

Corporate Policy Development and Scrutiny Panel

Date: Monday, 14th June, 2021

Time: 4.00 pm

Venue: Council Chamber - Guildhall, Bath

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



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. Some of our meetings are webcast. At the start of the meeting, the Chair will confirm if all or part of the meeting is to be filmed. If you would prefer not to be filmed for the webcast, please make yourself known to the camera operators. We request that those filming/recording meetings avoid filming public seating areas, children, vulnerable people etc; however, the Council cannot guarantee this will happen.

The Council will broadcast the images and sounds live via the internet
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The Council may also use the images/sound recordings on its social media site or share with other organisations, such as broadcasters.

4. Public Speaking at Meetings

**** COVID alert:** From the 6 May 2021 all formal Council meetings of whatever nature must take place physically. However, we are constrained by health & safety considerations and social distancing measures. This means that room capacities are significantly reduced, and the visiting public may be prevented from entering a meeting room if it is at capacity. In this period, we encourage people to view the meeting online if possible. Further details are available from the Democratic Services team.

The Council has a scheme to encourage the public to make their views known at meetings. They may make a statement relevant to what the meeting has power to do. They may also present a petition or a deputation on behalf of a group.

Advance notice is required not less than two full working days before the meeting. This means that for meetings held on Thursdays notice must be received in Democratic Services by 5.00pm the previous Monday.

Further details of the scheme can be found at:

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

5. Emergency Evacuation Procedure

When the continuous alarm sounds, you must evacuate the building by one of the designated exits and proceed to the named assembly point. The designated exits are signposted. Arrangements are in place for the safe evacuation of disabled people.

6. Supplementary information for meetings

Additional information and Protocols and procedures relating to meetings

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

Corporate Policy Development and Scrutiny Panel - Monday, 14th June, 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 6.

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
7. CALL-IN OF DECISION E3275: - MISSION THEATRE COMMUNITY ASSET TRANSFER (Pages 7 - 92)

The Committee Administrator for this meeting is Michaela Gay who can be contacted on michaela_gay@bathnes.gov.uk, 01225 394411.

Bath & North East Somerset Council	
MEETING:	Corporate Policy Development & Scrutiny Panel
MEETING DATE:	14 th June 2021
TITLE:	Call-in of decision E3275: - Mission Theatre Community Asset Transfer
WARD:	ALL
AN OPEN PUBLIC ITEM	
<p>List of attachments to this report:</p> <p>Appendix 1 Cabinet Decision</p> <p>Appendix 2 Accompanying Report for the Decision & Report appendices 1-7b</p> <p>Appendix 3 Call-in Request</p> <p>Appendix 4 Terms of Reference for the Call-in</p>	

1 THE ISSUE

- 1.1 Any 9 Councillors not in the Council's Cabinet may request that a Cabinet or Single Member Decision made but not yet implemented be reconsidered by the person or body who made it. This is called a "call-in" and has the effect of preventing the implementation of the decision pending a review of the decision by a Policy Development and Scrutiny Panel.
- 1.2 This report sets out the call-in received by 9 Councillors of the decision of the proposed Community Asset Transfer of the Mission Theatre to the Next Stage Theatre Company. The role of the Panel is to consider the issues raised by the call-in notice and to determine its response.

2 RECOMMENDATION

THE PANEL IS ASKED TO:

- 2.1 a. Consider the call-in request received (refer to Appendix 3).
- b. Approve the Terms of Reference of the Call-in.
- c. Decide whether it will reach a conclusion about whether to uphold or dismiss the call-in; or refer the matter to the Council itself to undertake the role of the Panel, at this meeting or if a further meeting is required.
- d. If a further meeting is required to hear and determine the call-in, the Panel is asked to agree the date for this. [The constitutional requirement is for that

meeting to take place before the end of the 15th June 2021 (this timescale would not apply if the Panel decided to refer their role to the full Council)].

3 FINANCIAL IMPLICATIONS

- 3.1 The Panel should be aware that the Council's Constitution (Part 4E, Rule 13) requires that

"Where an Overview and Scrutiny Panel makes a recommendation that would involve the Council incurring additional expenditure (or reducing income) the Panel has a responsibility to consider and / or advise on how the Council should fund that item from within its existing resources or the extent to which that should be seen as a priority for future years' budget considerations".

- 3.2 It is important, therefore, in its consideration of the call-in that the Panel gives consideration to the alternative options available to the decision-maker and the financial consequences of these.

4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSALS

- 4.1 A Call-in is a statutory process pursuant to the Council's Constitution Part 4D (1) & 4E;

<https://democracy.bathnes.gov.uk/documents/s57620/Part%204%20D-1%20Call-in%20procedure%20rules.pdf>

<https://democracy.bathnes.gov.uk/documents/s58425/Part%204%20E%20Overview%20and%20Scrutiny%20procedure%20rules.pdf>

5 THE REPORT

BACKGROUND

- 5.1 The decision which is now subject to a call-in request was a single Member Cabinet Decision made on the 10th May 2021 (Appendix 1) following consideration of the officer report (Appendix 2). The Council Solicitor, in consultation with the Chief Executive, has validated the call-in request.

- 5.2 Appendix 3 sets out the reasons for the call-in request.

ASSESSING THE CALL-IN REQUEST

- 5.3 The Terms of Reference (Appendix 5) will indicate the suggested scope of the Call-in. This will outline the information and contributions the Panel is advised to consider in order to determine the call-in. It will have been prepared in consultation with the Chair. Panel members are invited to comment on the terms of reference and any changes they request will be taken into account in an updated version which will be circulated at the meeting.

- 5.4 The Policy Development and Scrutiny Panel Chairs have approved guidance on the handling of call-in requests which make clear that there is a presumption that every validated call-in will proceed to a public meeting stage. The process for that meeting is set out in paragraph 5.5 below. If a second meeting of the Panel is

required to complete the review it needs to take place no later than 24th June 2021 to comply with the constitutional requirement that the total period of overview and scrutiny involvement in a call-in must not exceed 21 working days.

SUGGESTED FORMAT FOR THE MEETING TO DETERMINE THE CALL-IN

5.5 When the Panel determines the call-in, it is suggested that the following format be adopted:

- (1) Remind itself of the issues to be considered and consider any additional written information supplied.
- (2) Hear from and ask questions of the Cabinet Member(s) and Lead (or other agreed) Officers.
- (3) Hear from and ask questions of Councillor(s) representing the call-in signatories.
- (4) Hear from and ask questions of any public speakers. appropriate external contributors (a “panel” style contributors’ session is suggested).
- (5) Call-in Councillor and Cabinet member(s) have the opportunity to make comments on any new considerations that may have arisen during the debate.
- (6) Discuss and draw conclusions from the written and oral information presented.
- (7) Consider and formulate the Panel’s determination of the call-in.

6 RATIONALE

6.1 The recommendations were suggested pursuant to the Council’s constitution.

7 OTHER OPTIONS CONSIDERED

7.1 Not applicable

8 CONSULTATION

8.1 This report has been prepared following consultation with the Chair and Vice Chair of the Policy Development and Scrutiny Panel.

9 RISK MANAGEMENT

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

Contact person	<i>Donna Vercoe, Senior Scrutiny Officer, 01225 396053</i>
Background papers	<i>none</i>
Please contact the report author if you need to access this report in an alternative format	

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Bath & North East Somerset Council

DECISION MAKER:	Councillor Richard Samuel, Deputy Council Leader and Cabinet Member for Resources	
MEETING/ DECISION DATE:	On or after 6 th May 2021	EXECUTIVE FORWARD PLAN REFERENCE:
		E3275
TITLE:	Mission Theatre – Community Asset Transfer	
WARD:	Kingsmead	
AN OPEN PUBLIC ITEM		
List of attachments to this report:		
Appendix 1: Mission Theatre Business Plan (5 yr)		
Appendix 2: Mission Theatre Business Plan supporting documentation - Next Stage Theatre Company Cash flow summary (5 yr)		
Appendix 3: Mission Theatre Business Plan supporting documentation - Summary of Social and Economic Benefits (5yr)		
Appendix 4: Capitalised values – rent valuation and social and economic benefits		
Appendix 5: James A Baker Valuation Jan 2021		
Appendix 6: CAT Stage 3 Assessment including assessment of social benefit		
Appendix 7a: Draft Heads of Terms		
Appendix 7b: Mission Theatre Lease plan		

1 THE ISSUE

- 1.1 This report relates to Next Stage Theatre Company (NSTC) who have applied for a Community Asset Transfer (CAT) for the Mission Theatre. The CAT transfer will enable the company to make some investment into the building as well as create new job opportunities and additional community activities.
- 1.2 NSTC have completed Stage 3 of the CAT process which requires submission of a full business plan and supporting documentation. Officers have undertaken an assessment which is set out in Appendix 6. The proposal meets the objectives of the Council's Community Asset Transfer Policy and has been approved by the Council's Property Board.

2 RECOMMENDATION

The Cabinet Member is asked to delegate to the Head of Estates authority for;

- 2.1 completing the disposal of Mission Theatre by way of a lease in line with the draft Heads of Terms attached in Appendix 7a.
- 2.2 abating the rent to a peppercorn subject to Next Stage Theatre Company satisfying the Council that they will use the building for the purposes set out in their Business Plan.

3 THE REPORT

- 3.1 NSTC have submitted a five year business plan (see Appendix 1) including supporting documents as required as part of the CAT application process. The business plan provides a model for which income is generated from various activities including membership fees from youth activities, income from show surpluses, bar sales and room hire, fundraising and grants. The CAT will enable NSTC to deliver this more sustainable business model approach, which will provide the enhanced social and economic benefits identified in this report. Further information relating to the income and expenditure is detailed in Appendix 2.
- 3.2 The Mission Theatre is a 200 year old Grade II listed building opposite Avon Street Car park in the centre of Bath. It was originally built as a Catholic Chapel and has had various uses since then. The Next Stage Theatre Company (NSTC) took a lease in 2010 for a term of 20 years. The theatre offers a space for up to 150 people and upstairs bar area which is also used for smaller performances, back stage area, changing rooms and small office.
- 3.3 NSTC have a well-established programme of arts based performances, local festivals and youth programme. Their ambition is to create new job opportunities to expand their youth programme, schools and community activities as well as adding additional venue space for increased performances.
- 3.4 The council will grant a new lease to NSTC for a term of 99 years under which all liabilities for repair and maintenance costs will be transferred. The rent will be abated to a peppercorn, subject to NSTC continuing to deliver against their business plan. A partnership agreement will form part of the lease which will set out the commitments that NSTC will be required to meet. Draft Heads of Terms can be found in Appendix 7a. At the same time the current lease will be surrendered.
- 3.5 An independent valuation was prepared by Chartered Surveyors, James A Baker for a 99 year lease, see Appendix 5. The valuation identifies the market value for an unrestricted use. In addition, it provides a restricted use value limited to existing use as a performance space.
- 3.6 RICS guidance criteria has been followed to assess the appropriateness of the disposal at less than market value. This takes account of the independent valuation and social and economic benefits identified by NSTC. The calculations can be found in Appendix 4 and has identified the following:

- 3.6.1 The open market unrestricted value is £695,000 for a long-term lease of 99 years.
- 3.6.2 The restricted use imposed on the leasehold interest will reduce the value to £152,500. The difference is £542,500.
- 3.6.3 The benefits achieved from this proposal come from social and economic benefits related to new employment opportunities, youth activities, school outreach programme, community activities and volunteering. These activities are detailed in the Business Plan Appendix 1 and Social and Economic benefits summarised in Appendix 3 and have been estimated at £459,353.60.
- 3.6.4 In addition, NSTC has identified the need for capital works valued at £110,000 which they have set out in their business plan. This transfer will result in avoidance of future liabilities for the council. This provides a total benefit of £569,353.60.
- 3.6.5 The assessment has identified that the proposal delivers sufficient social, economic and environmental benefits to meet the test set out in paragraph 4.3 below in relation to the General Consent Order.
- 3.7 The transfer of the building will be in accordance with the Heads of Terms in compliance with statutory responsibilities under s123 Local Government Act 1972, in pursuance of the recommendations of this report and in accordance with normal practice.
- 3.9 This proposal is in line with the Council's policy regarding Community Asset Transfers the aim of which is to help secure community benefits in line with the Council priorities and objectives.
- 3.10 The Council recognises that the Covid-19 pandemic may have an impact on NSTC's future plans which may require changes to their operational practices and proposals as set out in their business plan. The Council will work with them to ensure they are supported through this period.

4 STATUTORY CONSIDERATIONS

- 4.1 Public health and inequalities: the Council has a statutory duty to promote the health and wellbeing of the inhabitants of its area and reduce inequalities amongst its population.
- 4.2 The land and premises are held under s120 of the Local Government Act.
- 4.3 Under s123 of the Local Government Act 1972, any disposal by the Council of an asset in excess of 7 years (including leasehold interests) must obtain "best consideration", unless the General Disposal Consent (England) 2003 can be applied or a specific consent is obtained. The General Consent allows specified circumstances where the consent can be applied:
 - a) the local authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the

following objects in respect of the whole or any part of its area, or of all or any persons resident or present in its area;

- i) the promotion or improvement of economic well-being;
- ii) the promotion or improvement of social well-being;
- iii) the promotion or improvement of environmental well-being; and;

b) the difference between the unrestricted value of the land to be disposed of and the consideration for the disposal does not exceed £2,000,000 (two million pounds).

