

# Corporate Policy Development and Scrutiny Panel

**Date: Monday 5th July 2021**

**Time: 4.00 pm**

**Venue: Council Chamber - Guildhall, Bath**

**Councillors:** Karen Warrington, Winston Duguid, Mark Elliott, Andrew Furse,  
Lucy Hodge, Shaun Hughes, Hal MacFie, Alastair Singleton and Sally Davis



**Michaela Gay**

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## NOTES:

**1. Inspection of Papers:** Papers are available for inspection as follows:

Council's website: <https://democracy.bathnes.gov.uk/ieDocHome.aspx?bcr=1>

**2. Details of decisions taken at this meeting** can be found in the minutes which will be circulated with the agenda for the next meeting. In the meantime, details can be obtained by contacting as above.

### **3. Recording at Meetings:-**

The Openness of Local Government Bodies Regulations 2014 now allows filming and recording by anyone attending a meeting. This is not within the Council's control.

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### **4. Public Speaking at Meetings**

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Further details of the scheme can be found at:

<https://democracy.bathnes.gov.uk/ecCatDisplay.aspx?sch=doc&cat=12942>

### **5. Emergency Evacuation Procedure**

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<https://democracy.bathnes.gov.uk/ecCatDisplay.aspx?sch=doc&cat=13505>

## **Corporate Policy Development and Scrutiny Panel - Monday, 5th July, 2021**

**at 4.00 pm in the Council Chamber - Guildhall, Bath**

### **A G E N D A**

1. WELCOME AND INTRODUCTIONS
2. EMERGENCY EVACUATION PROCEDURE

The Chair will draw attention to the emergency evacuation procedure as set out under Note 5.

3. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS
4. DECLARATIONS OF INTEREST

At this point in the meeting declarations of interest are received from Members in any of the agenda items under consideration at the meeting. Members are asked to indicate:

(a) The agenda item number in which they have an interest to declare.

(b) The nature of their interest.

(c) Whether their interest is **a disclosable pecuniary interest** or an **other interest**,  
(as defined in Part 2, A and B of the Code of Conduct and Rules for Registration of Interests)

Any Member who needs to clarify any matters relating to the declaration of interests is recommended to seek advice from the Council's Monitoring Officer or a member of his staff before the meeting to expedite dealing with the item during the meeting.

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN
6. ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING

At the time of publication, no notifications had been received.

7. MINUTES - 14TH JUNE 2021 (Pages 7 - 20)
8. CABINET MEMBER UPDATE

The Cabinet Member will update the Panel on any relevant issues. Panel members may ask questions on the update provided.

9. PREPARING FOR THE FUTURE (Pages 21 - 32)

This report provides an update on the Preparing for the Future Programme.

10. COSTS OF DELIVERING HIGHWAYS SAFETY INFRASTRUCTURE (Pages 33 - 40)

This report gives the Panel an update on this issue.

11. PLANNING GAIN

This item will have a presentation at the meeting.

12. PANEL WORKPLAN

This item presents the latest workplan for the Panel. It will be circulated to Members following it being updated at their meeting on 28<sup>th</sup> June.

Any suggestions for further items or amendments to the current programme will be logged and scheduled in consultation with the Panel's Chair and supporting officers.

The Committee Administrator for this meeting is Michaela Gay who can be contacted on [michaela\\_gay@bathnes.gov.uk](mailto:michaela_gay@bathnes.gov.uk), 01225 394411.

**BATH AND NORTH EAST SOMERSET**

**MINUTES OF CORPORATE POLICY DEVELOPMENT AND SCRUTINY PANEL MEETING**

Monday, 14th June, 2021

Present:- **Councillors** Winston Duguid, Mark Elliott, Andrew Furse, Lucy Hodge, Shaun Hughes, Hal MacFie, Sally Davis, Dr Kumar (in place of Alastair Singleton) and Vic Pritchard (in place of Karen Warrington)

**1 WELCOME AND INTRODUCTIONS**

The Chair welcomed everyone to the meeting.

**2 EMERGENCY EVACUATION PROCEDURE**

The Chair drew attention to the emergency evacuation procedure.

**3 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

Councillor Warrington gave her apologies and was substituted by Councillor Pritchard.

Councillor Singleton gave his apologies and was substituted by Councillor Dr Kumar.

**4 DECLARATIONS OF INTEREST**

Councillor Hodge declared a non-pecuniary interest in item 7.

Councillor Elliott declared a non-pecuniary interest in item 7.

**5 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN**

There was none.

**6 ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING**

The following members of the public made statements to the Panel:

1 Andrew Ellison - Director Next Stage Theatre Company. *A copy of this statement is held on the Council minute book.*

Councillor Furse asked what would be the desired length of the lease. Mr Ellison stated that it would need to be at least 60 years to generate the hypothetical value for the balance sheet.

Councillor Elliott referred to the 99-year lease and asked about succession planning. Mr Ellison explained that there is a steering group and succession planning is part of their work. The shares would pass to our daughter, but the functions would be taken on by others.

In response to a question from Councillor Hodge, Mr Ellison confirmed that the Company is registered at Companies House under 'Charitable Purposes'.

In response to a question from Councillor Hughes, Mr Ellison explained that if at any time, anyone wanted to change the aims of the company, they would have to change the Corporate Objectives. Michael Hewitt, Council Monitoring Officer, explained that this would entail the dissolution of one company and transferal to another.

2 Alison Paine - steering group member. *A copy of this statement is held on the Council minute book.*

In response to a question from Councillor Dr Kumar, Ms Paine confirmed that £30,000 had been raised for repairs to the roof and that this was all from small donations. She further explained that Capital funding required security of tenure which the CAT (Community Asset Transfer) would provide.

3 Barbara Ingeldew - Next Stage member and Drama Chair of the Mid-Somerset Festival. *A copy of this statement is held on the Council minute book.*

4. Jackie Herring - Artistic Director of the Jane Austen Festival. *A copy of this statement is held on the Council minute book.*

Councillor Dr Kumar mentioned that there were other theatres in Bath such as the Edge Theatre at the University. Ms Herring explained that the Mission Theatre is in the centre of the city and that many people arrive in regency costume and are photographed in the city centre. She further explained that the Mission building was versatile in the seats can be moved and it can be used for mid-week events.

5. Lily Styles - ex-Next Stage Youth Group. *A copy of this statement is held on the Council minute book.*

Councillor Furse asked about the background of the young people that attend in terms of inclusiveness and diversity. Ms Styles explained that in her experience, the group was wonderfully diverse and that members come from further afield than Bath such as Wiltshire and Bristol.

6. Ann Ellison - Artistic Director Next Stage and The Mission Theatre. *A copy of this statement is held on the Council minute book.*

Councillor Furse asked how the community outreach programme engages with young people from disadvantaged backgrounds. Ms Ellison explained that her background is in teaching largely in schools in Bristol that have pupils from disadvantaged backgrounds, and this led her to create a theatre that is accessible and relatable. She further explained how the theatre runs workshops and also offers discounted tickets.

In response to a question from Councillor Hodge, Ms Ellison explained that there is a bursary fund of up to £1,000 per year that youth group members can apply for. She further explained that if the CAT is awarded then they hope to extend the outreach work and employ a youth co-ordinator.

