15,600	15,600	15,600
Thursday	11,700	15,600	17,550	17,550	17,550
Friday	42,120	45,630	45,630	45,630	45,630
Saturday	17,745	19,013	20,280	20,280	20,280
Sunday	27,300	30,030	32,760	32,760	32,760
Sub Ticket Admissions Income Gross	110,565	123,923	131,820	131,820	131,820
SUMMARY OF ADMISSIONS INCOME					
Total Ticket Sales Income	110,565	123,923	131,820	131,820	131,820
Less VAT @ 20%	18,428	20,654	21,970	21,970	21,970
Net Income	92,138	103,269	109,850	109,850	109,850
Admission Spend Per Head	£ 2.95	£ 2.94	£ 2.91	£ 2.91	£ 2.91
Net Admission Income Per Visitor	£ 2.46	£ 2.45	£ 2.43	£ 2.43	£ 2.43
SPECIAL EVENTS & LIVE PERFORMANCE INCOME					
Number of Special Events Per Year	8	8	8	8	8
Net Income @ £10 Per Head av 250 person per event	£ 2,000	£ 2,000	£ 2,000	£ 2,000	£ 2,000
Annual Income	20,000	20,000	20,000	20,000	20,000
Less VAT @ 20%	£ 2,917	£ 2,917	£ 2,917	£ 2,917	£ 2,917
Total Net Income	£ 17,083	£ 17,083	£ 17,083	£ 17,083	£ 17,083
Total Net Income Per Visitor	0.47	0.44	0.44	0.44	0.44
SUMMARY OF ADMISSION INCOME					
Net Club Admission Income	£ 92,138	£ 103,269	£ 109,850	£ 109,850	£ 109,850
Net Special Events Income	£ 17,083	£ 17,083	£ 17,083	£ 17,083	£ 17,083
Total Net Income	£ 109,221	£ 120,352	£ 126,933	£ 126,933	£ 126,933
Less Ticket Commission to DJ's @ 35%	£ 38,227	£ 42,123	£ 44,427	£ 44,427	£ 44,427
NET ADMISSION INCOME	£ 70,994	£ 78,229	£ 82,507	£ 82,507	£ 82,507
Net Income per footfall	£ 2.92	£ 2.86	£ 2.81	£ 2.81	£ 2.81