4.4 The Royal Institution of Chartered Surveyors (RICS) have set out guidance specifically to deal with the disposal of assets at less than best consideration which should be followed unless there are particular circumstances that mean that it is not appropriate. It puts in place an audit trail so that the decision is demonstrably robust. The guidance requires that:

- A valuation is undertaken to determine the unrestricted value of the land and premises being transferred. The unrestricted value is the best price or market value that is reasonably obtainable for the property.
- A further valuation is undertaken to establish the restricted value of the land. The restricted value is the market value of the property having regard to the terms of the proposed transaction. It is defined in the same way as unrestricted value, except that it should take into account the effect on value of any voluntary condition., etc.
- The value of any voluntary conditions is identified. Their value is the total of the capital values of voluntary conditions imposed by the local authority as terms of the disposal, or under agreements linked to the disposal, that produce a direct or indirect benefit to the local authority that can be assessed in monetary terms.

4.5 The Council's Community Asset Transfer Policy sets out the criteria for which community assets are considered including the need to protect the asset, investment required and community services offered. The proposal is in line with these objectives.

4.6 When disposing of land at an undervalue, local authorities must remain aware of the need to fulfil their fiduciary duty in a way which is accountable to local people.

4.7 There are no current delegations or resolutions to allow these transfers to take place at less than best consideration; best consideration being based on market values. This report, therefore, seeks to give such authorisation to the Head of Estates, who otherwise has the delegated powers to enter into property transactions on behalf of the Council.

5. RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

5.1 The proposal is to lease the Mission Theatre to the NSTC for a 99 year term. NSTC's annual rent as at November 2020 is £15,603 per year. This will be

abated to nil subject to NSTC delivering the community benefits generated against their business plan.

- 5.2 The transfer will take place on the basis of the current condition of the building. Granting of the new lease will lead to the surrender of the current lease, and the council to forego the annual rent, as set out above in 5.1. NSTC has identified the need for capital works valued at £110,000 and this transfer will result in avoidance of future liabilities for the council.
- 5.3 Offering a long-term lease provides the NSTC security of tenure to raise funds to improve the building as well as develop their programme of activity and identify a new performance venue for further activities.

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 CLIMATE CHANGE

- 7.1 The CAT will enable a local facility to be retained for the community in the long term. NSTC will be investing in the building to improve its energy efficiency.

8 OTHER OPTIONS CONSIDERED

- 8.1 A number of tenancy options have been explored with NSTC, however the Community Asset Transfer has been considered the most appropriate option to support the long term objectives of the NSTC and the Council's Corporate objectives.
- 8.2 This option enables the community to retain an important performing arts resource for the long term.

9 CONSULTATION

- 9.1 NSTC have undertaken their own consultation with members and key stakeholders regarding their future proposals. NSTC's steering group play a key role in inputting into the vision. Engagement with local schools has already taken place. Further information is set out in the Business Plan Appendix 1.

Contact person	Richard Long, Head of Estates
Background papers	Community Asset Transfer Policy - February 2019 https://www.bathnes.gov.uk/services/neighbourhoods-and-community-safety/connecting-communities/community-asset-transfers

	<p>RICS Guidance Disposal of Land at less than best Consideration</p> <p>https://www.rics.org/globalassets/rics-website/media/upholding-professional-standards/sector-standards/real-estate/rics-public-sector-property-asset-management-guidelines-2nd-edition.pdf</p>
<p>Please contact the report author if you need to access this report in an alternative format</p>	



The Mission Theatre

**Next Stage Theatre Company Business Plan
in support of our CAT application for**

2020 - 2025

Content

1. Introduction - Current Covid-19 situation
2. About the Organisation
3. The vision for the future use of the building or land
4. The need and benefits
5. Impact of the activities
6. Project Resources
7. Managing the building
8. Equalities, accessibility and diversity
9. Project delivery
10. Monitoring and evaluation frameworks
11. Risk Analysis
12. Project Costs

Next Stage Theatre Company Business Plan

1. Introduction - Current Covid 19 situation

In March 2020 The Mission Theatre was closed in accordance with Government Rules on inhibiting the spread of Covid 19. During that time we have taken advantage of the furlough scheme, with day to day administration being undertaken by Andrew Ellison, the Company Secretary, on a voluntary basis as he was also on furlough from his employment.

We have successfully bid for the Government Grant of £10,000 for small businesses and also received £16,233 in Arts Council Emergency Response Funding. We have also now obtained a further £51,000 from the Arts Council Culture Recovery Fund. These additional income sources mean that we have been able to meet all of our outgoings whilst maintaining our cash reserves.

The Theatre Manager and Artistic Director are now off furlough and the theatre company has invested in PPE and protective screens plus a fogging machine. Our plans to open on 9th November 2020 were put on hold with the second lockdown and the placing of BANES into Tier 2.

The Mission Theatre plans to re-open with a full season of shows from March 2021.

2. About the organisation

The Mission Theatre, in the heart of Bath, is an independent theatre created by Next Stage Theatre Company - a not for profit company set up in 1994, limited by guarantee, and run by its Directors and staff, very considerably supported by volunteers.

Next Stage Theatre Company is incorporated and is registered at Companies House. It produces annual accounts which are publicly available via the Companies House website. The Company Secretary produces an annual cash flow projection against which financial results are measured. Gross margins on bar and snack sales are constantly monitored in order to ensure maximum efficiency in the operation of the business. There is continual assessment of the profitability of every show that the Company has ever undertaken – not one has produced a loss in 25 years.

The Mission Theatre receives no public funding and is financed from its hire income from visiting companies, fund-raising, plus Next Stage Theatre Company produces 6 to 12 productions a year to help fund the running costs.

Since its creation by Next Stage in 2005 The Mission Theatre has evolved over the years to hold its current leading position in Bath's dramatic life. Over the last 16 years Next Stage has channelled well over £100,000 into developing and maintaining the Grade II listed building with an additional £80,000 spent by the company in creating backstage changing and rehearsal rooms.

Aims and objectives

The aims and objectives noted within Next Stage's incorporation are: "to perform as an amateur theatrical group and become involved in any related activities to further related charitable causes, both locally and nationally...."

Since 1994 Next Stage Theatre Company has produced over 200 plays and performances in Bath, Bristol and beyond. It has provided theatrical training for thousands of local residents and young people. With the creation of The Mission Theatre, Next Stage has provided an intimate, versatile, city-centre venue that welcomes visiting theatre companies and performers from Bath and beyond, and also provides welcoming spaces which can be used for a wide variety of festival and community activities.

The services and activities we currently provide and how these are run

There are three main threads to our activities:

- Next Stage Theatre Company adult and youth productions
- Next Stage Youth - providing training in theatrical skills for 11-18 year olds
- The Mission Theatre - providing economic, but very professional facilities to visiting companies, festivals, conferences and local practitioners and exhibitors.

Taking each in turn:

- Next Stage Theatre Company offers access to high quality, non-professional theatrical productions for practitioners, audiences and theatre goers from Bath and the surrounding areas. The Company produces 6 to 12 productions a year all supported by volunteers. Our work is dedicated to the production of 20th and 21st century plays. We have a national reputation for producing high-quality drama, have toured our work around the country, to London's West End and to New York, and over the past 26 years we have attracted the patronage of Sir Alan Ayckbourn, Sir David Hare, Dame Harriet Walter and Robert Lindsay. Over the last 25 years Next Stage has worked closely with local junior and senior schools, running workshops and Page-to-Stage initiatives. It has taken arts out into the rural community, and has created an annual bursary to enable young actors to continue their theatrical studies and has raised many thousands of pounds for local charities. Since 2005 The Mission Theatre and Next Stage Theatre Company have thrived - Next Stage benefiting from having a home in Bath in which it has been able to expand its dramatic and community work, and The Mission Theatre with its lively and varied range of entertainment, often attracting worldwide names, has become a much loved and valued part of the Bath arts' scene.
- Next Stage Youth places an emphasis on friendship, teamwork, support and a professional grounding in theatre arts. There are no auditions. Youthers have the opportunity to perform in 1-2 fully staged productions a year in the dedicated 100 - 150 seater, versatile performance space - The Mission Theatre - enabling the company to frequently produce plays in-the-round. The young actors receive training in all performance skills, including backstage roles. Throughout the year our 11-18 year olds have access to professionally-led workshops and the opportunity to take part in festival work. There is regular collaboration on productions with Next Stage

Theatre Company and the opportunity, on occasions, to take part in bi-annual tours to the Minack Theatre on the cliffs at Porthcurno, Cornwall. A bursary scheme is available to help established members to pursue further training for the professional theatre.

- The Mission Theatre is an intimate and versatile performing space in the heart of Bath. Visiting companies appreciate the highly adaptable space which has 2 auditoria - the main one of which can be configured for end-on, thrust, promenade and in-the-round staging. Acoustically the theatre has been compared to The Wigmore Hall and many musical and operatic events are staged in it. Performers benefit from light, airy and spacious backstage facilities and technically the theatre offers state of the art equipment with Next Stage having just invested £7,000 in a new lighting board and sound desk plus a further £1,800 in “Q-Lab”, an industry standard software allowing lights and sound to be pre-programmed together and be operated by one person. Our audience members enjoy the ambience of The Theatre Upstairs with its bar facilities. Festival events make use of all aspects of The Mission Theatre.

How these are run:

- Next Stage has an Artistic Director, Ann Ellison BEM. Ann works full time, but at a nominal salary. Andrew Ellison FRICS is director of Next Stage and the Company Secretary. Andrew oversees the drawing up of our annual accounts and he also produces an annual cash flow forecast against which the financial performance of the company can be benchmarked.
- There is one full-time, salaried member of staff - the Theatre Manager, Hannah McLeod - who manages The Mission on a daily basis and organises a full rota of volunteers who staff the theatre when shows are on. Hannah’s position is sponsored by the Roper Family Charitable Trust. Key decisions are taken by these three individuals, with the Artistic Director overseeing The Mission Theatre’s programme for the year, whilst also directing the majority of Next Stage productions. Next Stage also employs a part time cleaner and a part time office assistant - a post frequently filled by a gap-year student or a new graduate - thus giving these people a chance to experience what it is like to run a community theatre. This last post is currently vacant due to the pandemic.

Who benefits from our work?

We currently have a membership of over 50 actors and technical crew drawn from Bath and the surrounding area.

Next Stage Youth – a theatre company for young people aged 11 to 18 with a current membership of 30 - is the junior wing of the company and meets regularly in term time at The Mission Theatre. Since its inception in 1994, thousands of local youngsters have benefited from the training they have received in Next Stage Youth and a number have gone on to make successful careers in professional theatre.

The Mission Theatre is used by a wide range of local, regional and national organisations plus occasional international artists. Local theatre groups, students, both universities and Bath College, The Childrens’ Lit Fest, The Comedy Fest, The Jane Austen Festival, and the Mid Somerset Music and Drama festival all use our space. We make The Mission available at a

reduced rate for local start-up companies and student groups, cross-subsidising these by higher charges to professional companies.

Our structure, decision making process and committees.

- There is a Steering Group of seven members of Next Stage whose input is sought on a wide variety of issues, but who are especially involved in issues of strategy.
- There are 3 meetings per annum - open to all Next Stage members - at which news and updates are exchanged and future programmes are discussed. At these sessions the Steering Group feeds back the latest policy decisions to members and leads small group consultation exercises which are all noted and used to inform future policy.
- The company has two directors – the Artistic Director (AD) and the Company Secretary. The AD is responsible for programming of events at the theatre and promoting The Mission as a venue for hire.
- The Company Secretary is responsible for ensuring that the company meets all its statutory responsibilities - including risk assessments, health and safety policies, GDPR, safeguarding and licensing.
- There is a full time Theatre Manager who reports to the AD. The Theatre Manager is responsible for the day-to-day operation of the theatre, preparation of accounts, organising the rota of volunteers and line-managing the office assistant.
- There is a part-time office assistant (post currently vacant) responsible for maintaining supplies and undertaking administrative tasks.
- Volunteers help operate the venue, produce plays (both actors and crew), and undertake some items of repair to the building, plus decorative works.

Roles and responsibilities

Next Stage has an Artistic Director, Ann Ellison BEM, whose services to theatre were recognised in the Queen's Honours List in January 2015. Ann works full time, but at a nominal salary. Having lived in Bath since 1967 and worked in local secondary schools, run courses for young people at the Theatre Royal Bath and Merlin Theatre, Frome, been director of a charitable trust and involved in theatre and education all her life, Ann's skills, enthusiasm and energy have been at the heart of Next Stage's success for the last 26 years. Her vision for the future of The Mission Theatre and Next Stage's role in the ongoing cultural life of the city is undiminished.

Andrew Ellison FRICS, is director of Next Stage and the Company Secretary. Andrew has considerable experience in the management of commercial property and his knowledge of building pathology has been key in the development and conversion of the 200 year old, Corn Street Grade II listed chapel into The Mission Theatre. Andrew oversees the drawing up of Next Stage's annual accounts, produces an annual cash flow forecast against which the financial performance of the Company can be benchmarked and oversees the maintenance of the fabric of the building.

The Steering Group of 7 members is drawn from as wide a demographic of the Company as possible in order to ensure that the opinions of all the membership of Next Stage are taken into account. The members of the Steering group have a wide range of professional experience and can also call on the ad hoc assistance of a number of Next Stage members with specialist expertise such as solicitors, Chartered Surveyors, Chartered Accountants, a Company Secretary, a Chartered Insurer and IT specialists. The Steering group meets regularly to deal with immediate matters and also succession planning.