The following Councillors made statements to the Panel:

1. Councillor Jackson made a statement in support of the call in. *A copy of this statement is held on the Council minute book.*
2. Councillor May's statement in support of the callin was read by Councillor Blackburn. *A copy of this statement is held on the Council minute book.*

## **Public statements**

### **7 CALL-IN OF DECISION E3275: - MISSION THEATRE COMMUNITY ASSET TRANSFER**

Councillor Blackburn – Lead Call in Member

Councillor Blackburn stated that, while he and his family supported the arts, theatre and drama, members are elected to serve all of their residents. He asked that the Panel scrutinize and consider if this decision is best for all our residents and asked that it be judged objectively rather than emotionally. He stated that scrutiny is about assessing risks and benefits. He stated that the building is an asset to the Council and outlined what he felt the risks are:

1. Next Stage Theatre (NST) is a private company and directors aims and objectives can change and the company can be taken in another direction.
2. There is a 5 year plan to gain a 99 year lease. This does not contain a succession plan. NST have been in the building for 16 years and have continued to secure funding despite a diminishing lease.
3. The length of the proposal (99 years) will affect three generations. A picture of Western Riverside taken in 1986 shows the many changes in the area in the last 35 years and shows how things can change. The Council may want to utilize this building/asset in the future and suggested a 20 year lease. He confirmed that he supported Next Stage Theatre.

Panel members asked the following questions and raised the following points:

In response to a question from Councillor Elliott, Councillor Blackburn stated that he was aware of the difference between a company with shares and a company with directors, but stated that things could change.

In response to a question from Councillor Dr Kumar, Councillor Blackburn explained that a 20-year lease is a suggestion and that the Cabinet Member could come up with a similar alternative.

In response to the question from Councillor Hughes, Councillor Blackburn explained that the Council have a legal duty to secure benefits against the asset. A 5-year business plan does not stack up to legal scrutiny.

Councillor Hughes asked how the Council monitors social and economic benefits after 5 years. Councillor Blackburn stated that these issues are not considered after the event. He added that there should be a mechanism to monitor assets and lowering the lease time brings people back around the table.

Councillor MacFie stated that it would be unlikely that the building could be used for office space as it is one large room and the building is listed. Councillor Blackburn responded that office needs and designs do change over time.

#### Councillor Samuel – Cabinet Member for Economic Development and Resources

Councillor Samuel confirmed that members present had received the officer response to the call-in document (a copy of this document is attached to these minutes). He highlighted some of the points made in this document and reminded Panel members that they are only required to consider the points that are raised in the call-in notice and must disregard matters that fall outside that.

- The Leader and Cabinet model enables decisions to be made in a timely manner, it is unworkable to have pre-scrutiny on every decision.
- The Community Asset Transfer (CAT) policy was agreed by full Council and refreshed last year. This is a clear policy that has been followed scrupulously.
- The issue is whether the Council should secure use of the Mission Theatre for Next Stage Theatre. The building must be fit for purpose.
- The CAT is a means of ensuring better community outcomes.

#### Panel members asked the following questions and raised the following points:

Councillor Hughes stated that listed buildings are expensive to maintain and he did not want a repeat of the Grosvenor Place issue. Councillor Samuel stated that there are no similarities. He explained that the Council's estate has been assembled over many years and not all buildings are fully up to date as sufficient funding has not been provided. The Property officer Richard Long explained that the recipient of the CAT has to comply with the lease terms.

Councillor Elliott asked what is the worst-case scenario. The Cabinet Member stated that doing nothing is the biggest risk – NST will not have a guaranteed building, the building will need repair and we would lose a community asset.

Councillor Hodge asked if the CAT process is reversible if the outcomes are not delivered. The Cabinet Member explained that there are safeguards in place to address this.

- In his closing statement, Councillor Samuel asked the Panel to keep to the terms of the call-in and do the right thing. He stated that he would respect their decision.
- In his closing statement, Councillor Blackburn stated that the Council does not have a good track record in taking back buildings. He added that the NST are



fantastic, but the Council does not need to tie itself up for this long. He asked the Panel to be mindful in making the right decision.

#### Panel debate

Councillor Elliot stated that the call-in issues are mainly around the Council's ability to manage the process and that the NST should not be punished for that. There should be some improvements in monitoring.

Councillor Furse stated that the call-in was about costs and does not talk about community value and the NST provides a huge community asset.

Councillor Hodge agreed and stated that community value cannot be measured.

Councillor Hughes stated that the NST is a great organisation but there are concerns about whether lessons have been learned from Grosvenor Place. He also stated some concerns about the potential change in ownership and direction in the future.

Councillor Pritchard stated that he was completely satisfied with the legal process and that the 99-year lease gives clarity to the NST and protects the building.

Councillor MacFie stated that he hoped the NST would reach out to North East Somerset.

Councillor Davis stated that the call-in concerns are on process and that this should not be taken out on the NST.

Councillor Dr Kumar stated that he supported the CAT and that art and culture are good for the community. He would like to see more collaboration with oriental countries.

Following a motion from Councillor Elliott and seconded by Councillor Furse:

It was **RESOLVED** to dismiss the call in  
(8 for/0 against/1 abstention)

The meeting ended at 6.30 pm

Chair(person) .....

Date Confirmed and Signed .....

**Prepared by Democratic Services**

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## **Next Stage Theatre Company**

### **Statements in support of our CAT application of The Mission Theatre**

#### **1. Andrew Ellison - Director Next Stage:**

There seems to me to be a misapprehension that The Mission Theatre is a goldmine and that we, as a company, are seeking financial gain. NS is a Not-for-Profit Company. That means that any surpluses cannot be distributed to shareholders but must only be spent on the charitable aims and objectives of the company. We have received no financial support from the Council at any time during our existence.

Councillor Blackburn uses, as his financial metric, the totalling of the rent over 99 years. There is a fundamental misconception here that forgets the time value of money. The future value of £1 is less than the present value of £1. Compound interest is the mechanism that makes that so. Therefore, the value of the property has to be expressed as a present value – which is exactly what the valuers appointed by the Council have done. Their figures, as a result, are far lower and are the proper metric to use.

Before we took it on The Mission was a problem building. Empty for 7 years, derelict, and attracting no interest for commercial use because the LB Officers insist that the main interior space remains as a single large room. The presence of Bath Quays North will not change that stipulation and hence any alternative use of the building is strictly limited.

We are seeking aid now in order to do two things – a reduction in rent to a peppercorn will allow us to employ a Youth Co-ordinator to expand our youth and educational outreach work. A long lease will allow us to fundraise for badly needed repairs to the building from funders such as the National Lottery Heritage Fund and from major private sponsors.

Whilst we have an FRI lease, our repairing liability is limited by a schedule of condition to the derelict state the building was in when we took it on from the Council. Every penny we have spent on the fabric of the building is a penny saved from the Council's own repairing responsibilities. The Council's liability, for this Grade II listed building, would be far greater but for our period of stewardship. We have already far exceeded the strict limit of our contractual repairing liability, but now wish to put the many previous years of neglect to rights. Simply providing a peppercorn rent over 10 years will not produce the matched funding that the National Lottery Heritage Fund need as a precondition of grant aiding this work. Significantly, the only question they have raised regarding our application has been to ask if the Council's CAT is going ahead as the CAT provides the matched funding they need.