BUSINESS PLAN - 5 YEAR INDICATIVE FINANCIAL FORECASTS

OPTION 3 - CONVERSION FOR ALTERNATIVE USE TO THEATRE - NIGHT CLUB

	Year 1	Year 2	Year 3	Year 4	Year 5
OTHER TRADING INCOME FORECASTS					
CATERING INCOME					
Night Club Catering Sales					
Catering Take Up (Based on % of Ticket Sales/ Footfall) + 3 year growth	25%	30%	35%	35%	35%
Total Night Club Catering Transactions	9,360	12,836	15,834	15,834	15,834
AV.Cover (based on £8 - £14 inc. VAT)	£11.00	£11.00	£11.00	£11.00	£11.00
Gross Sales	102,960	138,996	174,174	174,174	174,174
Less Cost of Sale @ 35%	36,036	48,649	60,961	60,961	60,961
Net Catering Sales Income	66,924	90,347	113,213	113,213	113,213
Less VAT @ 20%	£ 11,154	£ 15,058	£ 18,869	£ 18,869	£ 18,869
Catering Income	£ 55,770	£ 75,290	£ 94,344	£ 94,344	£ 94,344
Day Time Café Catering Sales					
Total Off Street Café Usage - Catering Transactions	20,000	20,000	20,000	20,000	20,000
AV.Cover (based on £4 - £10 inc. VAT)	£7.00	£7.00	£7.00	£7.00	£7.00
Gross Sales	140,000	140,000	140,000	140,000	140,000
Less Cost of Sale @ 35%	49,000	49,000	49,000	49,000	49,000
Net Catering Sales Income	91,000	91,000	91,000	91,000	91,000
Less VAT @ 20%	£ 15,167	£ 15,167	£ 15,167	£ 15,167	£ 15,167
Catering Income	£ 75,833	£ 75,833	£ 75,833	£ 75,833	£ 75,833
NIGHT CLUB BAR SALES					
Bar Take Up (Based on % of Ticket Sales/ Footfall) + 3 year growth					
Total Bar Transactions - Average of 4 per person	86856	106612	126672	126672	126672
Av. Bar Sales Value (inc. VAT)	£ 3.50	£ 3.50	£ 3.50	£ 3.50	£ 3.50
Gross Sales	£ 314,496	£ 383,292	£ 443,352	£ 443,352	£ 443,352
Less Cost of Sale @ 35%	110,074	134,152	155,173	155,173	155,173
Net Sales Income	204,422	249,140	288,179	288,179	288,179
Less VAT @ 20%	£ 34,070	£ 41,523	£ 48,030	£ 48,030	£ 48,030
Bar Income	£ 170,352	£ 207,617	£ 240,149	£ 240,149	£ 240,149
SOFT & CONFECTIONERY SALES					
Take Up (Based on % of Ticket Sales/ Footfall) + 3 year growth					
Total Transactions	5616	8424	11310	11310	11310
Av. Sales Value (inc. VAT)	£ 2.00	£ 2.00	£ 2.00	£ 2.00	£ 2.00
Gross Sales	£ 11,232	£ 16,848	£ 22,620	£ 22,620	£ 22,620
Less Cost of Sale @ 35%	3,931	5,897	7,917	7,917	7,917
Net Sales Income	7,301	10,951	14,703	14,703	14,703
Less VAT @ 20%	£ 1,217	£ 1,825	£ 2,451	£ 2,451	£ 2,451
Soft & Confectionery Income	£ 6,084	£ 9,126	£ 12,253	£ 12,253	£ 12,253
COMMERCIAL OFFICE LETTING ACCOMMODATION					
Mid Range Office Accommodation - Letting Rate Per Sq. Ft.					
First Floor Level - Total Available Office Space:- Sq. Ft.	1,560	1,560	1,560	1,560	1,560
Second Floor Level - Total Available Space	1,480	1,480	1,480	1,480	1,480
Total Available Space	3040	3040	3040	3040	3040
Total Letting Income	£ 24,320	£ 24,320	£ 24,320	£ 24,320	£ 24,320
Less VAT @ 20%	£ 4,053	£ 4,053	£ 4,053	£ 4,053	£ 4,053
Net Letting Income	£ 20,267	£ 20,267	£ 20,267	£ 20,267	£ 20,267
ADDITIONAL INCOME SUMMARY					
Net Catering Related Income	£ 131,603	£ 151,123	£ 170,178	£ 170,178	£ 170,178
Net Nightclub Bar Sales	£ 170,352	£ 207,617	£ 240,149	£ 240,149	£ 240,149
Net Soft & Confectionery Sales	£ 6,084	£ 9,126	£ 12,253	£ 12,253	£ 12,253
Net Commercial Office Accommodation Letting Income	£ 20,267	£ 20,267	£ 20,267	£ 20,267	£ 20,267
TOTAL ADDITIONAL TRADING INCOME	£ 328,306	£ 388,132	£ 442,846	£ 442,846	£ 442,846
Net Trading Income Per Footfall	8.77	9.21	9.79	9.79	9.79