All of the personnel mentioned in this and the previous section will continue their involvement in the future operation of the business.

Grant making organisations and individuals are presented with copies of detailed accounts going back as far as 17 years. See appendix 1 - accounts for the year end 31st-7-2019.

3. The vision for the future use of the building or land

What we are trying to achieve?

Next Stage Theatre Company - we are seeking to expand the range of community use that can be serviced by Next Stage, in particular to re-engage with local schools in providing theatrical enrichment to the curriculum.

Next Stage Youth - we are seeking to expand our youth activities by adding Next Stage Youth Juniors - 8-11 year olds - to the current provision.

The Mission Theatre - if successful with the CAT we will be in a position to fund-raise to allow us to re-roof the building, light the façade, repair the Bath stone elevations, replace the rotting window frames and commission a new front door.

Our vision is to maximise the community use of The Mission Theatre by opening it up to younger members with the creation of Next Stage Youth Juniors, reaching out to schools and encouraging them to attend workshops and drama-related events at the theatre, whilst also using The Mission's spaces to rehearse and prepare for school workshop activities. Success in these endeavours will lead to the creation of job opportunities for facilitators, plus our actor-volunteers being able to cascade their talents and experience to the next generation of theatregoers and practitioners. School leavers and/or gap year students will have the chance to work with the Next Stage team at The Mission Theatre - either voluntarily, or as part-time salaried employees - developing their knowledge and experience alongside trained professionals.

Further, Ann Ellison has hoped for the last 2 years to develop collaborative projects with the dance co-ordinators and facilitators who have used The Mission Theatre since 2010. The awarding of the CAT would enable the realisation of this vision and hopefully the creation of affordable classes in modern dance and the setting up of a salaried post for a part-time Dance co-ordinator.

The vision to expand the daytime use of The Mission is intended to encourage Poetry/Literary/ Book Club activities to develop either at the theatre, or in any new venues, and will attract a new clientele to the theatre.

With the successful awarding of the CAT Next Stage hopes to expand its range of activities into an additional premises thus creating new and affordable spaces for day-time and evening community hire, and developing local arts provisions. This would allow the opening up of additional performance spaces and enable Next Stage to deliver additional performances and expand its outreach work.

The Mission Theatre has a 150-seater main auditorium downstairs and a 50-seater Theatre Upstairs, along with a bar. The theatre is home to resident company Next Stage and is a versatile space with no fixed seating. Frequently productions are staged in-the-round. The theatre's versatility of staging and realistic hire rates are designed to attract community groups, start-up theatre companies, student initiatives, first time touring companies and local Festival and Fringe events.

We are seeking the grant of a 99 year lease at a peppercorn. The freeing up of the annual rent would allow us to expand our youth work by employing a full-time youth co-ordinator.

The grant of a 99 year lease will also enable us to fundraise for improvements to the fabric of the building. Donors are unwilling to fund capital works on wasting assets. The Mission Theatre needs to have the roof renewed, exterior stone and woodwork repaired, and we need to modernise our lighting equipment - the grant of a long lease will be fundamental to accessing funds to do this work.

What have we achieved so far?

The Mission Theatre was created in 2004 by the conversion of a Grade II listed chapel situated in Corn Street, Bath. Previously The People's Mission, the building had been unoccupied for 7 years, was derelict and the fabric of the building was degrading. Next Stage breathed new life into the building, initially investing over £40,000 in creating the theatre spaces and re-wiring and decorating the building. Two years later Next Stage invested another £40,000 in repairs to the building's roof. This investment was followed in 2009 by a further £80,000 build, with money raised by Next Stage, to convert the lean-to and derelict building attached to the back of The Mission into bespoke dressing and rehearsal rooms.

How we will develop our community activities?

The 2019 report by the Mohn Westlake Foundation, "How can we engage more young people in arts and culture?" identifies a number of attitudinal barriers to their participation. These include the fact that the buildings in which many arts events take place are seen as elitist. An additional venue would enable targeted activities for young people to be created.

Functional barriers include a lack of school arts provision. We also aim to help augment school arts provision by our planned outreach programme. These initiatives combined will, we feel, add considerably to the involvement of young people in arts and culture in their widest sense.

We seek to expand our youth work by employing a full-time youth co-ordinator. The provision of extra adult activities at The Mission or elsewhere would be over-seen by the current Theatre Manager and if our vision for dance is realised there would be the creation of a new post of a part-time Dance Co-ordinator.

The role of the new full-time Youth Co-ordinator would be to expand the age range served by Next Stage Youth from 11-18 year olds to 8-18 year olds. They would also engage volunteer Next Stage actors to provide enrichment to local schools by offering a range of theatre-based activities. A part-time dance co-ordinator would be given responsibility for developing modern dance classes and performances.

The other activities would continue to be managed by our current staff.

How are we contributing towards the Council's Corporate priorities?

Preparing for the Future - Carbon Neutral Development and energy efficiency retro fitting
The Mission Theatre is situated close to both major public transport hubs in Bath City Centre. The building is therefore ideally placed in a highly sustainable location in which to invest in a community asset.

If we are granted a suitably long lease we will be able to attract investment from local trusts, businesses and people in order to improve the fabric of the building by making it more thermally efficient. The Mission badly needs a new roof, and thermal insulation could be improved as part of this renewal. We would also seek investment funding to improve our lighting equipment – upgrading all of our stock to energy efficient LED lanterns.

Focussing on Prevention - Build on Local Strengths - Bath and North East Somerset is home to one of the most vibrant community arts scenes in the country. The proposed CAT will enable Next Stage Theatre Company to employ a youth co-ordinator, whose job will be to engage the voluntary activity of local arts practitioners for the benefit of children and young people in our area.

4. The need and benefits

Geographically we are seeking to serve the whole of BANES from a central Bath location/s. As you can see from The Mission Theatre's Usage (Appendix 2) in 2019-2020 The Mission regularly achieved local, national and international hires representing over 85.75 % occupancy. For most performances and events our Main Auditorium is configured as a 100 seater venue. As evidenced in our Performance Record files we are usually at 60% capacity. With information gleaned from the 800 + subscribers to our mailing list we know that audiences are mainly drawn from Bath, Bristol and the surrounding area with the highest number of visitors to the theatre living within a 25 mile radius of Bath.

The Mission in its current format serves the theatre and performing arts communities plus 11-18 year olds with an interest in drama. We seek to expand the remit of our youth activity and also to serve a wider range of community-based organisations.

Who are our beneficiaries?

The existing beneficiaries are performing arts-based organisations (both professional and non-professional) local festivals and the audiences that are attracted to them. To that end we strive to keep barriers to the theatre as low as possible. We charge no membership fee for the adult company and have introduced a very successful "pay what you think its worth" matinee that has widened the age and income demographic that has access to our shows. Whilst the average ticket price for these matinees has reduced, occupancy has risen to 50% whereas

previously it was in single figures. We also operate a Youth Theatre group for 11-18 year olds.

The target audience will be to expand the youth provision to include 8-11 year olds, together with enrichment activities for local schools. We also seek to:

- Explore and promote the development of The Theatre Upstairs as a literary cafe/wifi hub for poetry, book readings and book clubs
- Introduce modern dance classes/workshops for young people and adults
- Further develop our work with the acquisition of complementary spaces in the city into which some of The Mission Theatre's activities could decant and expand. This is of particular relevance with the imminent commencement of the Bath North Quays development starting in Avon Street Car Park and predicted to disrupt activities at The Mission for 2-3 years.

The additional activities envisaged at The Mission Theatre if we are successful in our CAT application would benefit the following:

- a) The Youth Coordinator** - the creation of this exciting and challenging new post would give a young applicant a first step on to a career ladder working within theatre and education. They would initially work alongside Next Stage's Artistic Director - a graduate drama practitioner and teacher - who has over 50 years of experience working with young people, some from disaffected backgrounds, and understands the life changing opportunities that work in theatre can give to young people in terms of building confidence, friendships and life skills.
- b) Key Stage Two pupils** in the city, who could access at affordable prices experienced practitioners delivering early training in theatre skills in Next Stage Youth Juniors.
- c) Pupils in local primary and secondary schools**, who would be invited to visit The Mission Theatre to participate in curriculum linked workshops, or to meet cast and directors of Next Stage productions, to explore GCSE and A-Level texts through the medium of theatre workshops.
- d) Literary and poetry groups**, who are seeking an intimate and affordable space in which to meet regularly and share creative ideas and writings.
- e) Young people and adults**, who are seeking to exercise and explore through the medium of modern dance

The benefits to the community will be measured by enrolment numbers and the popularity and take up of the proposed activities together with occupancy rates for audiences.

Partnership opportunities and community support for our proposals

Our Artistic Director has contacts with practitioners in a number of Bath primary and secondary schools. Over the years many have taken advantage of Next Stage's popular and first-class workshops and Page-to-Stage sessions. Teachers and head teachers have indicated that they would be interested in further developing links with The Mission Theatre and Next Stage if these could be arranged safely and at reasonable rates. The role of the new youth

coordinator at The Mission, and Next Stage's ability - once the CAT has been approved - to subsidise start-up sessions should ensure a good take-up.

Discussions with, and research undertaken by, our working party have indicated that there is an interest amongst small literary groups in the city to have a regular home and meeting place. Our previous Theatre Manager Natalie Hyde, a dance graduate from Bath Spa University, has been waiting for the opportunity to develop modern dance at the theatre once funding is available. She and Artistic Director Ann Ellison have had a number of planning sessions and the successful granting of the CAT would enable the funding necessary to turn these plans into reality. It is expected that as the dance sessions become established there may well be the opportunity to create a further part-time post: the role of Dance Coordinator.

We are aware from operating The Mission that there is a considerable need within Bath for local groups to be able to hire affordable rooms and spaces in which they can meet and pursue their interests. Other performance arts spaces across Bath include:-

The Forum – capacity 1,640

The Pavilion – capacity 1,000 theatre style, 1,400 standing

Theatre Royal, Bath – capacity Main auditorium 900, The Ustinov 126, The Egg 100

Komedia – capacity 800

Widcombe Social Club – capacity 200

Chapel Arts – capacity 150

The Rondo – capacity 102

Natural Theatre Company Arts Workshop, Widcombe – rehearsal studio space only

The Citadel – capacity main hall 250 for conferences, upper hall 60, basement hall 60

Over the last 16 years, Artistic Director Ann Ellison has talked to many local practitioners about their needs. Amongst others Next Stage has had working partnerships with High Littleton Primary School, Weston All Saints Primary School, The Paragon School Bath and Kingswood School Bath. Achieving the CAT would enable us to expand our partnerships with local schools and undertake additional community and theatrical work within The Mission's two main performing and meeting areas, but would be enhanced if Next Stage could acquire further facilities.

We have received many expressions of support for our proposed expansion of Next Stage's work and the opportunities that The Mission Theatre could provide to the community if we are successful in our CAT application. We have attached a range of sample letters to this bid and from them you can see much evidence of support from key partners, stakeholders and funders. Appendix 3.

5. Impact of the activities

What will we do?	What will happen as a direct result of that activity?	What longer term change will occur as a result	What big picture change will happen
<u>Social impacts</u>			
Employ a Youth Co-ordinator	They will channel volunteer activity from Next Stage actors into NSY Junior and into local schools	Access to theatre will be widened to include many young people who would otherwise have had no theatre experience	Improved links between theatre practitioners and young people. Relationships with local schools which will add a permanent enrichment to the curriculum
<u>Economic impacts</u>			
Jobs creation	1 job created, with possible further part time jobs	Opportunities for local employment. Increasing the skills of local people	Increasing the capacity of the creative sector in Bath
<u>Environmental impact</u>			
Local activities for younger residents	Greater mixing between generations	Extending the services available to local schools	Next Stage's proposals to take drama workshops into local and regional schools will reduce the need for students to travel by coach to access such activities. As a result there will be a consequent reduction in carbon emissions.
<u>Social impacts</u>			
Fundraise to improve the fabric of The Mission Theatre	Improving the public realm	The deterioration of this beautiful Georgian chapel will be reversed	Improved links between The Mission Theatre and the new Bath Quays North development
<u>Economic impacts</u>			
Skilled workmen to be employed for the duration of any build period	Private funds will be leveraged into the preservation of a Grade II listed building	The Mission Theatre will be financially more sustainable	With reduced long term maintenance costs further funds can be diverted into our community work.