That the CAT provides NS with a lease with a hypothetical value does not however mean that we can profit from it. The lease, as existing and as proposed, contains a complete bar on alienation. We cannot sell or sub-let the building. As a Not-for-Profit Company we are completely comfortable with this. We are about theatre and education, not property development. I believe that the CAT also chimes with the

Council's own wider societal objectives whilst leveraging in external funds for repairs to a building that would otherwise be the responsibility of the Council itself.

## **2. Alison Paine - Member of Next Stage's Steering Group:**

I was astonished to hear that this CAT has been called in as it is clearly in the best interests of everyone concerned – the Council, the lessees, the building, and the local community.

I wish to focus on two of the stated objections:

*4 refers to the responsibilities of the occupiers to "meet the repair and update costs of the building", adding that "they are fundraising to meet that obligation."*

*5 suggests that the CAT represents the "erosion of residents' assets".*

May I remind the Committee of some history:

The Mission building was taken on by Next Stage 16 years ago after lying empty for 7 years. Neglected by the Council it was almost derelict when Next Stage took on its initial lease, restored the building and turned it into a theatre at a cost of £180,000. Since 2005, Next Stage has painstakingly built it into a unique cultural and educational community asset, breathing life and purpose into a building that was previously unlettable and derelict.

Essential repairs to the roof are now urgently required and expected to cost £110,000. A fundraising campaign was started on the understanding that the CAT would be approved, but without it this cannot continue, as capital fundraising requires security of tenure and there are only 8 years left on the lease. A grant to the National Lottery Heritage Fund has been submitted but this too will fail without the CAT, as the 99-year lease is the only source of matched funding for it.

**Thus the CAT is vital to attract the external funding needed to rescue this listed building – far from "eroding residents' asset" the CAT will secure its future.**

With the CAT, The Mission Theatre will be able to continue in business and expand its services to the community including the establishment of Next Stage Juniors.

**But without the CAT the Mission will not be able to survive.**

Next Stage cannot possibly fund a capital sum of this magnitude, so will have to vacate the theatre. The building will lose its tenants and the town will lose a theatre, a concert hall, a community centre, and an important educational resource for children. And instead of preserving "£1.5m of rental income for the next 99 years", the building will become your problem again, unlettable and in need of an immediate injection of £110,000.

**This would be act of cultural vandalism and financial folly for which the Council will not be forgiven. Please don't do it.**

### **3. Barbara Ingledew - Drama Chair of the Mid Somerset Festival:**

As a local drama teacher and as Drama Chair of the Mid Somerset Festival here in Bath, I have had first-hand experience for many years of the unique value of The Mission Theatre and Next Stage to the youth of Bath.

The flexible performance space, intimacy and excellent acoustics as well as its location has made The Mission an invaluable, affordable venue for the Mid Somerset which provides performance opportunities for 1000s of children and young adults every year.

As a local drama teacher I care passionately about giving young people the chance to explore their creativity and, essentially, to find their voices and to learn not to be afraid to speak. For this reason I have sent many of my own students including my own children to Next Stage Youth.

I can honestly say that this youth theatre is quite unique among other drama groups in the city. Firstly, it is surprisingly difficult to find a group that is purely for drama and not musical theatre. It is also rare to find a youth theatre that throws the 11 year olds straight in with 18 year olds, a valuable experience for both. There are no egos and no 'stars' as the ethos of the company is to give everyone a chance regardless of ability. Rarely have I found a youth theatre with such a strong team spirit and supportive attitude.

But what really makes NSY unique is the many opportunities to work with the adult company, either in the numerous NS productions at The Mission itself but also, on a biennial basis, down at The Minack Theatre in Cornwall.

The Mission's support for the young people of Bath is not limited to Next Stage Youth. Over the years I have seen many young adults be given experience and job opportunities at the theatre. School leavers working in the office learning about theatre management, university students stage managing, running the tech box both here in Bath and down at The Minack. So many of them are now working in prestigious professional theatres thanks to the experience and training they received at The Mission.

As schools open up again I know it is the intention of Next Stage to revive their outreach work going in to schools. Schools that may not have much drama expertise in house or time.

Finally, while considering this bid I would ask everyone in this room to think about what effect the last year has had on all the under 25s in this country. School, university lectures, extra-curricular activities from a laptop alone in their bedrooms, if they are lucky. Not even being able to speak without a mask on. Surely anything, ANYTHING that can be done to support The Mission to expand these opportunities for the young should be an essential part of Bath's recovery.

#### **4. Jackie Herring - Artistic Director The Jane Austen Festival:**

The Jane Austen Festival is in its 21<sup>st</sup> year. Held in September it is an annual ten-day celebration of all things Austen in this beautiful city of Bath. It has grown from just a handful of events for locals to an internationally famous and much-loved festival.

It is certainly considered one of the reasons to travel to and stay in Bath in September and attracts people from such diverse places as Russia, Ireland, and the largest contingent coming from the USA in a normal year!

Apart from the attraction of Austen herself, the festival has gained in popularity due to the use of the city's many historic venues. Places like the Guildhall, the Pump Rooms, and the Assembly Rooms are spectacular and ideal for 'bookend' events for festivals.

To survive and grow festivals also need mid-week event that are both good quality and affordable for the majority. Which is why every year since 2013 the Jane Austen Festival has made The Mission Theatre its base for the week.

There is no other performance venue in Bath that suits a festivals' purpose quite so well as The Mission Theatre, and why it has become so popular over the years with other literature, music, and children's festivals.

The practical benefits are:

It has a reasonable size auditorium, spacious changing facilities, lighting and sound facilities, excellent stage, air conditioning, decent toilets and is easily accessible for wheelchair users.

The auditorium of the Mission Theatre is a very versatile space, with its brilliant acoustics and moveable seating, it is ideal for all sorts of productions and activities. The small theatre upstairs and other performance spaces in the building allow us to put on something to appeal to everyone. From bonnet making and dance workshops

to book signings and full-blown musical adaptations of Austen's novels, everything is possible in this theatre.

It is The Mission Theatre's intimacy, versatility, and affordability that will, as the event industry rebuilds after an incredibly difficult 18 months, be so important as a venue for the cultural offer of Bath.

The transformation of what was a derelict building into the vibrant performance space it has become is testament to the hard work of the Next Stage team as is their continual dedication to the restoration of this lovely old building. It would be a devastating loss to local festivals and community arts groups if this theatre had to close for lack of repair funds. It is a vital location for both the future of The Jane Austen Festival and emerging events that need our support to keep Bath relevant as a recreation destination in the UK.

The Mission Theatre is quite simply the perfect facility for festivals in Bath.

## **5. Olivia Stiles: Ex-Next Stage Youther and The Mission Theatre's Office Assistant**

In 2014 I asked the Head of Drama at my school if he knew about any extracurricular theatre groups I could join. I was a young person with a passion for theatre, but with very few people around to support me. My teacher suggested I contact Next Stage Youth. Within a week I had been welcomed into the theatre company and offered a part in their upcoming Christmas show. For the first time ever I was in a theatre - The Mission - rehearsing a play with a group of truly like-minded people, who shared my enthusiasm.