BUSINESS PLAN - 5 YEAR INDICATIVE FINANCIAL FORECASTS

OPTION 3 - CONVERSION FOR ALTERNATIVE USE TO THEATRE - NIGHT CLUB

	Year 1	Year 2	Year 3	Year 4	Year 5
EXPENDITURE					
<i>Direct Staffing Costs</i>					
Club Manager - X1 FT	30,000	30,600	31,212	31,836	32,473
Assistant Duty Manager - @ £20K	20,000	20,400	20,808	21,224	21,649
Office & Administration Supervisor X1 PT @ £15K	15,000	15,300	15,606	15,918	16,236
Reception/ Sales Assistants X 2 FTE (@10K	20,000	20,400	20,808	21,224	21,649
Technical Manager X1 FT	20,000	20,400	20,808	21,224	21,649
Door Security X 1 PT @10K	10,000	10,200	10,404	10,612	10,824
Catering & Bar Manager X1 FT	25,000	25,500	26,010	26,530	27,061
Catering & Bar Assistants X 5PT @ £8K	40,000	40,800	41,616	42,448	43,297
Maintenance/ Caretaking Supervisor X1 FT	15,000	15,300	15,606	15,918	16,236
Cleaning Assistants X2 PT	10,000	10,200	10,404	10,612	10,824
Sub Total	205,000	209,100	213,282	217,548	221,899
NIC & On Costs @ 20%	41,000	41,820	42,656	43,510	44,380
Total Staffing Costs	246,000	250,920	255,938	261,057	266,278
<i>Premises Costs</i>					
Utilities - Heat, Light & Water	25,000	25,500	26,010	26,530	27,061
Rates	20,000	20,000	20,000	20,000	20,000
Telephones & IT Costs	10,000	10,200	10,404	10,612	10,824
General Maintenance Costs	10,000	15,000	20,000	20,000	20,000
Fire & Security	2,000	2,040	2,081	2,122	2,165
Insurances	6,000	6,000	6,000	6,000	6,000
Licenses	1,500	1,530	1,561	1,592	1,624
Trade Refuse	1,000	1,020	1,040	1,061	1,082
Total Premises Costs	75,500	81,290	87,096	87,918	88,756
<i>Supplies & Services</i>					
Administration/Office/Stationery	3,500	3,570	3,641	3,714	3,789
Marketing & Publicity Costs	50,000	40,000	30,000	30,000	30,000
Printing & Stationery	10,000	10,200	10,404	10,612	10,824
Sundries	1,500	1,530	1,561	1,592	1,624
Total Services Costs	65,000	55,300	45,606	45,918	46,236
TOTAL EXPENDITURE	386,500	387,510	388,640	394,893	401,271
SUMMARY OF NET INCOME					
Admission Net Income	£ 70,994	£ 78,229	£ 82,507	£ 82,507	£ 82,507
Catering Income	£ 131,803	£ 151,123	£ 170,178	£ 170,178	£ 170,178
Bar Income	£ 170,352	£ 207,617	£ 240,149	£ 240,149	£ 240,149
Soft Confectionery Sales	£ 6,084	£ 6,126	£ 12,253	£ 12,253	£ 12,253
Commercial Office Letting Income	£ 20,267	£ 20,267	£ 20,267	£ 20,267	£ 20,267
SUMMARY OF TOTAL NET INCOME	£ 399,300	£ 466,361	£ 525,352	£ 525,352	£ 525,352
LESS SUMMARY OF TOTAL EXPENDITURE	386,500	387,510	388,640	394,893	401,271
TRADING NET PROFIT/LOSS	£ 12,800	£ 78,851	£ 136,712	£ 130,459	£ 124,082
CUMULATIVE TOTAL	£ 12,800	£ 91,650	£ 228,363	£ 358,822	£ 482,904
Net Income Per Total Footfall	£ 0.34	£ 1.87	£ 3.02	£ 2.88	£ 2.74
SENSITIVITY ANALYSIS					
<i>10% Change in Usage Income</i>					
Admission Net Income	7,099	7,823	8,251	8,251	8,251
Catering Income	13,160	15,112	17,018	17,018	17,018
Bar Income	17,035	20,762	24,015	24,015	24,015
Soft Confectionery Sales	608	613	1,225	1,225	1,225
Commercial Office Letting Income	2,027	2,027	2,027	2,027	2,027
Change In Total Net Income (£)	32,831	38,813	44,285	44,285	44,285
Adjusted Net Position - 10% Increase	45,630	117,664	180,997	174,744	168,366
Adjusted Net Position - 10% Decrease	-20,031	40,038	92,428	86,175	79,797

BUSINESS PLAN - 5 YEAR INDICATIVE FINANCIAL FORECASTS

THE FUTURE OF DERBY HIPPODROME WE WANT TO HEAR YOUR VIEWS

Derby Hippodrome Restoration Trust is a Building Preservation Trust that operates in Derby with the purpose of preserving buildings of particular beauty, architectural or historical interest - in particular the Derby Hippodrome Theatre. This is a Grade II listed building and there is a statutory duty to protect such buildings.

Latham Architects and PHT Consultants have been engaged by the DHRT to compile an independent "Options Appraisal" report to help decide the future of this building and this questionnaire survey is part of that work.