What will we do?	What will happen as a direct result of that activity?	What longer term change will occur as a result	What big picture change will happen
<u>Environmental impact</u>			
Sustaining the future of this Grade II listed building	Repairing exterior damage will result in the cessation of water ingress which currently damages the interior ceilings and walls of the building	Increased thermal efficiency	Reduced heating bills and therefore carbon emissions

Summary of Social Benefit: (See separate document for comments) (See Appendix 4)

6. Project Resources

Staffing and volunteer resources

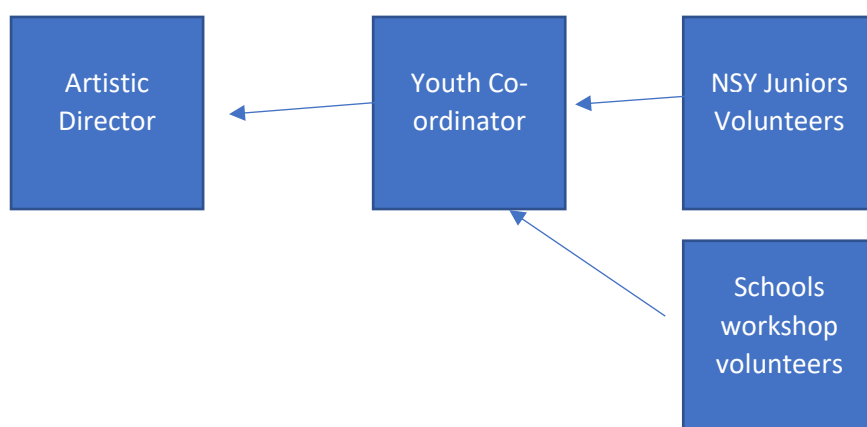
With 26 years as Artistic Director of Next Stage Theatre Company and 16 years running The Mission Theatre, Ann Ellison has a proven track record in the city of delivering high standard and critically acclaimed theatre with a talented and highly respected company of actors, and managing and maintaining a flourishing independent theatre with no public funding. The Mission Theatre has a strong group of volunteers who are prepared to help with, and embrace, new initiatives that are designed to expand the services that The Mission Theatre can offer to the public.

As a trained teacher with over 40 years' experience teaching English and Drama in Bath and Bristol secondary schools, Ann Ellison would be the resource for in-house training for all youth and educational outreach projects. She has devised and delivered many successful workshops to schools for Next Stage Theatre Company over the past 20 years.

The Artistic Director will have overarching responsibility for maintaining the current high standards that everyone has come to expect of Next Stage and The Mission whilst also training and working alongside those individuals who will be in the new posts created by this opportunity.

There will be one full time Youth Coordinator post created and, dependent upon whether an additional venue is added to our portfolio, a further part time office assistant. The additional volunteers will number two for Next Stage Youth Juniors and could be as many as six for each workshop taken into schools.

The reporting lines will be as follows:



All staff and volunteers working with youth are DBS checked. All relevant policy documents govern the duties of staff and volunteers and are documents that are actively used. See appendix 5.

The youth coordinator role will be advertised as soon as possible after the completion of a successful CAT transfer. It is likely that the role will be advertised to graduates of local universities via their alumni pages and so the costs of advertising should be de minimis.

Office assistant roles are often offered to ex-NSY students. There are plans to use the Government apprenticeship scheme for these roles. Costs of advertising should again be minimised.

Management and supervision resources

The start of the new projects will be overseen by the Artistic Director with delegated responsibilities as appropriate passing to the Theatre Manager.

Andrew Ellison the Company Secretary and Hannah McLeod the Theatre Manager will manage the finances. Andrew Ellison has overseen the Next Stage accounts and financial projections for the last 17 years. Hannah has previous experience as a treasurer and managing money and invoices. In her role as Theatre Manager, Hannah works under the supervision and guidance of Andrew Ellison.

Ann Ellison has the time and the experience to organise and deliver these projects and has a demonstrable track record of success.

Ann and Andrew Ellison and Hannah McLeod will be responsible for ensuring regulatory compliance with all legislation where applicable.

Any building works will be supervised under the terms of a JCT Minor Works Document overseen by a suitably qualified Building Surveyor.

The Artistic Director, the Director and the Theatre Manager are all graduates with years of training and practical hands-on experience to draw on.

Next Stage Theatre Company organises and pays for all employed staff to undertake First Aid training.

Ann Ellison, as a qualified teacher, is able to provide in-house training to the new Youth Coordinator.

Partnership working and stakeholders

Our partners and stakeholders are members of Next Stage Theatre Company and the artistic community within Bath and further afield. Our potential stakeholders will be local schools and the wider education community.

Consultation with these stakeholders will shape the provision that is to be offered.

Next Stage's vision to expand the facilities at The Mission, and possibly acquire an additional performance/community space, is a result of the AD's regular conversations with our partners and stakeholders. The successful awarding of the CAT would enable us to expand our staff members which would facilitate further and regular dialogue with all our stakeholders and partners.

The Mission has benefitted since 2004 from the patronage and sponsorship of significant Bath citizens including Andrew Brownsword - The Brownsword Charitable Foundation, Andrew Fletcher - The Joyce Fletcher Memorial Trust, Brian Roper - The Roper Family Charitable Trust, and David Medlock. We have also received significant patronage from

private individuals and Quartet. We are confident that these valued patrons will be happy to continue their association with us in the years ahead, ensuring the long-term future of our Grade II listed building and the success of our proposal for its expanded use.

Many of the members of Next Stage Theatre Company have a range of skills that can be drawn upon readily. These skills range from DIY that can be put into service for minor repairs to the fabric of the building, through to professional expertise including solicitors, accountants and chartered surveyors.

Our funders are also very much part of our theatre community and take a personal interest in our work, whether that be in the form of the youth work, the adult group or simply in helping to maintain and improve our Grade II listed building.

See appendices 5 and 6 for the organisations policies and procedures

See appendix 7 for a copy of the insurance policies.

7. Managing the building

As a Grade II listed building The Mission does not need to have an EPC. However, since it is built of single skin Ashlar and the roof voids are not insulated, the energy efficiency of the building is considered poor. Adding to that, the requirements of traditional theatre lanterns are energy intensive. If we gain a 99 year lease we will be able to fundraise to replace the roofs of the building – at the same time installing insulation to improve thermal efficiency. Estimated cost based on quotes - £80,000. We would also fundraise to replace all the theatre lanterns with LED replacements – estimated cost based on quotes - £30,000.

We pay for recycling of commercial waste to be undertaken by Bath and North East Somerset Council.

We have a fire evacuation plan, guidelines and people in charge of evacuation and calling the emergency services, should an emergency occur when the building is occupied.

See appendix 5. The Fire Marshall for any particular show or hire is the Stage Manager of that production. The responsible person is required to read the safety requirements placed on them as a condition of the hire, and to sign to confirm that they have done so. All sets and layouts are then subject to the final scrutiny of Andrew Ellison FRICS, the Company Secretary.

All employees have First Aid training and First Aid boxes are distributed around the building.

Ann and Andrew Ellison are the licensees of the Mission and have maintained its licence unbroken for 16 years.

The Directors of the company bear ultimate responsibility.

Legislative requirements

- Our Food Hygiene rating is 5.

- We maintain Public Liability, Employers Liability, Contents and Buildings insurances. See appendix 7.
- A copy of our Terms and Conditions of Hire are attached as Appendix 8.
- We have a Premises Licence and also a PRS Licence.

Training

The Artistic Director and the Theatre Manager are trained first aiders attending regular Red Cross courses on Health and Safety in the workplace.

The Artistic Director holds a Food Hygiene certificate and has run not only The Mission Theatre's Bistro but, in a previous post, has managed an outdoor centre catering for up to 60 people.

All employees receive First Aid Training.

Once senior members of the team have been in position for 2-3 years they are offered the choice of undertaking any training that they feel might enhance their career. Courses are funded by Next Stage.

Andrew Ellison, the Company Secretary, is a Fellow of the Royal Institution of Chartered Surveyors. He has considerable experience in commercial property management and a good understanding of building pathology.

Disclosure and Barring checks

Any members of staff or volunteers working with youth.

Regular maintenance

There is 6 monthly and annual servicing of all fire and alarm installations, plus annual PAT and rig tests. Exterior and interior decorative finishes are renewed as required. The gutters are inspected annually to ensure no blockages.

Any major works are programmed for one of two planned periods in the year – the first over Christmas and New Year and the second in August each year.

As this is a listed building, all repair work to the exterior requires such consent. This will include the proposed works to renew the roof coverings.

We have long established relationships with a range of local contractors including those who are currently working on the refurbishment of Bath Abbey.

No change of use permission is needed for our plans at The Mission Theatre.

8. Equalities, accessibility and diversity

We do not discriminate against people based on the protected characteristics of age, disability, race/ethnicity, religion/belief, pregnancy/maternity, gender reassignment, sex or sexual orientation.

Please see the range and diversity of programming that we offer, including in our Covid-postponed 2020 Bath Fringe, performances from Project Zulu Choir - 20+ youngsters from Medadeni Township, Kwazulu-Natal; and the Colombian MarianaMalena Theatre Company with a show exploring Latin-American families and traditions.

We believe that providing a platform for people with protected characteristics will in turn encourage more diversity within our audiences.

We also actively encourage hires from a diverse range of people by using targeted marketing via our social media, as well as our newsletters and websites.

By minimising hire fees we ensure that ticket prices can be maintained at an affordable level for all. Discounts for students are encouraged. We also have a “Pay What It’s Worth” matinee of all of our Next Stage productions, which allows the theatre to be even more accessible to those who might not be able to afford our normal prices.

Next Stage has a successful track record in encouraging the formation of new community groups. This is done by mentoring and by offering discounted rates for hires.

We also bring together people from all different areas of the community through the adult company and Next Stage Youth, encouraging and facilitating the formation of new friendships and groups. We offer bursaries to help with fees for Next Stage Youth (or for further training or opportunities in theatre) to allow access for youngsters from all backgrounds. There is no membership fee charged to join the adult company and all are welcome, with no audition process.

The Mission Theatre has always been proud to offer easy access to all into the Main Auditorium. We strictly adhere to our Equality and Diversity Policy, and with our flexible seating we are always able to accommodate normal and electric wheel chairs, plus carers at any downstairs event. Our small venue has been praised for its acoustics and many people with hearing impairments choose to come to performances with us because they can hear the actors so well and are close enough to lip read. For Next Stage productions we offer a pre-show Walk around and Touch service where visually impaired individuals who are coming to the show can walk the set and touch the furniture and props as the Director explains what everything is, and where it’s positioned in the play. In the future there are plans to introduce Signed Next Stage productions and our current Theatre Manager has achieved a Level 1 qualification in British Sign Language and is currently studying for Level 2. Further, as we re-open post-Covid lock-down we are introducing an At Seat Service for all drinks and refreshments which will allow disabled audience members to access our bar facilities in the same way as everyone else.

All members of staff and volunteers working with young people are DBS checked. All suspicions and allegations of abuse are taken seriously and responded to swiftly and appropriately. All the staff and members of The Mission Theatre and Next Stage Theatre

Company have a responsibility to report concerns and to adhere to our Child Protection Policy.

A copy of the Equality and Diversity policy is shown in Appendix 5.

9. Project delivery

Activities and services currently delivered

- School's outreach and Next Stage Youth Juniors.
- Additional facilities for community groups in Bath and North East Somerset.
- Improvements to the fabric of the building.

Proposed new activities and services

To deliver this project successfully we would first appoint someone to the new, full-time post of Youth Coordinator and also seek to give part-time training and work experience to one or two young recruits, initially for 6-12 months, taking advantage of the current government initiative.

With regards the renewal of the roof and the purchase of lighting equipment, this will all be from local firms.

We would be aiming to have everything in place to launch Next Stage Youth Junior in September 2021.

Our outreach work to schools would begin as soon as we had someone in post who could start liaising with chosen schools. They would ascertain the most useful and interactive way that Next Stage actors could work with the pupils to deliver curriculum enhancement via workshops and Play-to-Stage sessions. The Artistic Director would contact volunteer actors once a project had been identified and rehearse with them as appropriate.

We would envisage any improvements to the fabric of the building being undertaken during the progression of the Bath Quays North development. It is likely that most, if not all, of our activities will need to be decanted to an alternative venue. The precise timing is dependent upon external factors.

Assuming all goes well and our CAT application is approved by the end of 2020, we would seek to create a Literary Cafe in the Theatre Upstairs by early summer 2021. Ideally the launch of such a project could coincide with Bath Fringe 2021 when events take place at The Mission Theatre every day. The café would be run by trained volunteers who are already familiar with bar work at the theatre and would be overseen by the Theatre Manager. Artistic Director Ann Ellison would initiate discussions - immediately after we had obtained our CAT - with the previous theatre manager Natalie Hyde with a view to starting modern dance classes, sessions and workshops at The Mission Theatre as soon as possible.

Hand in hand with all of the above would be the securing and opening of complementary meeting/performing spaces in the city to allow the groups and new activities scheduled for The Mission to expand as needed. Such provision would also ensure that once the Bath

Quays North development is underway, any fledgling projects could be facilitated offsite for as long as the disruption caused by the building works goes on.

All planning and licenses are already in place at The Mission Theatre. However, we would need listed building consent for any improvements to the fabric of the building at The Mission Theatre.

10. Monitoring and evaluation frameworks

Monthly - Meetings will be put in place when Next Stage's Artistic Director, the Youth Co-ordinator and The Mission Theatre's Theatre Manager can meet to assess the progress and development of each initiative. At these meetings the take up on new initiatives will be recorded and discussed. School feedback/evaluation forms - such as are already in place to monitor Next Stage's previous schools' initiatives - would be read and assessed.

Bi-monthly - Participating members and all facilitators involved in the new initiatives would be asked to join with the core team of assessors to bring their thoughts, concerns, ideas to the discussion.

Steering Group – Regular reports on progress to be made to the Steering Group for consideration

Bi-annually - Next Stage's director Andrew Ellison - i/c finances - will be asked to compile a six-monthly report showing cash flow and membership numbers for each project. At this meeting all interested parties will be invited to review the previous six months and look ahead to the next six months with suggestions on improvements or adaptations that might be needed.

The above review meetings will all feed-back into a system of constant improvement in delivery.