I quickly discovered that everyone in Next Stage Youth really appreciates the fact that for all their youth shows at The Mission Theatre, the adult company throws its full weight and experience behind each production. Indeed, one of the unique opportunities that Next Stage affords its young actors is the chance to work alongside the members of the adult company which is a surprisingly rare occurrence for young actors, and isn't one I've had anywhere else. In both companies, I've made friends for life, and found a wonderful community which has supported me throughout my education.

Another invaluable opportunity Next Stage offers some of its young actors is the ability to tour with the company. Be it in Scarborough, London's West End, or the Minack theatre in Cornwall, Next Stage always makes a conscious effort to offer these unique opportunities to its younger actors.

Next Stage Youth has provided me with high-quality experiences of what it's truly like to work in a theatre as a performer. And now, as an adult, Next Stage has given

me the chance to learn about the actual running of the theatre, by employing me to work in The Mission Theatre's office. Here, I am able to carry on learning about the industry I love so dearly.

Next Stage offers experiences to young people that no one else in Bath does, or indeed can, as one of the things that facilitates the fantastic work that they do is their residency at The Mission Theatre. The security offered by having a space to call their own is something that ensures the quality of training that young people are able to receive there. For rehearsals, workshops, and shows, The Mission provides a versatile and professional space for young people to work in, and being able to reliably host sessions in the same space each week allows Next Stage to focus more time working with young people on imaginative and challenging productions.

For almost thirty years, Next Stage has had an active commitment to the people of Bath, and thousands of young people have spent time with Next Stage Youth. These Youthers have now grown into confident adults, partly as a result of their time with Next Stage. The awarding of the CAT to Next Stage will secure the company's future in Bath, and at The Mission Theatre, and in turn ensure that generations of young people will be able to enjoy, and benefit from, everything that I have experienced. Please do not deny them this.

## **6. Ann Ellison BEM Artistic Director Next Stage Theatre Company and The Mission Theatre:**

The views you have just heard expressed by the five previous speakers and the heartfelt appeals they have made to you to ensure the future of The Mission Theatre are just the tip of the iceberg.

Many of you will have seen the three page coverage in this week's letter pages of the Bath Chronicle. Every single letter is in support of The Mission with people from far and wide all begging the council to grant the CAT to Next Stage. I know many of the names, but not all and it has made me feel very humble that so many people from different ages, backgrounds and cultural orientations have felt driven to put in writing, or speak today, to explain how important our amazing community venue is to them.

I believe deeply and passionately in the transformative power of theatre. As a secondary school teacher, as a director of a charity, and as Artistic Director of The Mission Theatre for the last 16 years, I have spent all of my working life trying to bring theatre to people and people to theatre. It's why nearly 30 years ago I set up Next Stage and Next Stage Youth - I wanted, through in-the-round productions and school workshops, to break down the fear factor that is prevalent in many



individuals. The fear that theatre is not for them because it is an intellectual activity; the fear they will find it elitist, boring, unintelligible, or too expensive.

It was when Andrew and I walked in to The People's Mission in 2002 that we knew we had found the perfect venue in which theatre could be exciting, stimulating and all-inclusive whilst remaining affordable, accessible and meaningful to young and old. The then derelict ex-chapel had a warmth and intimacy that was palpable and which has simply grown as the theatre has flourished and more and more people have come through its doors. They come to see a performance and will often be transported by what they see and hear, frequently taking away with them memories, life-changing ideas and images that will stay with them forever. Daily there is so much amazing creativity encapsulated and delivered in a small modest chapel building that no one wanted, but is now a thrilling place of theatre and performing arts.

If you come and talk to the volunteers, audience members and performers you meet at The Mission you too will come to understand why it is essential we try to protect this building and its role as a valued community venue on into the future. Because for generations to come there will always be the need for the magic and wonder of theatre in peoples' lives and our lovely building would not be able to carry on providing these should it be forced to close.

Please let us continue to look after and cherish The Mission Theatre by awarding Next Stage the CAT it so desperately and deservedly needs. Thank you.

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Bath & North East Somerset Council		
MEETING:	Policy Development & Scrutiny Panel	
MEETING DATE:	05 July 2021	
TITLE:	Preparing for the Future Programme	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report:		
Appendix A – Concept design plans for Keynsham Civic Centre		

## THE ISSUE

- 1.1 This report provides an update on the Preparing for the Future Programme.

## 2 RECOMMENDATION

**The Policy Development and Scrutiny Panel is asked to;**

- 2.1 Note the contents of the report and the progress that has been made with the Preparing for the Future Programme.**

## 3 THE REPORT

### Background

- 3.1 The Preparing for the Future Programme will deliver changes to how we work which will streamline our use of office buildings and provide a more flexible workforce that reflects the changes in how we now work and how we will deliver services in the future. The aim is to equip all staff to have a good day's work by providing them with the right technology, being flexible in our approach to promote wellbeing and ensuring an effective work/life balance.

- 3.2 This report provides an update regarding the programme and highlights the progress to date.

## **Keynsham Civic Centre redesign**

3.3 The plans are progressing well for the Keynsham Civic Centre redesign and we have been working closely with our architects to finalise the designs.

3.4 The concept plans have been shared with the Service User Group as well as Heads of Service and the Leadership Team and we have taken on board feedback and suggestions for improvement.

3.5 The proposal is to deliver the changes in a phased approach to mitigate disruption to the council operation. The deliverables are:

- To deliver a proposal that enables up to at least 650 individuals to be in the KCC at one time, subject to fire and ventilation constraints. The current capacity is around 550 which includes both Virgin Care and Police tenants. The plan will deliver subtle design changes that enable increased occupancy in certain areas of the building.
- To create an interior design that promotes collaboration, as well as providing a core element of team space.
- To deliver new and improved refreshment areas.
- To deliver a partnership working space which will enable our key partners to book hot desks on the understanding there will be a reciprocal arrangement in their office buildings.
- To develop and implement a strategy that uses technology and digital equipment to enable collaboration across multiple locations.
- To develop options for how staff, partners and Councillors can work – enabling greater numbers of bookable meeting spaces and flexible use of desks.
- To improve branding/signage, artwork and graphics. This will include both internal and external signage to improve brand exposure and accessibility.
- To design dedicated spaces and facilities that enable private and confidential working and meetings to enable staff to work productively and efficiently.
- To improve toilets and general wellbeing facilities across the site taking into account our duties under the Equality Act.
- To increase shower capacity and bicycle storage facilities across the building to promote sustainable travel and support the corporate objective to address the climate emergency.
- To improve lighting and overall ambiance across the building irrespective of time of day.

- 3.6 Concept designs of some of the new spaces are contained in Appendix A.
- 3.7 In terms of timescales detailed designs will be prepared by the end June, construction starts from August and some significant changes will be completed by Christmas, so our aim is to move fully back into the building in January 2022.
- 3.8 Delivery of the programme will be split over two financial years in two phases. The majority of work will be carried out in 2021/2022 with some additional works happening in 2022/2023.