The three potential options being considered are:

- OPTION 1 - RESTORED AS A LARGE WORKING THEATRE
- OPTION 2 - CONVERTED FOR A SMALLER SIZED THEATRE SPACE COMBINED WITH OTHER USES
- OPTION 3 - CONVERTED FOR ALTERNATIVE USES
- Consultation is a critical part of the evaluation process and we would like to hear your views. It would be very much appreciated, therefore, if you could take a few moments to complete this questionnaire survey.

PLEASE ENSURE THAT YOUR RESPONSE IS SUBMITTED BY NO LATER THAN THE 25TH JANUARY 2012

ABOUT YOU

1	Do you live in the Derby area?
	Yes <input type="checkbox"/> No <input type="checkbox"/>
2	Please enter your postcode
	<input style="width: 95%;" type="text"/>
3	How long have you lived at your present address
	Under 5 years <input type="checkbox"/> 5 years and over <input type="checkbox"/>
4	Personal details - Age
	Under 20 <input type="checkbox"/>
	20 – 39 <input type="checkbox"/>
	40 – 59 <input type="checkbox"/>
	60 and over <input type="checkbox"/>
5	Personal details - Gender
	Male <input type="checkbox"/>
	Female <input type="checkbox"/>

POTENTIAL DEVELOPMENT OPTIONS – PLEASE STATE YOUR VIEWS

6	Option 1 – would restore Derby Hippodrome as a fully working theatre with a modern stage house and seating for about 1200 people (approximately the size of the Theatre Royal in Nottingham). It could include some other facilities such as a café/restaurant, meeting rooms etc.																				
	Do you support this option?																				
	Yes <input type="checkbox"/> No <input type="checkbox"/>																				
	Please add any comments to explain your view																				
	<input style="width: 95%; height: 40px;" type="text"/>																				
7	Option 2 – would convert the Hippodrome to accommodate a smaller sized flexible theatre space, somewhere between 200 (the size of Derby Guildhall) and 500 seats (the size of Derby Theatre). To help secure a financially sustainable future, the overall development would include some commercial activities – see question 9 below.																				
	Do you support this option?																				
	Yes <input type="checkbox"/> No <input type="checkbox"/>																				
	Please add any comments to explain your view																				
	<input style="width: 95%; height: 40px;" type="text"/>																				
8	Option 3 - would convert the Hippodrome for new uses other than a theatre. This option, which would destroy the original function of the building, will require a strong demonstration that it is the only viable option because it would require Grade II listed building consent. For commercial uses that could be included see question 9 below.																				
	Do you support this option?																				
	Yes <input type="checkbox"/> No <input type="checkbox"/>																				
	Please add any comments to explain your view																				
	<input style="width: 95%; height: 40px;" type="text"/>																				
9	Commercial uses that could be included in options 2 and 3 Other uses, with or without a theatre, are listed below. Please indicate which ideas you think would be feasible (you may tick more than one):																				
	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Flexible multi-cultural facilities</td> <td style="width: 5%; text-align: center;"><input type="checkbox"/></td> <td style="width: 40%;">Educational facilities</td> <td style="width: 5%; text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Restaurant/café</td> <td style="text-align: center;"><input type="checkbox"/></td> <td>Casino/Night club</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Function spaces (e.g. weddings, parties)</td> <td style="text-align: center;"><input type="checkbox"/></td> <td>Residential accommodation</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Conferences and meeting spaces</td> <td style="text-align: center;"><input type="checkbox"/></td> <td>Retail space</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Religious uses</td> <td style="text-align: center;"><input type="checkbox"/></td> <td>Office space</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	Flexible multi-cultural facilities	<input type="checkbox"/>	Educational facilities	<input type="checkbox"/>	Restaurant/café	<input type="checkbox"/>	Casino/Night club	<input type="checkbox"/>	Function spaces (e.g. weddings, parties)	<input type="checkbox"/>	Residential accommodation	<input type="checkbox"/>	Conferences and meeting spaces	<input type="checkbox"/>	Retail space	<input type="checkbox"/>	Religious uses	<input type="checkbox"/>	Office space	<input type="checkbox"/>
Flexible multi-cultural facilities	<input type="checkbox"/>	Educational facilities	<input type="checkbox"/>																		
Restaurant/café	<input type="checkbox"/>	Casino/Night club	<input type="checkbox"/>																		
Function spaces (e.g. weddings, parties)	<input type="checkbox"/>	Residential accommodation	<input type="checkbox"/>																		
Conferences and meeting spaces	<input type="checkbox"/>	Retail space	<input type="checkbox"/>																		
Religious uses	<input type="checkbox"/>	Office space	<input type="checkbox"/>																		
	Any other uses you think might be appropriate (please specify):																				
	<input style="width: 95%; height: 40px;" type="text"/>																				