Annually- All participants in the new youth, schools, literary and dance activities will be asked to complete a short questionnaire seeking their thoughts on, and suggestions for, the past and forthcoming sessions.

11. Risk analysis

a) Employ a Youth Coordinator

Strengths	Weaknesses
New youth coordinator role adding capacity to the theatre.	Initial inexperience.
Opportunities	Threats
New ideas and methodology will be introduced.	Retaining staff as they gain experience.

b) Set up Next Stage Youth Junior for 8-11 year olds

Strengths	Weaknesses
Build on the strength of NSY Seniors to expand training and opportunities.	Other groups in Bath provide training for Key Stage 2 youngsters but most have a musical bias.
Opportunities	Threats
Opportunity for youngsters to work with trained professionals in a theatre environment	Reluctance to enrol in new activities in a post-Covid world

c) Recommence Next Stage's work with local junior and senior schools

Strengths	Weaknesses
Building on past successes and reputation; using talented volunteer actors to work in the school community	Reluctance of schools to arrange theatre trips/visits; fear of risks, cost
Opportunities	Threats
Subsidised activities; tailor-made workshops written and compiled by professional teachers in Next Stage	Covid-19 social distancing and bubble culture

d) Explore and promote the development of The Theatre Upstairs as a Literary Cafe/WiFi hub for poetry, book readings and book clubs.

Strengths	Weaknesses
An intimate, affordable space.	No disabled access in The Theatre Upstairs - ameliorated by spaces in new premises?
Opportunities	Threats
To encourage embryonic writers and provide an intimate forum for readings and discussions.	Lack of funds; Covid fears.

e) Introduce dance classes for young people and adults

Strengths	Weaknesses
Utilising a popular dance venue; classes lead by trained professional, creation of Dance Co-ordinator position, or franchise.	New start-up venture for which there are no Next Stage precedents?
Opportunities	Threats
Affordable access to modern dance; good exercise and lunch-time activity	Complications and restrictions in delivering dance activities in a Covid world

f) **Seek to further develop our work with the acquisition of complementary spaces**

Strengths	Weaknesses
Expansion and creation of community spaces and arts facilities for the community	None
Opportunities	Threats
Preserve attractive arts facility, protect The Mission's users during worst of Bath Quays North build;	Cost of funding new premises in a post-Covid world

12. Project costs

See appendix 9.

The Mission Theatre, 32 Corn Street, Bath, BA1 1UF
Business Plan - 5 year cashflow

Income	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	Jul-21	Jul-22	Jul-23	Jul-24	Jul-25
Start up funding	0	0	0	0	0
Grants	0	112200	0	0	0
Rental/room hire	22000	22440	22889	23367	23814
Bar surplus	10000	10200	10404	10612	10824
NSY	18000	18360	18727	19102	19484
Show surplusses	19000	50000	19768	52020	20566
Volunteer time in kind	12500	12750	13005	13265	13530
Fundraising	18000	18360	18727	19102	19484
Total Income	99500	244310	103520	137468	107702
Expenditure					
Salaries inc NI, Pensions, time in kind	63000	64260	65545	66856	68193
Training and development	1000	1020	1040	1061	1082
Cleaning costs/refuse costs	500	510	520	531	541
Utilities	5700	5814	2500	2550	2600
Rent	600	600	600	600	600
Building management fees	1000	1020	1040	1061	1082
Business rates	0	0	0	0	0
Repairs and maintenance	7000	117140	7282	7428	7577
Transport and travel	2000	2040	2080	2122	2164
Centre supplies	1000	1020	1040	1061	1082
Telephones and internet	1700	1734	1768	1804	1840
Promotion and publicity	4800	4896	4994	5094	5196
Insurances	4000	4080	4161	4244	4329
Prof fees	1800	1836	1872	1909	1947
Other	650	650	650	650	650
Total Expenditure	94750	206620	95092	96971	98883
Surplus/(Defecit)	4750	37690	8428	40497	8819

Notes: Inflation has been factored in to income and expenditure at 2% pa

We are not a start up

We would undertake fundraising to fund the renewal of the roof covering and the purchase

Based on accounts

Based on accounts

Doubling of current membership due to extra age group being added

alternate years boosted by tour to the Minack Theatre, Porthcurno, Cornwall

This is only additional hours leveraged by the CAT - see separate spreadsheet plus £1k for AI

Based on existing pattern or regular funders

This is current wages, plus volunteers time in kind, plus new youth co-ordinator at £16k plus

Based on accounts with reduced costs after building works and LED lights

Wardrobe and props store - no mechanism for review

Voluntary hours from Director - Andrew Ellison

RV under £12,000 so no rates payable

Based on accounts - any improvements will be funded directly by fundraising - these are fac

Based on accounts

This relates to small items of stationery etc

Based on accounts

Based on accounts

Based on accounts

Based on accounts

Andrew Ellison's building management fees

; NI at 11% and pension contribution say 18k

tored into year two and are based on quotes

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Summary of Social and Economic Benefits: Mission Theatre – October 2020

Summary

Description – cost of activity	Year 1 Jul 21	Year 2 Jul 22	Year 3 Jul 23	Year 4 Jul 24	Year 5 Jul 25	Total
Volunteering activity (supports the running of the theatre)	£57,900.80	£57,900.80	£57,900.80	£57,900.80	£57,900.80	£289,504
Next Stage Youth for 11 – 18 year olds (Current community activity)	£3,064.40	£3,064.40	£3,064.40	£3,064.40	£3,064.40	£15,322
Pay what it's worth (Current community activity)	£1,320	£1,320	£1,320	£1,320	£1,320	£6,600
New Job Opportunity (New)	£16,000					£16,000
Apprenticeship x2 (0.4fte) (New) (12 month posts)	£14,000	£14,000	£14,000	£14,000	£14,000	£70,000
New group - Junior Next Stage Youth for 8-11 year olds (New)	£3,064.40	£3,064.40	£3,064.40	£3,064.40	£3,064.40	£15,322
New Schools outreach programme (New)	£7,620.12	£7,620.12	£7,620.12	£7,620.12	£7,620.12	£38,100.60
Literary Café (New)	£1,701	£1,701	£1,701	£1,701	£1,701	£8,505
Capital Investment (New)		£110,000				£110,000
Total social and economic benefits	£104,765.76	£199,765.76	£88,765.76	£88,765.76	£88,765.76	£569,353.60

Summary of Social and Economic Benefits: Mission Theatre – October 2020

Volunteering activity

Measure	Current Position	Financial Benefit
Volunteer activity	Volunteer hours Grand total = 6,640hrs pa	<ul style="list-style-type: none"> • AD 1,000 hrs pa • Company secretary 500 hrs pa • Steering group – 7 people x 6 meetings pa x 2 hrs = 84 hrs pa • Actors and crew. 8 shows x average cast/crew size 8 x 7 weeks rehearsal at 9 hrs /week, plus show week 7 nights x 4 hrs = 4,256 hrs pa • FOH Staff 2/night x 100 nights x 4 hrs = 800 hrs pa <p>National minimum wage at £8.72/hr from April 2020.</p> <p>Total = £57,900.80</p>

Current activity

Measure	Current Position	Financial Benefit
Next Stage Youth for 11 – 18 year olds	30 Students	<p>Cost of running sessions</p> <ul style="list-style-type: none"> • Hire of facility at £45/session, plus associated costs (5 % of overall costs) £1,418pa • Pay £10/session expenses to 2 volunteer assistants = £200/term or £600pa • 2 x NSY volunteer senior helpers 2 hrs x 30 weeks = 120 x £8.72 = £1,046.40 <p>Total cost £3,064.40</p>
Membership	Current adult membership 60 NSY membership 24	<p>Members are involved in the running of the Mission and delivering performances for the annual programme.</p> <p>No membership charge for the adult membership.</p>

Summary of Social and Economic Benefits: Mission Theatre – October 2020

Current activity continued

Measure	Current Position	Financial Benefit
Pay what its worth	Usual audience around 40 per matinee	Average donation £8. Average ticket price is £13.50. NS subsidy of these tickets therefore £5.50/person x 40 audience x 6 matinees = £1,320pa.

New activity – Post CAT - 1 – 5 years

Measure	Targets	Financial Benefit	Impact / evidence
New job - youth co-ordinator	1 x FTE post	£16,000 pa	The CAT provides the Mission further opportunity for job creation and developing skills. A full-time post will be created that will deliver youth activities as well as developing two apprenticeship opportunities. These opportunities will help develop skills and experience in performing arts.
New opportunities – Two Apprenticeships	2 x 0.4FTE posts	£14,000 pa	
New group - Junior Next Stage Youth for 8-11 year olds	30 students	Cost of running sessions <ul style="list-style-type: none"> Hire of facility, plus associated costs (% of overall costs) (see above) £1,418pa 2 x NSY junior helpers 2 hrs x 30 weeks = 120 x £8.72 = £1,046.40 Pay £10/session expenses to 2 volunteer assistants = £200/term or £600pa. Total = £3,064.40	The Mission Theatre aims to provide affordable access to cultural activities for young people and create opportunities to develop talent. Evidence in a recent report (2019) by the Mohn Westlake Foundation, identified that ' <i>money, time and distance make it difficult for young people to engage</i> '.

Summary of Social and Economic Benefits: Mission Theatre – October 2020

New activity continued

Measure	Targets	Financial Benefit	Impact / evidence
Increase membership	Increase adult membership by 25% Increase young peoples' membership by 60%	Members are involved in the running of the Mission and delivering performances for the annual programme. No membership charge for the adult membership.	Evidence in a recent report (2019) by the Mohn Westlake Foundation, identified that <i>'People who participate in the arts are more likely to be in good health, go on to further education, volunteer, and donate to charity.'</i>
New Schools outreach programme	Local Primary and Secondary schools	Cost of running sessions Hire of facility ½ day per workshop at £90/session x 6 workshops, plus associated costs (5% of overall costs) £567pa Charge per 2 hour workshop - £400-£600 x 6-8 workshops pa = £3,600 Actors for schools workshops. 6 actors x 11 hrs x 6 workshops pa = 396 hrs pa x at £8.72/hr = £3,453.12 Total = £7,620.12pa	The Mission Theatre aims to develop a schools outreach programme. Evidence in a recent report (2019) by the Mohn Westlake Foundation, identified that <i>'Arts engagement policy has tended to focus on schools as the natural location for young people's engagement in the arts. In practice, declining school arts provision and curriculum changes have reinforced the practical and attitudinal barriers'.</i>
Improve the fabric of the building	New roof needed at a cost of £80,000 Renew lantern stock with LEDs to reduce electricity bills and carbon footprint. Cost c.£30,000.	Work to be undertaken by local businesses benefitting the local economy by £110,000.	The Mission aim to invest in the fabric of the building as well as reducing the energy efficiency of the building and associated costs. Better thermal insulation will reduce heating and cooling bills and reduce carbon footprint. Electricity usage currently billed at £5,500 pa. Better insulation and LED lanterns should cut this considerably.

Summary of Social and Economic Benefits: Mission Theatre – October 2020

New activity continued

Measure	Targets	Financial Benefit	Impact / evidence
Literary Café	Twice weekly, 3 hours per session. 12 sessions in three terms pa	Hire of facility at £15/hour, plus associated costs (5% of overall costs) (see above) £1,701pa A small charge for participants will be introduced.	Affordable and comfortable facilities in the centre of Bath for small start up groups. Attracting new members and visitors

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Appendix 4

Mission Theatre February 2021

Capitalised values – rent valuation and social and economic benefits

Open market value over 99 yrs	£695,000.00	Valuation by James A Baker (February 2021)
Restricted value over 99 yrs	<u>£152,500.00</u>	Valuation by James A Baker (February 2021)
Different between open market and restricted value	<u><u>£542,500.00</u></u>	

Social benefits calculated over the 5 year business plan

New activity - social benefits	£147,927.60	Based on 5 year business plan
New Job opportunity	£16,000.00	
Apprenticeship	£70,000.00	
New Group Junior Next Stage activities	£15,322.00	
New Schools outreach programme	£38,100.60	
New Literary Café	£8,505.00	

Volunteering costs	£289,504.00	Based on 5 year business plan
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Current activity delivered - social benefits

Next stage Youth activities	£15,322.00	
Pay what its worth	£6,600.00	

Social benefits achieved over 5 years	£459,353.60	
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New Capital investment	£110,000.00	Based on 5 year business plan
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Total benefits achieved over 5 years	<u><u>£569,353.60</u></u>	
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JAMES A BAKER

CHARTERED SURVEYORS

**THE MISSION THEATRE
32 CORN STREET
BATH
BA1 1UF**



**Prepared for
Bath & North East Somerset Council**

21st January 2021

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Appendix 1: Location Plan

Appendix 2: Images of the Property

Appendix 3: James A Baker July 2010 Valuation Report (Not included within the report)

Appendix 4: Lease Plan

Appendix 5: Bath Quays North Proposed Plans

Appendix 6: Land Registry Freehold Title Plan

Appendix 7: Comparable Evidence

21st January 2021

Mr Glenn Chinnock MRICS
Estates Surveyor
Economy & Growth – Estates
Bath & North East Somerset Council
3-4 Manvers Street
Bath
BA1 1JG

Dear Mr Chinnock,

RE: The Mission Theatre, 32 Corn Street, Bath, Somerset, BA1 1UF.

