

Prioritising Works at the Princes Theatre Using the Action Priority Matrix

At the Princes Theatre, we manage a wide range of tasks—from urgent maintenance to long-term development projects. To ensure our resources are used effectively and our efforts are aligned with strategic goals, we use an **Action Priority Matrix** to guide decision-making and prioritisation.

The Action Priority Matrix is a simple yet powerful tool that helps us evaluate tasks based on two key dimensions:

- **Impact:** How much positive effect the task will have on operations, audience experience, or long-term outcomes.
- **Effort:** The amount of time, resources, and complexity involved in completing the task.

By plotting tasks on this matrix, we categorise them into four distinct areas:

1. Quick Wins (High Impact, Low Effort)

These are the most desirable tasks—easy to implement and highly beneficial. Examples might include small repairs that improve safety or minor upgrades that enhance audience comfort. We prioritise these first to maximise value with minimal resource use.

2. Major Projects (High Impact, High Effort)

These tasks require significant planning, time, and investment but deliver substantial benefits. Examples include full-scale refurbishments or technical system overhauls. While resource-intensive, they are essential for long-term improvement and are scheduled carefully to align with budget and operational capacity.

3. Fill-Ins (Low Impact, Low Effort)

These are minor tasks that don't offer much benefit but are easy to complete. We often tackle these when resources are available or during quieter periods. Examples might include cosmetic touch-ups or low-priority admin tasks.

4. Thankless Tasks (Low Impact, High Effort)

These are the least desirable tasks—demanding but with minimal return

Using this matrix allows the Princes Theatre team to stay focused, reduce wasted effort, and ensure that our work contributes meaningfully to the theatre's success and sustainability.

Impact Assessment Criteria

When assessing **impact**, we consider the following factors:

1. **Legally Required / Health and Safety**
 - Tasks that are mandated by law or essential for compliance with health and safety regulations.
 - These are non-negotiable and usually rank highest in impact because they prevent legal issues and ensure patron and staff safety.
Example: Emergency lighting modernisation.
2. **Directly Generates Income**
 - Tasks that have a clear and immediate effect on revenue generation.
 - These are often linked to ticket sales, venue hire, or additional services.
Example: Installing digital signage to promote events and upsell services.
3. **Observed Priority (Councillor, Manager, Customer, etc.)**
 - Tasks flagged as important by key stakeholders, including management, councillors, or customer feedback.
 - These often influence reputation and stakeholder satisfaction.
Example: Refurbishing Essex Hall after repeated customer comments.
4. **Saves Costs (Financial, Staff & Claims)**
 - Tasks that reduce operational costs, staff workload, or potential liability claims.
 - These can include preventative maintenance or efficiency improvements.
Example: Repairing the fly tower roof to avoid water damage costs.
5. **Energy Efficiency**
 - Tasks that reduce energy consumption and operational costs while supporting sustainability goals.
Example: Upgrading to LED emergency lighting.
6. **Improve Efficiency / Staff Satisfaction**
 - Tasks that streamline workflows, reduce stress, or improve working conditions for staff.
Example: Optimising the gents' storage area for better backstage organisation.
7. **Indirectly Generates Income**
 - Tasks that enhance the customer experience or venue appeal, leading to increased bookings or repeat visits over time.
Example: New carpets in the Dress Circle to improve comfort and aesthetics.
8. **Aesthetics & Customer Experience**
 - Tasks that improve the look and feel of the venue, creating a positive impression for patrons.
Example: Painting the safety curtain or redecorating Essex Hall.

Effort Assessment Criteria

When assessing **effort**, we consider the following factors:

1. Procurement Complexity

○ **In House Quickly (Score 1–3)**

Tasks that can be completed internally with existing staff and resources, requiring minimal planning.

Example: Painting the safety curtain.

○ **Small RFQ (Score 4–5)**

Requires a small Request for Quotation process, usually for minor works or purchases.

Example: Installing a lectern or digital signage.

○ **Large RFQ (Specifications) (Score 6–9)**

Requires detailed specifications and multiple quotes, often for medium-scale projects.

Example: Carpet replacement in tiers and dress circle.

○ **Tender (Score 9–10)**

Full tender process for large, complex, or high-value projects.

Example: Redecorating and refurbishing Essex Hall.

2. Estimated Required Downtime (in Days)

- How long the theatre or specific areas will be out of service during the work.

Example: Fly tower roof repair may require several days of downtime.

3. Estimated Manager/Supervisor Resources (Scale 1–10)

- The level of management oversight and coordination required.

Example: Emergency lighting modernisation requires high supervisory input.