YOUR THEATRE GOING HABITS

10	Do you currently visit the theatre?
	Yes <input type="checkbox"/> No <input type="checkbox"/>
11	How often do you see theatrical productions?
	Twice a month Monthly Quarterly Twice a year Infrequently
	In Derby <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	In nearby cities: (Nottingham, B/ham etc) <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	In distant places (London etc): <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
12	How often do you currently go to the theatre compared with five years ago?
	more often <input type="checkbox"/> about the same <input type="checkbox"/> less often <input type="checkbox"/>
13	If you travel outside Derby to go to the theatre what do you go to see?
	Please tick all that apply:
	drama <input type="checkbox"/> musicals <input type="checkbox"/>
	opera <input type="checkbox"/> pantomime <input type="checkbox"/>
	ballet <input type="checkbox"/> orchestral concerts <input type="checkbox"/>
	other (please specify):
14	Are you satisfied with current theatre provision in Derby?
	Yes <input type="checkbox"/> No <input type="checkbox"/>
	Additional Comments:
15	What would you like to see in Derby theatres?
	Please tick all that apply:
	drama <input type="checkbox"/> musicals <input type="checkbox"/>
	opera <input type="checkbox"/> pantomime <input type="checkbox"/>
	ballet <input type="checkbox"/> orchestral concerts <input type="checkbox"/>
	other (please specify):

ANY OTHER COMMENTS AND WHERE TO RETURN THIS QUESTIONNAIRE FORM

16	Do you have any other comments?
	Please add any comment you think relevant about theatre availability and/or your views on the Hippodrome site:
17	Would you like to be kept informed about the further development of this project? If so please give us your contact details.
	Name :
	Address:

	Telephone Number:
	Email address :
	Thank you for taking time to complete this questionnaire. Any information you give will be treated in the strictest confidence and only be used to keep you informed of the project. It will not be used for any other purpose and will not be included in any report published for this study.

..... FOLD HERE

WHEN COMPLETED, PLEASE RETURN THIS FORM BY WEDNESDAY JANUARY 25th TO THE PLACE WHERE YOU PICKED IT UP, OR POST IT TO THE FOLLOWING ADDRESS :

PHT CONSULTANTS
THE FERRERS CENTRE
STAUNTON HAROLD
NR, ASHBY DE LA ZOUCH
LEICESTERSHIRE
LE65 1RU

WE WANT TO HEAR THE VIEWS OF YOUR GROUP

Derby Hippodrome Restoration Trust is a Building Preservation Trust that operates in Derby with the purpose of preserving buildings of particular beauty, architectural or historical interest - in particular the Derby Hippodrome Theatre. This is a Grade II listed building and there is a statutory duty to protect such buildings.

Latham Architects and PHT Consultants have been engaged by the DHRT to compile an independent "Options Appraisal" report to help decide the future of this building and this questionnaire survey is part of that work.

The three potential options being considered are:

OPTION 1 - RESTORED AS A LARGE WORKING THEATRE

OPTION 2 - CONVERTED FOR A SMALLER SIZED THEATRE COMBINED WITH OTHER USES

OPTION 3 - CONVERTED FOR ALTERNATIVE USES

It is envisaged that as part of any new theatre development, local theatre groups and organisations, both professional and amateur, will form an important element of any future usage of the building. On this basis we are interested in hearing your views to help inform our study and ensure that any proposals will meet your group's future needs. It would be very much appreciated, therefore, if you could take a few moments to complete this questionnaire survey.

PLEASE ENSURE THAT YOUR RESPONSE IS SUBMITTED BEFORE THE 25th. JANUARY 2012

NAME & ADDRESS OF YOUR GROUP OR ORGANISATION

1. Please state the name of your group or organisation

2. Contact details of your organisation's secretary or representative

PLEASE NOTE: This will be treated in the strictest of confidence and only be used to keep you informed of the project.