## **Communication and engagement**

- 3.9 Regular monthly communications are sent to staff to keep them updated. There is a wealth of information on our intranet page and a large number of FAQs have been published. A dedicated email address for the programme is in place and managers have been encouraged to invite the Programme Manager to their team meetings to answer questions.
- 3.10 The Service User Group meets monthly and has been fully involved in developing the concept redesign plans and feeding back to their teams.
- 3.11 We have developed a Blended Working Charter to illustrate how we will work in the future. Blended working means that staff have the best of both worlds – a choice in their working lives which complements their work and enhances their work life balance.
- 3.12 The principles in the charter mean that:
- Staff should have individual choice around *where* we work on a day-to-day basis, wherever possible.
  - Staff should have individual choice around *when* we work on a day-to-day basis, wherever possible.
  - We should encourage teams to come together from time to time as teams thrive when we collaborate, communicate and connect.
- 3.13 We have also been developing some “day in the life” profiles with our service user group to bring to life what a working week will look like once we are able to work in a blended way.

## **Individual risk assessment process and meeting spaces**

- 3.14 The Government’s advice during the last year has been to continue to work from home if you are able to do so. However, in recognition that this does not suit all staff we have developed an individual risk assessment process for staff who need to return to the office for some of their working week whether for service delivery purposes, because they do not have facilities at home or to support their mental health and wellbeing.

- 3.15 We currently have a number of staff in Keynsham Civic Centre and the Guildhall who have taken up this offer and we continue to support staff with this.
- 3.16 We have also recognised that teams are really keen to meet up again face to face as soon as they can and so we have developed team meeting spaces so that teams can start to meet up again once the social distancing rules are lifted. We currently have a limited number of spaces available for meetings but will increase this offer significantly when the Government's roadmap allows.
- 3.17 These spaces will be available in Keynsham, the Guildhall and the Hollies and will be bookable for meetings until the end of December.

### **Laptop rollout**

- 3.18 We are now nearing the end of the first phase of laptop rollout which included 325 devices. The next order of laptops is with our supplier (HP) and currently expected to be with us around August. This is later than we had hoped for but unfortunately is as a result of global IT component shortages. We are in regular contact with HP and working hard with them to achieve the earliest delivery date we can.
- 3.19 It is anticipated that the rollout will continue into the first half of 2022 but we will be looking at options to bring these dates forward where possible and complete the rollout sooner, as we know how important it is for staff to receive this new equipment.

### **Summary**

- 3.20 In summary:
- The plans for the redesign of Keynsham Civic Centre are on track and the detailed design should be available shortly.
  - Communication and engagement with staff continues to be a priority and the service user group has been working well.
  - Team meeting spaces have been created across our office estate so that when the Government's roadmap allows teams can come together and meet to enable collaboration.
  - An individual risk assessment process in place to enable staff who need to work from an office building at the current time to do so.
  - The laptop rollout has been completed for phase 1 staff and we are awaiting delivery of the next batch of laptops, planned to be in August.

## **4 STATUTORY CONSIDERATIONS**

- 4.1 Section 2 of the Health and Safety at Work Act 1974 provides a general duty on every employer to ensure, so far as is reasonably practicable, the health, safety

and welfare at work of all his employees. The Corporate Health and Safety Manager is part of the project team.

- 4.2 The design of the office arrangements will be flexible to ensure all appropriate infection control measures are in place in accordance with latest legislative provisions, national policy and public health advice.

## **5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)**

- 5.1 The project provides an opportunity to co-locate a range of council services in a single building, sharing resources and overheads while helping to enable a more joined up and collaborative approach. This co-location, together with provision of modern technology will increase flexibility and enable our workforce to tackle problems and queries as soon as they are received.
- 5.2 The programme will enable reduced operating costs through a reduction of office buildings / rationalisation of office space along with the opportunity to create revenue through the commercial letting of Lewis House. This will contribute to delivering existing budget savings in the Estates Service from a reduction in our office buildings.
- 5.3 The Council vacated St Martins hospital in July 2020 which represents a saving of £50,000 per annum.
- 5.4 As a result of working differently and conducting meetings virtually rather than in person the business travel savings for 2020/21 were forecast to be £150,000. The projected saving for 2021/22 is £200,000.
- 5.5 The commercial letting of Lewis House has the potential to yield up to £425,000 income per annum and realise operating savings of £172,130 per annum.
- 5.6 The capital budget to enable the redesign of Keynsham Civic Centre to accommodate more staff across the working week and support the changing way we will work is £1.655m over two years.

## **6 RISK MANAGEMENT**

- 6.1 A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's decision making risk management guidance.

## **7 EQUALITIES**

- 7.1 An Equality Impact Assessment was carried out on the Preparing for the Future Programme in August 2020 and an improvement plan is in place. Several impacts were identified, all with mitigating actions and a Service User Group is in place to enable full consultation with staff. The council's Inclusive Communities Manager is part of the council officer group leading this project and her advice and the wider team's guidance is being considered as the project develops.

## **8 CLIMATE CHANGE**

- 8.1 In 2014 the Keynsham Civic Centre was an award-winning building for its high environmental performance. Officers are working closely with surveyors as

proposals are developed to ensure that as a minimum this environmental performance is not compromised and that we identify any opportunities to improve environmental performance. For the carbon savings to be fully realised from this building the space needs to be fully utilised and the internal re-design of the building will support this aim.

## 8.2 This project will result in less employee travel:

- (1) It will enable us to reduce the number of Council offices, thereby reducing employee travel into Bath and between offices.
- (2) It will improve the facilities at Keynsham Civic Centre for staff who wish to cycle, walk or run to work encouraging sustainable travel choices.

## 9 OTHER OPTIONS CONSIDERED

9.1 If we do nothing, we will have a less efficient and responsive workforce who are restricted by ineffective processes and equipment. We will remain split across 4 offices across Bath, Keynsham and Midsomer Norton and continue to work in silos with very little space for team collaboration.

9.2 This would not support a change in culture or prepare us for the future of working differently. There would be no space for teams to come together for social and collaboration interaction due to the current design of the building. This has been a request of employees that has increased over the course of the pandemic. The building infrastructure is also constrained with a complex fire strategy that does not allow for all council employees to be in the space at one time due to the limited fire escapes and staircase locations.

## 10 CONSULTATION

10.1 The Chief Operating Officer has been consulted on this report.

<b>Contact person</b>	Amanda George, Director of Business Change and Customer Services Tel: 07790 430827
<b>Background papers</b>	Preparing for the Future Cabinet report E3261
<b>Please contact the report author if you need to access this report in an alternative format</b>	



**DETAIL DESIGN PROGRESS VISUALS**

**North Wing Collaboration**

Removing existing individual team desk space to create a new informal collaborative environment. A range of bookable spaces for various sized groups to come to together, carry out meetings and brainstorm ideas within a relaxed collaboration space.