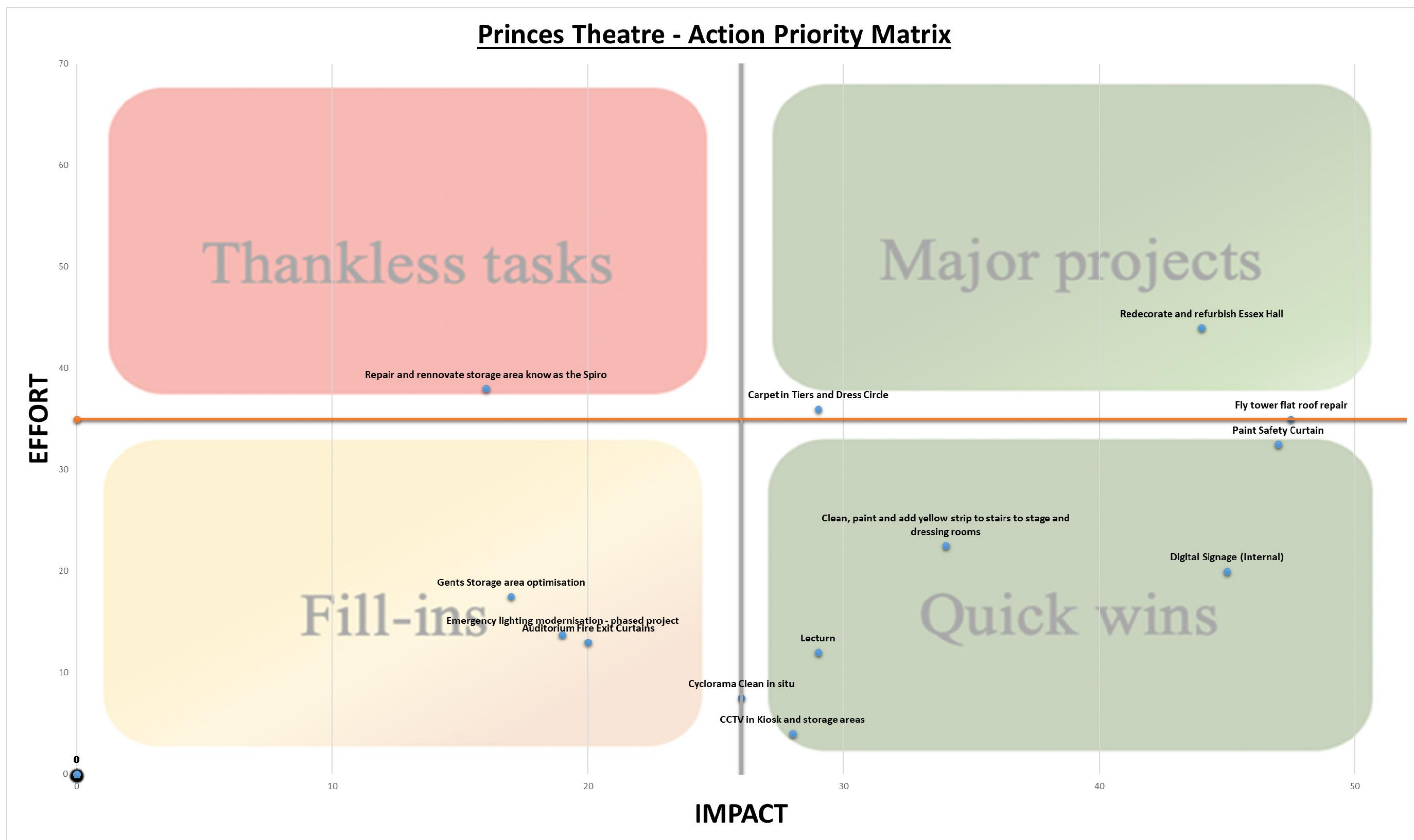
4. Estimated Casual Resources (Scale 1–5)

- The number of casual staff or additional labour needed to complete the task.

Example: Cleaning the cyclorama might require 1–2 casual staff.

Next Page: The Current Action Priority Matrix as of 02/10/2025

Princes Theatre - Action Priority Matrix



Current Works Under Consideration

Major Projects (High Impact, High Effort)

These require significant planning and resources but deliver long-term value:

- **Redecorate and Refurbish Essex Hall** – A large-scale project improving aesthetics and functionality.
- **Carpet in Tiers and Dress Circle** – Enhances audience comfort and venue appearance. This can wait until next financial year.
- **Fly tower flat roof repair** – Will require doing with consultation with facilities.

Quick Wins (High Impact, Low Effort)

These tasks are simple to complete but offer noticeable improvements:

- **Paint Safety Curtain** – Enhances visual appeal and safety compliance.
- **Clean, paint and add yellow strip to stairs to stage and dressing rooms** – Improves safety and visibility for performers and crew.
- **Lectern** – A small addition that improves presentation and event professionalism.
- **CCTV in Kiosk and storage areas** – Adds security.
- **Cyclorama Clean in situ** – Maintains large white screen. Improves audience impact.
- **Digital Signage (Internal)** – Improves upselling communication with patrons with minimal installation effort.

Fill-Ins (Low Impact, Low Effort)

Tasks that are useful but not urgent or transformative:

- **Gents Storage area optimisation** – Helps with backstage organisation. The more events we offer the more equipment and storage we require.
- **Emergency lighting modernisation – phased project** – Essential for safety, already compliant but a phased change to LED lights as and when units fail.
- **Auditorium Fire Exit Curtains** – Important for Customer comfort (heat retention and improve experience as stops light from hallways disrupting their enjoyment of the show.

Thankless Tasks (Low Impact, High Effort)

Tasks that consume time and resources with minimal visible benefit:

- **Repair and renovate storage area known as the Spiro** – Necessary for internal logistics but not audience-facing. Also has a lot of work required in the build up as roof is structurally unsafe and made of asbestos.