Name:

Address 1:

Address 2:

City/Town:

County:

Postal Code:

Email Address:

3. Total number of members in your group

4. Age groups - please enter approximate number of members in each category

Under 20	<input type="text"/>
20 - 39	<input type="text"/>
40 - 59	<input type="text"/>
60 and over	<input type="text"/>

YOUR GROUP'S ACTIVITIES AND CURRENT FACILITIES USED

5. Briefly describe the nature of your group's activities (Tick more than one box if required)

- Drama
- Opera
- Dance/ Ballet
- Musicals
- Pantomime
- Orchestral Concerts

Other (please specify)

6. Where does your group usually gather for meetings and rehearsals?

7. How many performances do you present a year?

- 1 - 2
- 3 - 4
- 5 - 8
- 9 - 12
- more than 12

8. Where do you currently present your performances (Please tick more than one if applicable)?

- | | |
|--|---|
| <input type="checkbox"/> Derby Assembly Rooms - Main Auditorium | <input type="checkbox"/> Riverside Centre - Pride Park |
| <input type="checkbox"/> Derby Assembly Rooms - Darwin Suite | <input type="checkbox"/> Robert Ludlam Theatre - St Benedict School |
| <input type="checkbox"/> Derby (Playhouse) Theatre - Main Auditorium | <input type="checkbox"/> Derby Grammar School - Littleover |
| <input type="checkbox"/> Derby (Playhouse) Theatre - Studio Auditorium | <input type="checkbox"/> Murray Park School - Mickleover |
| <input type="checkbox"/> Derby Guildhall Theatre | <input type="checkbox"/> St. Nicholas Church Hall - Allestree |
| <input type="checkbox"/> Deda Derby Dance Centre | <input type="checkbox"/> Village Hall - Darley Abbey |
| <input type="checkbox"/> Cathedral Green (outdoor space) | <input type="checkbox"/> St. Peters Church Hall - Chellaston |
| <input type="checkbox"/> Waterfall Theatre (Railway Institute) | <input type="checkbox"/> Village Hall - Quarndon |
| <input type="checkbox"/> Landau Forte College | <input type="checkbox"/> Duchess Theatre - Long Eaton |

Outside Derby area - please state where and approximate capacity:

9. How well would you say the current performance spaces in Derby meet your needs?

- Very well
- Quite well
- Satisfactory
- Poor

If you are dissatisfied in any way, please state your reasons why

POTENTIAL DEVELOPMENT OPTIONS FOR DERBY HIPPODROME - PLEASE STATE THE VIEWS...

10. OPTION 1 - would restore Derby Hippodrome as a fully working theatre with a modern stage house and seating for around 1200 people (approximately the size of the Theatre Royal in Nottingham). It may also include some other facilities such as a cafe/ restaurant and meeting rooms.

DO YOU SUPPORT THIS OPTION?

- Yes
- No

Please add any comments to explain your view

11. OPTION 2 - would convert Derby Hippodrome to accommodate a smaller sized flexible theatre space, somewhere between 200 (the size of Derby Guildhall) and 500 seats (the size of Derby Theatre). To help secure a financially sustainable future, the overall development would include some commercial activities - see question 13 below.

DO YOU SUPPORT THIS OPTION?

- Yes
- No

Please add any comments to explain your view

12. OPTION 3 - would convert Derby Hippodrome for new uses other than a theatre. This option, which would destroy the original function of the building, will require a strong demonstration that it is the only viable option because it would require Grade II listed consent. For commercial uses that could be included see question 13 below.

DO YOU SUPPORT THIS OPTION?

- Yes
- No

Please add any comments to support your view

13. COMMERCIAL USES THAT COULD BE INCLUDED IN OPTIONS 2 AND 3

Other uses, with or without a theatre, are listed below. Please indicate which ideas you think would be feasible (you may tick more than one).