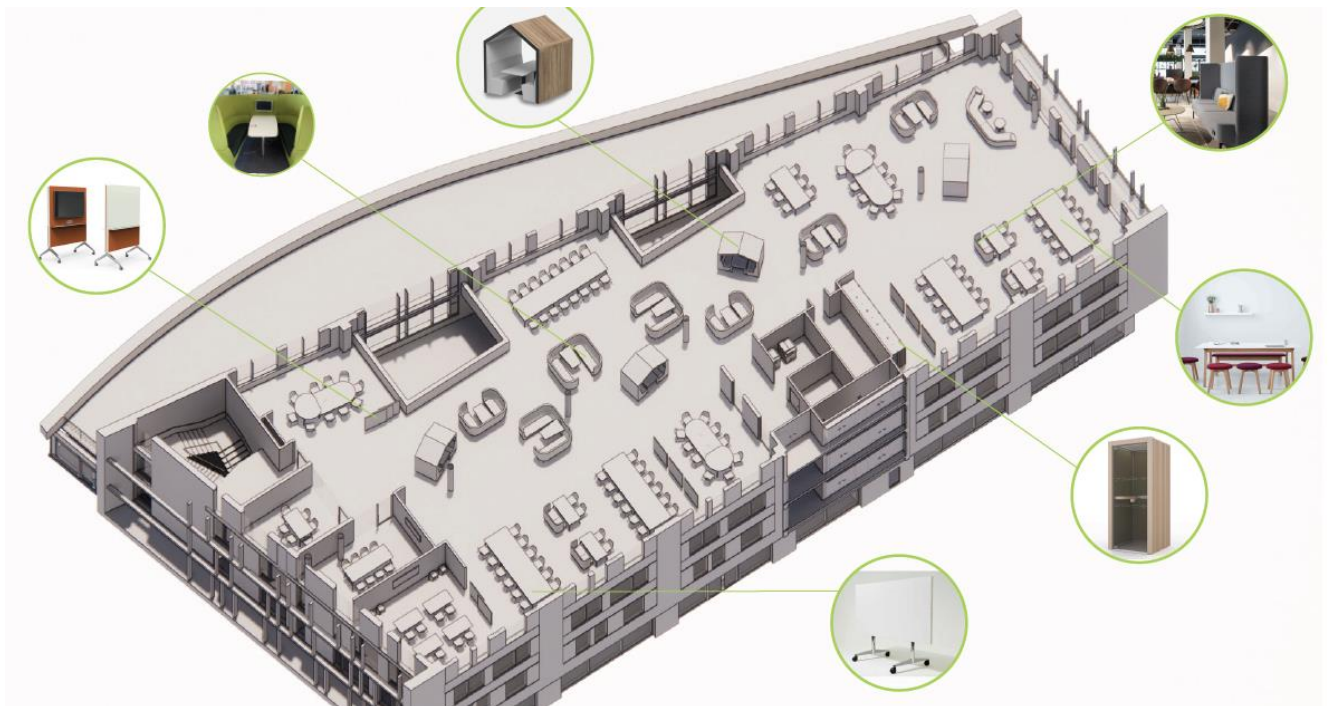


Proposal illustrations for 1<sup>st</sup> floor North Wing Collaboration



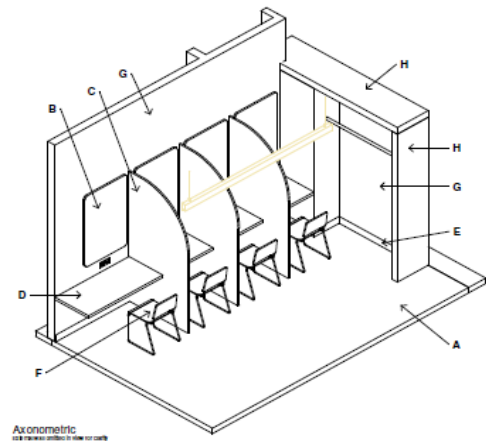
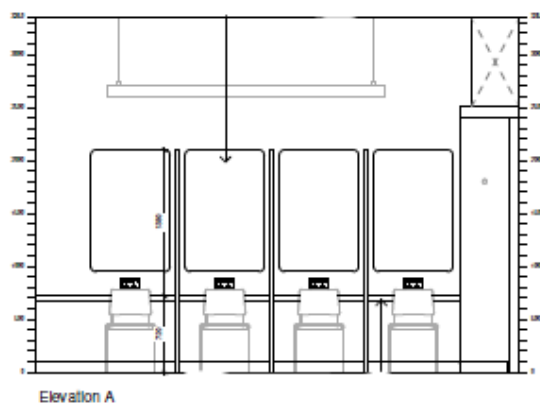


Birdseye view of how the collaboration floor will look.



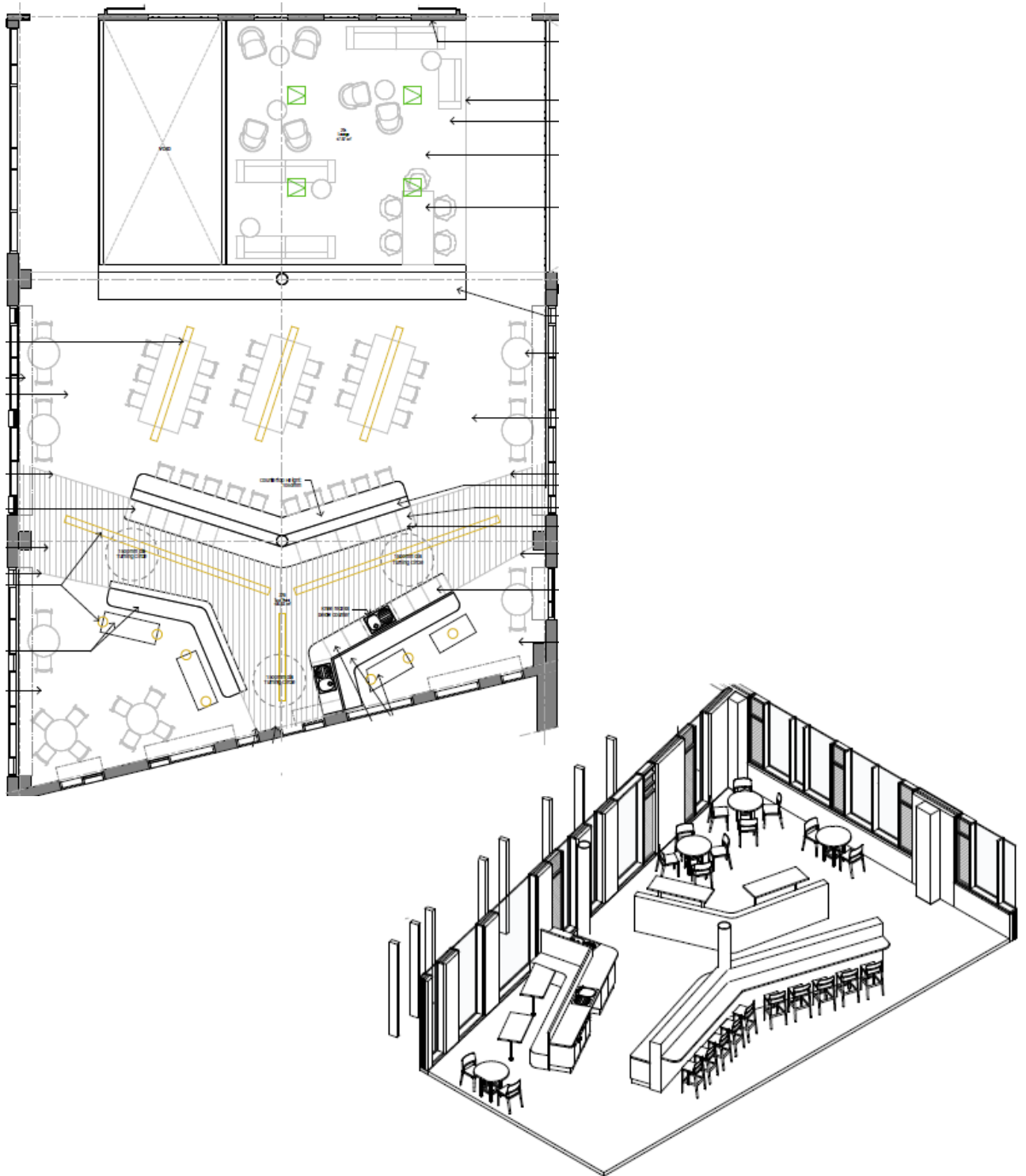
## Call Booth proposal

Transforming existing tea points to individual call booths across all floors to enable employees to join Zoom/Teams calls away from their desks with acoustic partitions and sound baffles.