This report is prepared in accordance with the RICS Valuation Professional Standards 2014. The Terms of Engagement for Valuations and my letter was issued alongside the earlier version of this report. The advice and valuation in this report is limited for your use only. This report should not be relied upon by any other third parties and James A Baker do not owe a duty of care to any third parties. This report may be included as an appendix in a Single Member Decision which will be publicly available.

Market Value is defined as the estimated amount for which a property should exchange on the date of valuation, between a willing buyer and a willing seller, in an arms-length transaction after proper marketing, wherein the parties had acted knowledgeably, prudently and without compulsion.

Purpose of the Valuation & Assumptions

I understand that the valuation is required in order to establish Market Value of a proposed 99 year lease (both restricted and unrestricted) that may be granted to the Next Stage Theatre Company Ltd in addition to providing estimated rental values for restricted and unrestricted leases.

Status of Valuer and Conflicts of Interest

The valuation report has been undertaken by James Baker BA(Hons) MRICS, Managing Director of James A Baker and an RICS Registered Valuer, with requirements as to competence as set out in PS2 of the RICS Valuation – Professional Standards 2014. I am suitably qualified in accordance with Practice Statement 2 of the RICS Professional Standards. I confirm that I have undertaken the valuation requested as an external valuer, qualified for the purpose of this Valuation. I confirm that James A Baker has previously acted on behalf of Bath and North East Somerset Council by providing a valuation report on this property in July 2010. I will refer to this later.

I confirm that James A Baker complies with the requirements of independence and objectivity under PS2 1.4. I confirm that I have no conflict of interest in acting on your behalf on this matter.

I am pleased to report as follows:

1.0 Inspection

The property was inspected on Friday 23rd October 2020 by James Baker assisted by his colleague Charlie Noad. Conditions were dry and bright with clouds.

2.0 Extent of Investigations and Sources of Information

I have relied upon the information provided to me, which is identified, together with the source, in the relevant sections of this report. I have assumed that the information provided to me is correct and accurate and that I have been provided with all the relevant material that could influence this valuation.

The premises trades as the Mission Theatre. The Theatre has been temporarily closed since March 2020 due to the Government's national lockdown restrictions following the outbreak of the coronavirus pandemic.

The Theatre planned to reopen its doors from mid-November however following a second wave of rising coronavirus infection rates, the Government introduced a further set of restrictions which saw a second nationwide lockdown implemented from early November through until the beginning of December.

3.0 Location

Bath is a UNESCO World Heritage site city located in Somerset approximately 12 miles south east of Bristol. The city has a population of approximately 90,000 residents and is well known for its Georgian architecture, natural Roman spa and tourism. The city is well connected in terms of transport with the Bath Spa railway station and the M4 motorway located approximately 12 miles north of the city centre.

The property is located in the city centre, close to the main transport hub which includes both Bath Spa railway station and Bath bus station. The property itself fronts Corn Street, directly opposite Avon Street car park comprising over 620 spaces. Corn Street is a busy inner-city through road which receives a constant traffic flow all year round. The property is accessed directly from street level.

The immediate area including all that is sitting north of the River Avon up to and including both Corn Street and Ambury Street falls within the proposed development boundary for Bath Quays North, a 2.2 hectare mixed use development scheme which has now received planning consent. I refer to the details of this development later in this report as it will have a significant effect on the immediate area.

(Appendix 1 – Location Plan)

4.0 Description

The Mission Theatre is a two storey Grade II Listed property of traditional Bath stone construction beneath a hipped roof with parapet walls. It is understood that the property was constructed in the late 1700's and set at an angle to follow the street line. There are seven sash windows to the front of the property with two former windows bricked up.

It is understood that the property was originally used as a Catholic chapel from the early 1800's all the way through to circa 1940's when it became used as a Protestant place of worship.

The property comprises a ground and first floor. The floor areas were measured on a GIA basis and are as follows:

Ground Floor	2,645 sq ft
First Floor	526 sq ft
Total	3,171 sq ft

The property does not benefit from any external areas and sits on a total plot size amounting to approximately 0.07 of an acre.

(Appendix 2 – Images of the Property)

4.1 Accommodation

Ground Floor

The property can be accessed at street level via the main entrance fronting Corn Street. As you enter the property, there is foyer area with an office and gents toilets to the left and a staircase leading to the first floor on the right. The entrance hallway then leads to another set of double doors which opens into the main hall with associated stage. As you first enter the hall, there is space to the left and right which has been converted to form ancillary areas comprising a dressing area, sound room, ladies and disabled toilets and a small store. To the rear of the stage there are two doors leading to two separate areas. The door to the right leads to a staff kitchen, toilet and store and forms part of a fire escape exiting onto the side of the property. The second door, to the left, leads to a further dressing area.

Access has since been obtained from this dressing area into a two storey property to the rear of the Mission Theatre known as The Capsule. This property, which is held on a separate lease at a peppercorn rent, is used as further dressing room areas and rehearsal space. The Capsule was acquired and renovated by the New Stage Theatre Company a number of years ago. This additional area does not form part of this valuation.

First Floor

The first floor is accessed via an internal staircase of stone construction to the front of the property. This area comprises a small stage with associated bistro bar, seating area and store.

5.0 Furniture, Fixtures and Fittings

The furniture, fixtures and fittings are owned by Next Stage Theatre Company and are used for the production of Theatre performances. Items include lighting and stage equipment to tables and chairs. The property is Grade II Listed and as a result, some furniture is required to be detachable, for example the auditorium stage. The property benefits from a handful of stores and dressing areas meaning equipment and props can be stored and accessed as and when needed.

6.0 Condition

I have not undertaken a buildings defect survey as this did not come within the scope of the instruction.

The tenant holds the lease on full repairing and insuring terms. The tenant had a responsibility in the previous lease to put the property into full repair. This is referred to in my previous report dated July 2010.

Internally, the ground and first floor are decorated to fit the purpose of the Theatre and the overall decorative condition is reasonable with painted walls and retained period features. There is a crack on the ceiling of the main Theatre hall and evidence of damp penetration in places. There is further evidence of damp in the office and on the ceiling of the first floor bistro. It appears that the roof has been a recurring repair issue. Externally the property appears worn with areas of dirty stone caused by pollution and weathering.

The tenant is responsible for all repairs and there are clearly areas that require attention. You may consider seeking further advice from a building surveyor to ensure the tenant undertakes their repairing responsibility.

(Appendix 3 - James A Baker July 2010 Valuation Report)

7.0 Services

The property is connected to mains water, electricity, gas and drainage.

8.0 Tenure

I understand the Council own the freehold subject to the present lease to the Theatre.

The demise is stated in the lease as being 'ALL THAT land and building erected thereon known as The Mission Theatre Corn Street Bath and shown for purposes of identification only drawn on the Plan and thereon edged red'. The premise is let to Next Stage Theatre Company Ltd on an FRI lease until 21st October 2030 at a passing rent of £14,040. There is an outstanding rent review dated 8th November 2020 and further reviews scheduled for 2024 and 2028. All rent reviews will be subject to the General Index of Retail Prices (RPI).

8.1 Proposed Long Lease 1 (Restricted Use)

To grant Next Stage Theatre Company Ltd a new 99 year lease restricted to the existing permitted use as a Theatre for the rehearsal and performance of drama and for art exhibitions and Theatre-in-education workshops with bar and other catering facilities and offices ancillary to the use as a Theatre. The basis of the letting is at a peppercorn rent with no rent reviews and the tenant will be responsible for all repairs. I assume the lease will be assignable and any changes will require landlord's consent.

8.2 Proposed Long Lease 2 (Unrestricted Use)

To grant Next Stage Theatre Company Ltd a new 99 year lease with no restrictions on use. Any change of use will require planning permission and landlord's consent (not to be unreasonably withheld). The basis of the letting is at a peppercorn rent with no rent reviews and the tenant will be responsible for all repairs. I assume the lease will be assignable and any changes will require landlord's consent.

(Appendix 4 – Lease Plan)

8.3 Proposed Letting 1 (Restricted Use)

To grant a new 10 year commercial lease restricted to the existing use on an FRI basis with rent reviews at 5 yearly intervals.

8.4 Proposed Letting 2 (Unrestricted Use)

To grant a new 10 year commercial lease for an alternative use on an FRI basis with rent reviews at 5 yearly intervals.

9.0 Tenure Commentary

I refer to the earlier report dated July 2010 (Appendix 3). The Council have since granted a further lease to the Theatre from October 2010 until October 2030.

The commentary and recommendations in the earlier report refer to the development potential of the area around the Mission Theatre.

The Council has requested for two long leasehold valuations that will pass this potentially valuable site opposite the proposed Bath Quays development into the hands of the Theatre for 99 years. The Council have also requested estimated rental values for both restricted and unrestricted commercial leases for a 10 year term and rent reviews at 5 yearly intervals.

10.0 Environmental Issues

For the purpose of this report, it is assumed that no contaminated or potentially contaminated uses have been carried out at the property and there is no potential for contamination of the property for the past or present uses of the property or in any neighbouring properties. I have not seen an Asbestos Survey or Management Plan. This Valuation Report assumes that environmental issues do not affect the value reported. If this is not the case, this could affect the value contained in this report. The property falls within Flood Zone 3 which will have an effect on any future development potential.

11.0 Business Rates

The current business rateable value assessment is as follows:

Hall and premises - £4,500.

12.0 Planning

The Mission Theatre benefits from use class Sui Generis (Theatre) which was not affected in the recent changes to the planning use class system. It is understood that the premises achieved planning consent for this use in December 2002. There are a number of historic planning applications registered with Bath & North East Somerset Council that date back to 1998 regarding internal/external alterations and changing use classes. The most recent planning application for the Mission Theatre was permitted in January 2005 for the painting of external signage to the front elevation.

The Capsule, to the rear of the property does not form part of the lease demise however it did achieve planning consent in October 2011 for change of use from outbuilding to Theatre

ancillary use. Separate planning consent was granted for internal/external alterations to repair and adapt the building as additional changing and storage facilities for the Mission Theatre and to create an internal connecting doorway between the two buildings.

12.1 Bath Quays

Outline planning consent has been obtained for the development of Bath Quays. This comprises both North and South development sites, a landscaped waterside area and a new bridge connecting the two areas. I will deal with this in more detail under 12.3 Bath Quays.

13.0 Premises Licence

I understand the property holds a premises licence that permits the sale of alcohol everyday between the hours of 11am - 11pm. You should verify that the licence is current and valid.

14.0 Fire Risk Assessment

The Regulatory Reform (Fire Safety) Order 2005 came into effect on 1st October 2006. This requires the responsible persons for all properties, except dwelling houses to prepare a Fire Risk Assessment. During my inspection, I was not provided with a Fire Risk Assessment and I was unable to confirm whether the premises complies with the requirements or not. This should be checked and confirmed with the tenant.

15.0 Disability Discrimination Act

It is assumed that the property is compliant.

16.0 Market Commentary

16.1 General Economy

In March 2020, the coronavirus pandemic forced the United Kingdom into its first Lockdown causing the economy to dip. The UK economy, one of the worst affected in Europe, saw its GDP sink 33% from 101.4 in February 2020 to 75.7 in April 2020. The fall in GDP led to lower consumption and job cuts which caused the level of unemployment to rise 0.5%.

In order to combat the effects of the pandemic, the furlough scheme was introduced alongside grants and loans payable to businesses in order to save jobs and protect income. This was a key factor in helping slow the rate of unemployment and allowed businesses to pay their employees and debtors which in turn allowed business owners time to recover from a comprehensive change of market circumstances. According to the ONS, the UK Government has borrowed circa £248 billion since March 2020.

In September 2020, GDP rose to 93.0 signalling that the economy is making a slow but positive recovery from earlier this year.

There is no question that the coronavirus pandemic has affected huge sectors of the global economy including the entertainment and performing arts industry. Theatres closed in March 2020 to comply with government restrictions for the first lockdown that were lifted in July 2020. It is understood that some Theatres reopened their doors to the general public and delivered productions having since put in place safety measures such as socially distanced seating.

A second wave of coronavirus infections led to nationwide lockdowns in November 2020 and most recently in January 2021 for the foreseeable future.

In this time, the Pfizer/BioNTech and AstraZeneca/Oxford University vaccinations have been introduced and rolled out which is encouraging as they have both been found to be 95% effective in preventing people from getting the virus.

16.2 Local Economy

Bath is a city that thrives from tourism all-year round with attractions such as the Roman Baths, Bath Rugby, Royal Crescent and its famed Georgian architecture amongst high street cafes, restaurants and shops. Tourism is key to Bath and the city will have felt the full effect of the coronavirus pandemic within the last year.

In recent years, Bath has seen the development of SouthGate, a shopping centre within the city comprising 50 shops, 10 restaurants, 99 homes and an 860-space underground car park. It replaced a shopping centre which was demolished in 2007.

There are further plans to redevelop the immediate area with outline planning consent being granted for the Bath Quays development, a 'flagship regeneration project' to create a new commercial quarter for the city.

Bath Quays intends to drive local economic growth by generating thousands of high wage job opportunities for Bath's successful high tech, creative, financial and professional sectors.

16.3 Bath Quays

The proposed Bath Quays development site is situated directly opposite the Mission Theatre and includes Corn Street. The proximity of new scheme and the Theatre is highlighted on the attached plans at Appendix 5.