- Flexible multi-cultural facilities
- Restaurant/ Cafe
- Function spaces (eg. weddings and parties etc.)
- Conferences and meeting spaces
- Religious uses
- Educational facilities
- Casino/ Nightclub
- Residential accommodation
- Retail space
- Office space

Any other uses you think might be appropriate

MEETING THE FUTURE NEEDS OF YOUR GROUP

If you supported either Option 1 or Option 2, both of which would convert Derby Hippodrome for future use as a theatre, please answer the following questions.

14. Would your group be interested in using the re-developed Derby Hippodrome?

- Yes
- No

15. What size auditorium capacity would best suit your needs? (Tick more than one box if appropriate)

- Up to 100 seats (studio style of auditorium)
- Up to 250 seats
- 250 - 500 seats
- 500 - 1000 seats

Other (please specify)

16. What sort of stage would you like to be able to use or might best suit your needs?

- Proscenium arch
- In-the-round or arena stage
- Thrust stage
- End stage
- Flexible stage arrangements

17. What other facilities would you like to see provided?

- Rehearsal space
- Meeting facilities
- Production & technical support
- Marketing and promotion support
- Front of house and booking support

Other (please specify)





THANK YOU FOR TAKING THE TIME TO COMPLETE OUR SURVEY. YOUR COMMENTS WILL BE USED TO INFORM THE OPTIONS APPRAISAL PROCESS CURRENTLY BEING UNDERTAKEN FOR DERBY HIPPODROME.

18. Do you have any other comments?

- Yes
- No

Please add any comment you think relevant about theatre availability and/or your views on the Derby Hippodrome site:-

POTENTIAL FUTURE USE		SUITABLE CONSERVATION	SUITABLE ANCILLARY	OPTIMUM USAGE
Ballroom	<p>Conversion for use as a Ballroom could provide a scheme which retained the volume of the interior space and FOH and Stage House function areas. However, although there is a re-surfing interest in dance through TV programmes such as Strictly Ballroom, this has not translated into new city centre ballroom dedicated venues, where the commercial viability for the most part still focuses on the night club dance venue (Further investigated below). On this basis this option is eliminated on the grounds of commercial viability and the unlikelihood of attracting a private sector developer for such a scheme.</p>	Yes	Excluded	
Bingo Hall	<p>This usage could provide a scheme which met conservation guidelines, as indeed was the case with previous owners of the Hippodrome over the past 40 years or more. However, on the grounds that recent operators faced dwindling audiences and were unable to secure a viable business from this usage; we have eliminated this option on the same grounds.</p>	Yes	Excluded	
Car Park	<p>This was the intention of the recent proposed re-usage of the Hippodrome, which failed to obtain planning permission and was deemed to be an unsuitable future use for the site or building.</p>		Excluded	
Cinema	<p>The building was originally designed as a cine/ theatre and indeed has been used for this purpose in the past. However, the large auditorium format has been superseded by smaller multi screen facilities, which provided more economically viable operational models. Derby is currently well served by cinemas with two large multiplexes on the outskirts, a luxury multi-screen cinema in the Westfield Centre and the specialist Quad screening alternative films. On this basis we would recommend that any future use could incorporate such a provision but only as an ancillary use.</p>	Yes	Ancillary	
Climbing centre	<p>This is a niche market activity and there is little evidence of sufficient demand to convert the building for the dedicated usage that would be central to this option. In addition such a development may well not meet conservation requirements, and on this ground we have eliminated this option. There is already a good Climbing Centre nearby.</p>		Excluded	
Commercial (offices etc)	<p>There is already considerable existing and new office provision within the city, and dialogue with local commercial agents have indicated that such a provision should only be seen as an ancillary and additional to use to other activities, rather than a wholly dedicated development for the Hippodrome.</p>		Ancillary	
Community facilities	<p>The Hippodrome has historically played an important community role and provision for the city. There are potential options identified herewith that would enable this to continue and any new development therefore should endeavour to incorporate facilities and future uses which could provide benefits for the local community</p>	Yes		