## Refreshment zones

Removing floor tea points and replacing with larger refreshment zones on each individual floor. The areas will be used to promote collaboration and networking and there will be a breakaway space to have coffee and eat with colleagues. Members of staff can choose to work where suits them best.





## Collaboration and Hot-desk zones

Bookable spaces throughout the central and South Wings of the building to allow employees to work collaboratively or simply work alone in a relaxed open environment. Adding soft furnishings, digital equipment and graphics throughout the office to create a relaxed, productive and agile working environment.

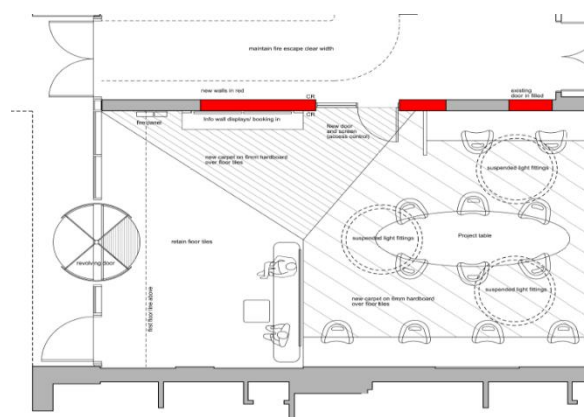


New balcony working spaces located in the South Wing with an acoustic partitioning to mitigate noise transfer through to hot desk areas behind, along with relaxed working lounge space in the centre zones of the building to relax, work and meet colleagues.



## Reception lounge / Partner hub

Transforming the reception lobby into a vibrant working space that is open to employees, external partners, and project colleagues both to work and relax in a casual open forum. The area will be fitted with soft furnishings, power and data and accompanied by seating for visitors.



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Bath & North East Somerset Council		
MEETING/ DECISION MAKER:	Corporate Policy Development & Scrutiny Panel	
MEETING/ DECISION DATE:	5 <sup>th</sup> July 2021	EXECUTIVE FORWARD PLAN REFERENCE:
TITLE:	Costs of delivering Highways Safety Infrastructure	
WARD:	All	
AN OPEN PUBLIC ITEM/		
List of attachments to this report: Appendix 1: 2021/22 Transport Improvement Programme		

## 1 THE ISSUE

- 1.1 Panel members requested an update on the costs of delivering highways safety infrastructure.

## 2 RECOMMENDATION

The Panel is asked to:

- 2.1 Note costs of delivering highways safety infrastructure.

## 3 THE REPORT

### Traffic and Highway Service

- 3.1 The Highway and Traffic Service ensures that the highway network is adequately maintained and that the public can travel in a safe and timely manner. The service has a key role in place shaping, supporting sustainable travel, the development of appropriate infrastructure across the area and delivering on the climate emergency declaration.
- 3.2 Almost without exception the service is statutory and delivers its duty through various pieces of legislation.
- 3.3 Service Dimensions
- a) 1200 kms of road

- b) 17,000 streetlights
- c) 100 sets of traffic signals
- d) 25,000 road gullies
- e) 2000 structures (bridges and retaining walls)
- f) 11, 000 signs and bollards
- g) 9 gritting routes totalling 268 miles of road

3.4 The service is resourced to deliver the core service and therefore additional projects, WECA programmes and ad-hoc requests for further work require the support of consultants or agency staff procured through the approved framework contract.

3.5 Our operational service delivery is externalised with highways and street lighting/electricals work procured through our contract with Volker Highways, Signals work through Dynniq (WOE arrangement).

3.6 All our contractors provide an 'out of hours' emergency service. B&NES officers operate an on-call rota between October and March each year providing a 24hrs, 7days a week service.

#### Transport Improvement Programme

3.7 There is high demand from the public, Parish Councils and B&NES members for interventions on the public highway. These range from request for vehicle speed survey's to new infrastructure such as new signalised crossings or traffic calming.

3.8 When a request is received, it is important that a consistent approach is taken. The Traffic Management Team will assess the request and provide a response outlining the course of action that has or will be undertaken. The Traffic Management Team have a good working relationship with the Police Traffic Team and extensive local knowledge of the highway network and are well placed to assess requests.

3.9 There are four potential courses of action when a request has been received and considered by the Traffic Management Team:

- (1) No further action – for example, it is not considered that the problem is significant and/or there is no appropriate solution. The applicant is informed accordingly.
- (2) Further investigation is required, most commonly a site visit. Subject to the findings, point 1 ,3 or 4 would be actioned.
- (3) A minor intervention or measures is possible and agreed, if funds permit it can be added to an existing schedule of work this would typically be line refresh, sign upgrade or street furniture.
- (4) The request is considered to have some merit in addressing a specific road safety or traffic-related problem, so it is added to the Scheme Assessment and



Prioritisation register for scoring. This is the gateway to the capital programme.

- 3.10 The scheme assessment and prioritisation process is a consistent, evidence-based, and transparent method of comparing the relative priority of schemes and measures that are intended to address a specific road safety or traffic-related problem. It is specifically aimed at 'local' schemes and measures.
- 3.11 In October /November a forecast of future year funding is available, and the scheme assessment and prioritisation register will be used to identify the schemes that will be recommended for inclusion on the capital programme. The number of schemes will be dependent on estimated cost and budget available.
- 3.12 The Transport Improvement Programme list the schemes that are to be developed and delivered; the programme is included in the February budget report. This will include Parking Restrictions, Speed Restrictions, and Safety Schemes.
- 3.13 Generally, a two-stage approach is used for safety schemes. During stage 1, the issue that has been identified is assessed and a feasibility report with recommended options will be developed. This will include an updated cost estimate. Stage 2 is detailed design and delivery. The two stages normally span 2 years, this ensures the correct infrastructure is being proposed and accurate scheme estimates are included the Transport Improvement Programme.