The scheme comprises two development sites north and south of the River Avon. Bath Quays North will comprise of 38,000 square meters across seven new buildings. These buildings will include mainly Grade A office space, residential and retail space. It will also feature a 320-space basement car park. Bath Quays South will include a 4,500 square meter innovation and digital campus, a new 45,000 square foot office building offering Grade A space and a further 5,000 square meters of further residential, specialist office and retail space.

The development will also include a new south-facing riverside park and a new pedestrian and cycle bridge connecting both sites. The framework for the bridge has recently been installed.

(Appendix 5 – Bath Quays North Proposed Plans)

17.0 Theatre

17.1 History of the Theatre

The Next Stage Theatre Company, founded by Ann and Andrew Ellison, is a non-professional theatre company that was first established in 1994. It is known mainly for innovative

productions also offer a youth academy that meets weekly giving 11-18 year olds the chance to be trained by drama specialists, take part in productions and to compete in festivals.

The Next Stage Theatre Company took on a 10 year fully repairing and insuring lease in February 2004. The theatre company then began to make interior alterations throughout the building including electrical rewiring, installing a new block of toilets (including disabled facilities), complete redecoration, creating the bar/bistro and the 50 seater upstairs theatre and fitting purpose-made theatre curtains, as well as installing lights, a sound system, seating, staging, rostra and the creation of a dressing room and green room. In January 2005, the Mission Theatre opened its doors to the public.

The Mission Theatre has hosted a number of visiting small-scale professional drama companies and non-professional theatre companies as well as a wide range of musical events from solo performers to opera companies. The property has also hosted a handful of performing arts festivals, workshops, conferences and a wide range of international speakers.

The Mission Theatre receives no public funding but benefits from many sponsors, benefactors, funders and donations from audience members and friends. However, Next Stage received a grant of over £50,000 earlier this year from the UK Government's Culture Recovery Fund. The fund offers financial support for cultural organisations within communities and the criteria for obtaining this grant was any business that was financially stable before the coronavirus pandemic but were at imminent risk of failure.

From historic accounts, I understand that the Theatre is making approximately £10,000 profit per annum after the reduction of rent. This is an estimation and should not be relied upon.

18.0 Alternative Use

The Mission Theatre has a range of potential alternate uses and would favour conversion to restaurant/bar, offices, nursery or gym. However, any change of use application would be subject to obtaining planning permission and listed building consent. The current use at the date of this valuation is for Theatre. This will apply to the long and short leasehold options considered within this report.

The current lease with Next Stage Theatre Company expires in October 2030 and is contracted out of the security provisions of the Landlord and Tenant Act 1954. It is also to be noted that the lease with Gainsborough Hotel (Bath) Limited for the adjoining car park also expires in 2030 although this is not part of the demise. The car park lease is edged and numbered 1 in blue on the freehold title plan at Appendix 6.

The development of Bath Quays will be a significant influencing factor when considering the best use for this property. By lease expiry in 2030, I expect the scheme to have improved the surrounding area considerably and at that stage the best use for both the property and associated car park will become apparent subject to obtaining change of use.

I consider that the Mission Theatre property has good potential for alternative uses subject to obtaining the necessary consents.

(Appendix 6 – Land Registry Freehold Title Plan)

19.0 Freehold Comparable Evidence

Comparable transactions in the locality are as follows:

- The Chapel Arts Centre and Café, Lower Borough Walls was valued on the Land Registry at £99,000 in July 2019 - (this property is let by a private pension fund for a term of 45 years for restricted use as a theatre/performing arts venue). I considered the freehold value by adopting an investment yield of 8% to arrive at an estimated rent of £12,000 per annum. This is an example of a nearby comparable property let recently on a long lease with a similar restrictive user clause. This is also referred to as a rental comparison.
- The New Church, Henry Street, Bath sold for £1,350,000 in July 2020 - This is a two storey Grade II listed former church property with no external areas. The property has a similar GIA of 3,979 square feet and plot size of 0.058 of an acre. This property was sold with vacant possession with existing use as an office and was in good condition. This is also referred to as a rental comparison.
- Friends Meeting House, York Street, Bath is currently Under Offer subject to a planning application (20/04049/FUL) for change of use from a place of public worship to retail - This is a Grade II listed former chapel property with no external areas. The property has a similar GIA of 3,293 square feet and plot size of 0.088 of an acre. I understand that the successful offer was conditional and comfortably in excess of £1million.
- James A Baker sold the Kings Arms (The Thief) for £862,000 in March 2020. This is a Grade II listed mid-terrace pub with 12 en-suite letting rooms fronting Monmouth Place. In total, we received 12 Best & Final offers for the site.
- 14 St James Parade, Bath sold for £700,000 in November 2019. This is a three storey mid-terrace Grade II listed property with a ground floor retail unit. The property is situated nearby.

If you require sales particulars for the above, please let me know.

20.0 Rental Comparable Evidence

20.1 Proposed Letting 1 (Restricted Use)

The principal comparable evidence found for Theatre use is the Chapel Arts Centre and Café. This property is let by a private pension fund for a term of 45 years for restricted use as a theatre/performing arts venue. I considered the rental value by adopting an investment yield of 8% to arrive at an estimated rent of £12,000 per annum. This rent breaks back to £4.20 psf on a weighted basis (100% Ground Floor 25% Basement).

20.2 Proposed Letting 2 (Unrestricted Use)

The property appears principally suited to restaurant/bar and office uses. I have gathered rental evidence for these uses shown by use of a table at Appendix 7. I assume that the letting of the subject property would be conditional upon obtaining the necessary planning consent

for change of use plus listed building consent and any licences required. I have not considered comparable rents for retail as the property does not appear suited to that use.

20.3 Restaurant/Bars

This sector of the market has been hit hard during Covid and there has been considerable pressure on rents with a plethora of CVA's and company restructuring throughout the sector. Bath remains a popular destination but I expect there to be downward pressure on rents in the short term.

Garfunkels is well positioned and has not let in the open market. The guide rent breaks back to £26.40 per sq ft. The recent rent reviews have generally shown nil increase from rents at between £30.00 - £40.00 per sq ft. The letting of the Botanist is relatively low although there is a top up provision based upon turnover. It is also a particularly awkward demise. I would expect rent for this unit to be around £20.00 - £25.00 per sq ft although there may be some concessions to agree.

20.4 Offices

There has been recent lettings which has provided rental evidence also shown by use of a table at Appendix 7. The evidence suggests offices of a similar size in the city achieve between £17.00 - £23.00 per sq ft. It is my opinion that the proposed 20,000 sq m of brand new Grade A office accommodation within the Bath Quays development will be difficult to compete with unless the subject property is decorated to a high specification.

The most similar office comparable to the subject property would be The New Church, Henry Street. This property was sold last year and is due to be marketed later this year once it has been refurbished to a high specification. The agent anecdotally informed me that it will be marketed at between £27.50-£30.00 psf. This is a guide rent for what a similar property with Grade A office accommodation may achieve and should not be relied upon.

(Appendix 7 – Comparable Evidence)

21.0 Valuation

Based on the information provided and in accordance with the assumptions and special assumptions as detailed in this report, I am of the opinion, to the best of my skill and judgement, that:

Long Leasehold Valuation

- The market value of a restricted long lease for the term of 99 years is £152,500 (One Hundred and Fifty Two Thousand Five Hundred Pounds).
- The market value of an unrestricted long lease for the term of 99 years is £695,000 (Six Hundred and Ninety Five Thousand Pounds).

Rental Valuation

- The estimated rental value on a restricted commercial letting for a term of 10 years is £14,000 per annum.
- The estimated rental value on an unrestricted commercial letting for a term of 10 years is £65,000 per annum (restaurant/bar use) or £50,000 per annum (office use).

Valuation Date: 21st January 2021.

22.0 Liability and Publication

This report is issued for your own use, and that of your professional advisers, for the specific purpose to which it refers. I do not accept responsibility to any third party for the whole or any part of its contents.

Neither the whole or part of any of this valuation, or any reference thereto, may be included in any published document, circular, or statement or disclosed in any way without my previous written consent to the form and context in which it may appear.

This report may be included as an appendix in a Single Member Decision which will be publicly available.

Yours sincerely,



James Baker BA(Hons) MRICS
Managing Director and RICS Registered Valuer
For and on behalf of James A Baker