Conference facilities	Our market appraisal would suggest that there is a small market for an auditorium style conference provision within the city. However, this market would not be sufficient to support a dedicated facility, although the Hippodrome could provide some low key provision to meet some of this need as an ancillary usage.	Yes	Ancillary	
Dance studio	Derby is already well provided with a comprehensive dance facility <i>Deda</i> , which is the only dedicated dance house in the East Midlands, presenting 70 performances per year and reaching an annual audience of around 70,000. However, a larger auditorium venue could provide some low key additional facilities to support the current offer as an ancillary use.	Yes	Ancillary	
Education facility (university / school)	Derby University currently manage Derby Theatre (formerly Playhouse), using this as an educational base and presenting productions for the general public. In addition they are currently considering possible re-use options for their former art faculty at the top of Green Lane. Consultations have indicated support for the theatrical development of the Hippodrome on the basis that this could provide a complementary provision to their own offer, and possible additional support/ usage facilities. Derby College have also indicated possible usage of facilities. However, there is no indication for use as a main base for their activities, and therefore any future involvement would be on an ancillary usage basis only.	Yes	Ancillary	
Exhibition space	The recommended Conservational approach would make future use as a dedicated exhibition gallery unsuitable from the available interior spaces. However, small occasional temporary exhibition activities could be incorporated into future development proposals as an ancillary use.		Ancillary	
Hotel	The building does not lend itself to conversion to a Hotel and this option has therefore been excluded on conservational grounds.		Excluded	
Creative Industries Usage	There is adequate existing provision within the city for this usage, and the interiors of the building would not be suited for this conversion. This option is therefore excluded on conservation grounds.		Excluded	
Retail or Market (indoor)	Consultations with commercial agents have indicated that there is little demand for new retail provision within this area and accordingly it would be difficult to attract a developer for such a scheme. In addition such development would be inappropriate from a conservational perspective and on this basis we have excluded this option.		Excluded	
Motor trade	Motor trade development requires larger site accommodation than the Hippodrome could offer, and the building does not lend itself to conversion for this purpose.		Excluded	
Flexible meeting space use	Our research and survey has indicated a market demand for city based general meeting room accommodation. However, this would not be commercially viable as a stand alone usage for the Hippodrome and conservation restrictions mean that this could only be considered as an ancillary usage to support other activities.	Yes	Ancillary	

Night club	Conversion to a Night Club or Music Venue such as “Glee Club” or “Rock City” could present an alternative use which retained much of the existing interior spaces and provide an appropriate conservation approach for re-development. Our initial financial appraisal also indicates that from a revenue perspective, it could present a viable business opportunity for a prospective private sector investor. On this basis we would propose that this scheme is further investigated as part of our short listed options evaluation.	Yes		
Performing arts (other)	The Hippodrome building could readily be adapted to accommodate other performance art usage, and should any new theatre development proceed, this flexibility should be offered.	Yes	Ancillary	
Public House	A public house is a possibility: a number of theatres/cinemas have been converted including the Regent Theatre Chelmsford, which was a grade II listed theatre and the Ritz in Lincoln. The former uses the auditorium but in the latter only the foyer areas are in use. To re-use the auditorium would require a lot of work on the decoration which, being of a secondary requirement for a public house, suggests that the high cost of this would make it not worth while.		Ancillary	
Rehearsal space	This would not be a viable stand alone option, but any future theatre development should include this within future facilities.	Yes	Ancillary	
Religious group use	The Hippodrome could be converted for future religious usage – although it is unlikely that such a stand alone development would restore the interior spaces to meet conservation requirements. On this basis we have included this only as an ancillary usage option.	Yes	Ancillary	
Residential	Conversion to residential development is deemed to be unsuitable both on conservation and planning grounds, and has therefore been eliminated.		Excluded	
Restaurant / café	The building is too large for conversion as a stand alone restaurant or café, although this would be suitable as an ancillary element of other future development options.	Yes	Ancillary	
Sports/ Gym and/or Spa Complex	This option has been eliminated on the grounds that such a development would be unsuitable from a conservation perspective.		Excluded	
Storage	Rentable storage space does require a large area, but the layout of the building would make it difficult to adapt for the small easily accessible purpose built spaces required for this type of use.		Excluded	
Theatre	Derby Hippodrome is of heritage significance value, and the weight of that significance relates to the auditorium and the ornament and volume associated with it. In order to exploit that space to a sustainable future, it must be recognised that there are very few uses that would lend themselves to inhabit that space without compromising it. On this basis in eliminating our long list to the short list of viable future options, it is clear that some sort of entertainment venue would be the most appropriate	Yes		



Lathams

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