### Costs

- 3.14 The safety schemes are generally developed and delivered by the Council Engineers. Staff time is recharged to the individual project.
- 3.15 The construction works are delivered using the term contractor Volker and Dynniq. These contracts are awarded through competitive bid process. The contractor submits a schedule of rates as part of their tender and these are assessed as part of the commercial evaluation process. The rates are uplifted each year in line with construction price indexes.
- 3.16 The scheme Engineer will produce a design, this will review the whole asset in the location and co-ordinate with future programme both internally and externally. This provide the opportunity to:
- a) Improve the local asset including, adjacent footway, signs, and carriageway. This reduces the future revenue liability and improves quality of the finished scheme.
  - b) Ensure that the works complement future works,
  - c) Provides an opportunity for utility works to be undertaken before improvement scheme is completed.
- 3.17 The cost of the construction works, and traffic signals are assessed by the scheme Engineer by first quantifying the work items such as length of ducting, resurfacing etc. The schedule of rates are used with the quantity to produce a priced bill that calculates the total value of the works. A works order is issue for

the value of the works. Once the works are undertaken any variation or changes are remeasured. This determines the value of payment to the contractor.

- 3.18 A typical signalised pedestrian crossing would cost approximately £153,000.00. There are two recent examples of new signalised pedestrian crossings, Radstock Road and Lansdown Road, both will be delivered to a similar cost of £153,000.00. Table 1 provide further detail.

3.19 Table 1: Cost Break Down Pedestrian Signalised Crossing

Stage	Costs	Activity
1	£2,300	Topographical Studies, Road Safety Audit and Speed Counts
1	£1,300	Traffic Regulation Order
1	£15,800	Staff Costs for Assessment, Design and Management
1	£2,000	Trial Holes
2	£1,100	Western Power connection
2	£97,800	Volker Works: ducting under and along road, cabinets, pole foundations, access chambers, duct boxes, footway construction / drop kerb, road resurfacing, signs, line, and traffic management including road closures.
2	£23,800	Dynniq, provide and install traffic signal equipment including traffic loops cut into road.
2	£8,200	Staff costs for Completion of design, Supervision and Management.
<b>Total</b>	<b>£152,300</b>	

## 4 STATUTORY CONSIDERATIONS

- 4.1 Almost without exception the service is statutory and delivers its duty is through various pieces of legislation. The key legislation being the Highways Act, New Roads and Streetworks Act, Traffic Management Act, Road Traffic Act, Flood Water Management Act and the Civil Contingencies Act.

## 5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

5.1 Funding for the Transport Improvement Programme consist of Integrated Transport Block funding from the DfT of £1.163m, this has been similar for the last 5 years. CIL funding and other contribution are used this funding varies and tend to be scheme specific. See appendix 1 2021/22 Transport Improvement Programme.

5.2 The Programme is delivered by B&NES internal teams who recharge their time to the individual scheme.

## **6 RISK MANAGEMENT**

6.1 A risk assessment related to individual schemes are undertaken.

## **7 EQUALITIES**

7.1 Individual scheme are assessed and where appropriate equalities impact assessments undertaken.

## **8 CLIMATE CHANGE**

8.1 It has been estimated that Transport account for 29% of carbon emission in B&NES. Reducing journeys made by car will be necessary to reduce carbon emission. The Transport Improvement Programme promotes sustainable transport projects that will create greater opportunities for walking and cycling.

## **9 OTHER OPTIONS CONSIDERED**

9.1 Feasibility studies are undertaken to identify the options for individual safety schemes.

## **10 CONSULTATION**

Consultation is undertaken on a scheme by scheme basis.

<b>Contact person</b>	Gary Peacock 01225 39
<b>Background papers</b>	
<b>Please contact the report author if you need to access this report in an alternative format</b>	

Appendix 1: Transport Improvement Programme 2021/22	
Description	Budget
<b><u>Local Safety Schemes</u></b>	
Anti-Skid Surfacing	£10,000
Accident investigation and prevention (AIP)	£15,000
A4175 route delivery	£50,000
A368 route review	£15,000
Covid 19 Social Distancing measure	£20,000
Minor Safety Improvements / assessment	£6,000
West Harptree, traffic calming study	£5,000
A39 Wells Road High Littleton pedestrian refuge	£5,000
Queen Charlton Lane, experimental road closure	£8,000
Red Hill speed reductions measures	£40,000
Wellsway, Keynsham 20mph speed measures	£5,000
Charlton Road Keynsham traffic management scheme	£20,000
Kelston Road, Newbridge speed reduction study	£7,000
<b>Local Safety Schemes Sub Total</b>	<b>£206,000</b>
<b><u>Public Transport</u></b>	
Bus stop improvements	£20,000
<b>Public Transport Sub Total</b>	<b>£20,000</b>
<b><u>Managing Congestion</u></b>	
Parking Schemes TRO	£45,000
Residents Parking Zones:	£80,000
Preparation for enforcement of moving traffic offences	£20,000
<b>Managing Congestion Sub Total</b>	<b>£145,000</b>
<b><u>Safer Routes to Schools</u></b>	
School zebra crossings	£60,000
Linear Way to Moorland School, Cotswold Road crossing	£8,000
Bloomfield Road and Wellsway crossing Design	£7,000
Molly Close Temple Cloud footway order	£10,000
Newbridge pedestrian island	£15,000
<b>Safer Routes to School Sub Total</b>	<b>£100,000</b>
<b><u>Cycle Schemes</u></b>	
Cycle parking development	£15,000
Charlton Road/Silver Street off-road cycle scheme, Midsomer Norton	£10,000
School Lane to garages Batheaston Footpath	£25,000
London Road Cycle scheme	£20,000
Local cycle Improvements	£20,000
Feasibility study Lansdown Road	£10,000
Combe Down / Ralph Allen /University route	£90,000

Development of cycle schemes and plan	£150,000
<b>Cycle Schemes Sub Total</b>	<b>£340,000</b>
<b><u>Pedestrian Schemes</u></b>	
Aids to mobility	£30,000
Public Rights of Way	£70,000
Pedestrian signal improvements	£150,000
Widcombe Canal path	£40,000
Monitor Dorchester Street signals	£3,000
Lansdown Lane, new zebra crossing and upgrade to an existing	£60,000
Longfellow Road Westfield footway widening	£20,000
Penn Hill Road /Kelston Road pedestrian refuge	£15,000
A367 Wellsway Odd Down zebra crossing improvement	£10,000
Cavendish Road Lansdown road narrowing	£15,000
<b>Pedestrian Schemes Sub Total</b>	<b>£413,000</b>
<b><u>Traffic Management Traffic Regulation Orders</u></b>	
A39 Corston Village , 50 to 40 mph	£5,000
A4 Bath Road 50mph to 40 mph	£5,000
Kelston Road, Kelston reduce 60 mph	£5,000
Woollard and Hunstrete Villages 20mph and 30 mph	£8,000
Hallatrow Road, Paulton extend 30mph	£5,000
Walleycourt Road, Chew Stoke review	£5,000
Langridge & Tadwick Lane review including 20 mph	£10,000
Midsomer Norton Redfield 20mph	£5,000
Keynsham (East) Wellsway extend 30mph	£10,000
Lansdown Granville Road 20mph	£6,000
Midsomer Norton extension of existing 20 mph	£15,000
<b>Traffic Management Schemes Sub Total</b>	<b>£79,000</b>
<b>Description</b>	<b>Budget</b>
<b><u>Miscellaneous</u></b>	
JLTP Monitoring, Equipment and NHT survey	£20,000
Programme Management	£60,000
Legacy/ Assessments	£24,000
<b>Miscellaneous Sub Total</b>	<b>£104,000</b>
<b>PROGRAMME OVERALL TOTAL</b>	<b>£1,407,000</b>

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