Appendix 1

Location Plan



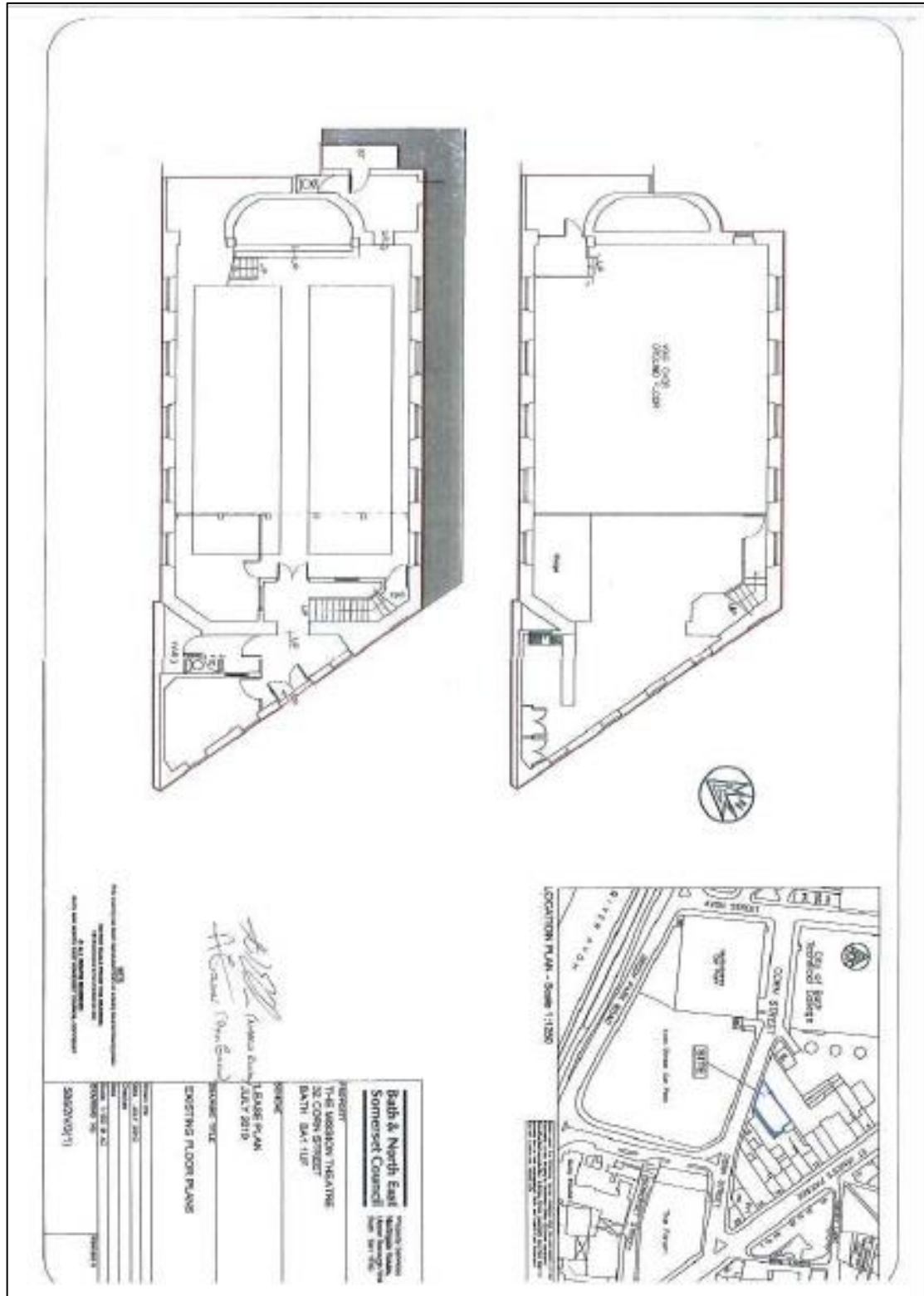
Appendix 2

Images of the Property



Appendix 4

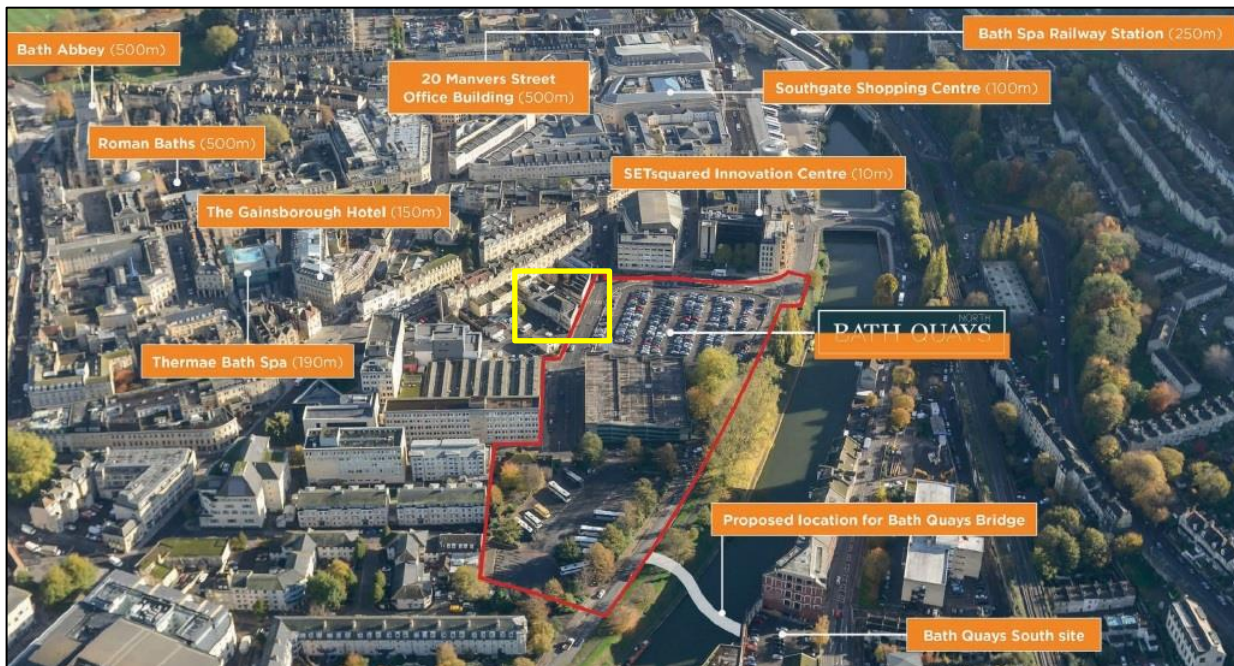
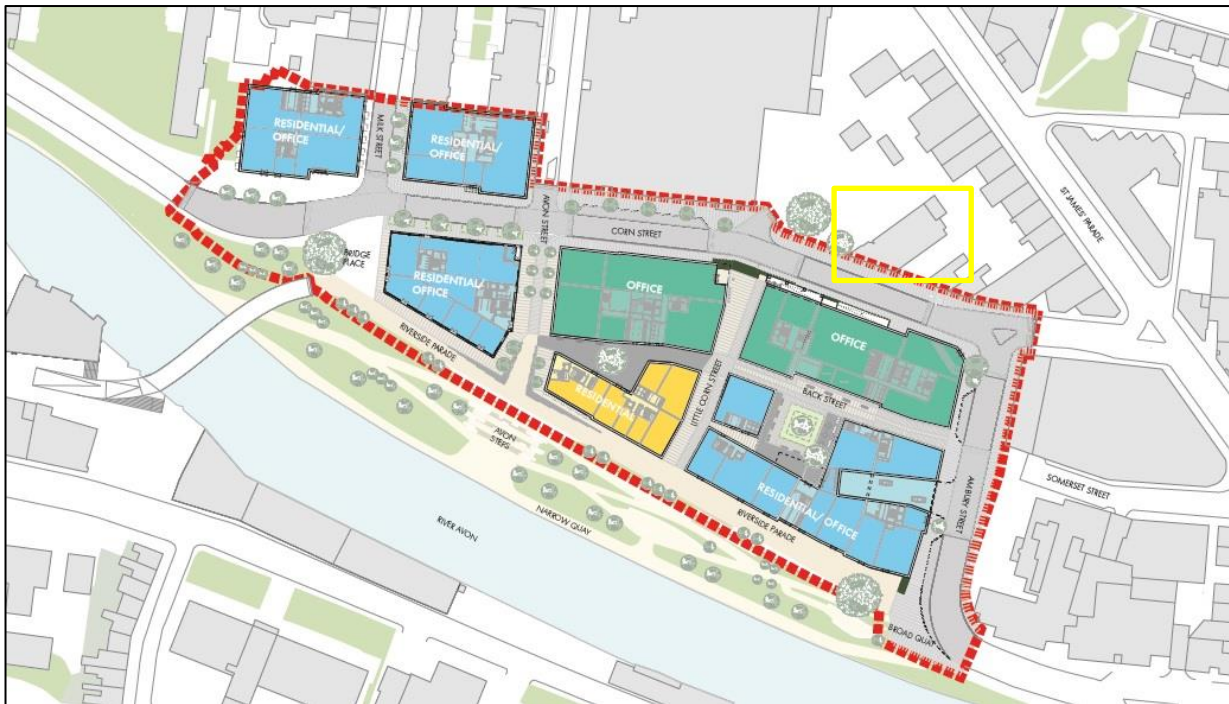
Lease Plan



Appendix 5

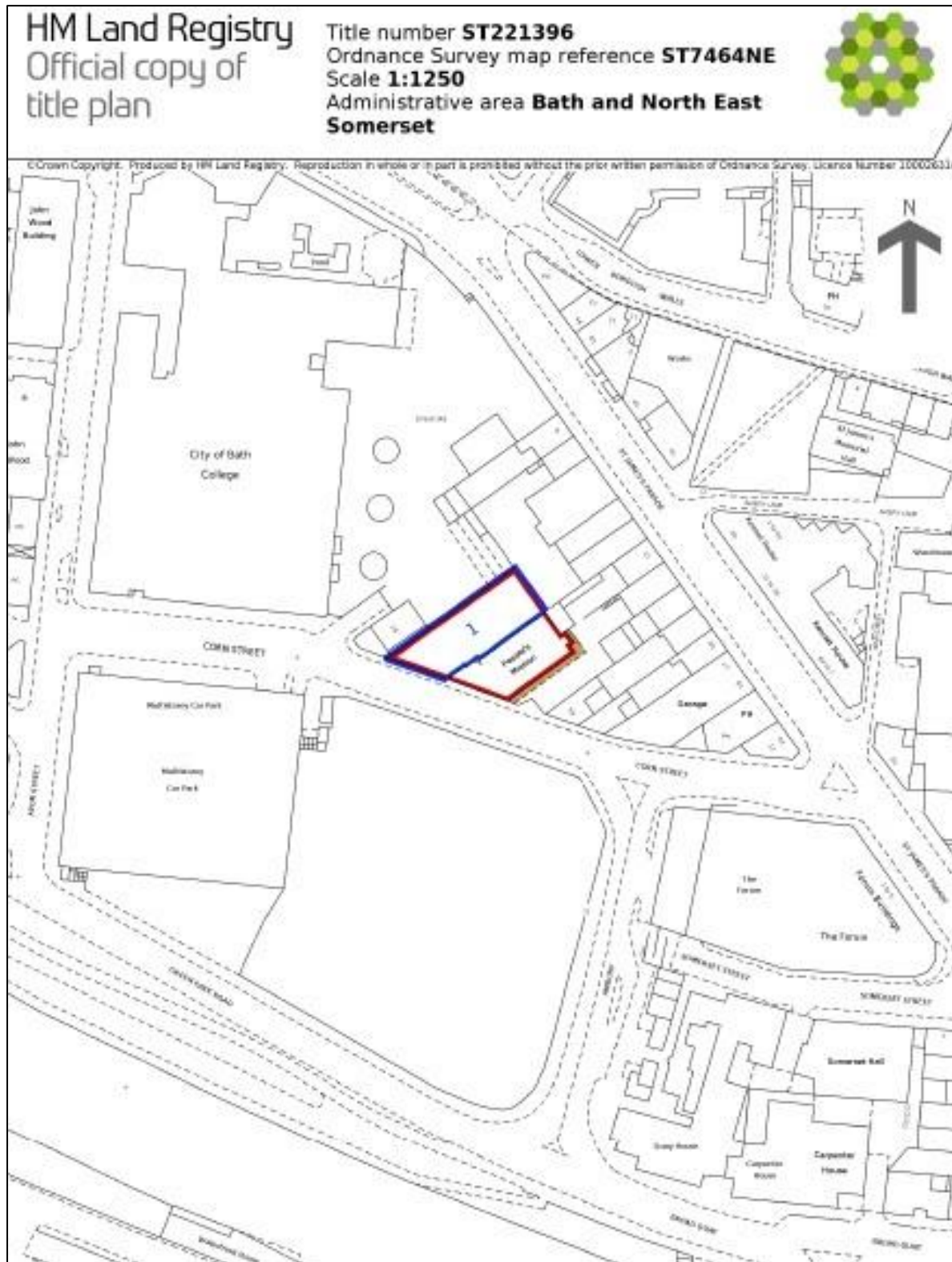
Bath Quays North Proposed Plans

The Mission Theatre is outlined within a yellow box on both plans.



Appendix 6

Land Registry Freehold Title Plan



Appendix 7

Comparable Evidence (Without Prejudice)

Restaurant/Bar

<u>Address</u>	<u>Transaction Date</u>	<u>Rent p.a.</u>	<u>Floor Areas (sq ft)</u>	<u>Analysis</u>	<u>Headline Rate (£psf)</u>	<u>Comments</u>
Former Garfunkels The Empire Hotel Orange Grove BA1 1LP	On Market 'To Let'	£150,000 (guide rent)	Ground Floor Ground Floor Ancillary Basement External Terrace Total:	4,706 887 1,379 <u>592</u> 7,564	£26.40 50% 25% £5,000	The Former Garfunkels is a fully fitted restaurant/bar that has been marketed to let for over a year with a guide rent of £150,000 per annum. The guide rent breaks back to £26.40 per square foot.
The Botanist The Octagon (No. 25 Part 46A and 28 Milsom Place BA1 1BZ	OML December 2018	£110,000 plus turnover top up	Ground Floor Basement First Floor Second Floor Third Floor Total:	4,929 3,336 3,573 1,119 <u>559</u> 13,516	£14.30 25% 50% 12.5% N/A	The Former Burger & Lobster let on the open market in December 2018 for a 25 year term at a base rent of £110,000 per annum. A four month rent free period was agreed. The base rent is payable from the rent commencement date until December 2021. Following which, the base rent is then to be the higher of the base rent or an amount which is 80% of the aggregate of the base rent plus the turnover rent (10% of any turnover exceeding £2.641 million). The permitted use is A3 or A4 Use. Reviews five yearly and to the open market rent. The rent breaks back to £14.30 per square foot based upon the weighting I have adopted and making no allowance for the rent free period. This property was previously let to Burger & Lobster at a rent of £225,000 per annum.
Wagamama, 1 York Buildings, George Street, BA1 2EB	RR 3 rd February 2020	£150,700 (nil increase)	Ground Floor Ground Floor Ancillary Basement Total:	3,114 1,190 <u>231</u> 4,535	£40 50% 25%	James A Baker agreed the February 2020 rent review which was agreed at a nil increase. The rent breaks back to £40psf on a weighted basis.
Browns, Old Police Station, Orange Grove, BA1 1LP	RR 20 th April 2019	£183,000 (nil increase)	Ground Floor Basement First Floor External Terrace Total:	3,010 3,028 <u>2,795</u> 8,833	£34 25% 50% £7,500	James A Baker agreed the April 2019 rent review which was agreed at a nil increase. The rent breaks back to £34 per square foot on a weighted basis.

Miller & Carter 23 Milsom Street Bath BA1 1DE	RR 12 th September 2017	£150,000	Ground Floor Basement Main Basement Vaults First Floor Second & Third Floors (residential) Total:	2,690 2,602 1,313 <u>2,020</u> 8,625	£35 25% 5% 33% £7,500	James A Baker acted on the September 2017 rent review which was agreed at £150,000pa. The rent breaks back to £35 per square foot on a weighted basis.
Loch Fyne 24 Milsom Street Bath BA1 1DG	RR 21 st March 2017	£125,000	Ground Floor Basement: External Terrace Letting Rooms x9 Total:	2,100 <u>2,267</u> 4,367	£35 £25% £3,000 £36,000	James A Baker acted on the March 2017 rent review which was agreed at £125,000pa. The rent breaks back to £35 per square foot on a weighted basis. A 5% allowance was made off the quantum level of rent to reflect the 10 year assumed lease term.

Office

<u>Address</u>	<u>Transaction Date</u>	<u>Rent p.a.</u>	<u>Floor Areas (sq ft)</u>	<u>Analysis</u>	<u>Headline Rate (£psf)</u>	<u>Comments</u>
Three Office Suites @ The Ice House, 124-126 Walcot Street, Bath, BA1 5BG	OML Aug 2020	£50,000	Ground Floor First Floor Second Floor Total:	630 1,230 <u>980</u> 2,840	£17.60	These office suites were assigned together and let to one tenant on the open market in August 2020. The property is Grade II listed and is situated just off Walcot Street. The rent breaks back to £17.60 psf.
8 Palace Yard Mews, Bath, BA1 2NH	OML Feb 2020	£55,000	Ground Floor First Floor Second Floor Total:	N/A N/A <u>N/A</u> 2,347	£23.43	This three storey self-contained office building was let on the open market in February 2020. The property fronts Palace Yard Mews which is a short road linking Charlotte Street and Monmouth Place. The property had the benefit of two allocated parking spaces. The rent breaks back to £23.43 psf.
5-7 Pulteney Mews, Bath, BA2 4DS	OML Aug 2018	£50,000	Ground Floor First Floor Total:	1,400 <u>1,430</u> 2,830	£17.66	This two storey Grade II listed office property was let on the open market in August 2018. The property fronts Pulteney Mews, a slip road parallel to Great Pulteney Street. The rent breaks back to £17.66 psf.
The New Church, Henry Street, Bath	On Market 'To Let'	£109,000 (Combined Guide Rent)	Lower Ground Floor Ground Floor First Floor Total:	1,485 1,279 <u>1,215</u> 3,979	£27.50	This Grade II listed office was sold with vacant possession last year and will be marketed to let later this year as brand new individual refurbished offices offering Grade A office accommodation.

Theatre

<u>Address</u>	<u>Transaction Date</u>	<u>Rent p.a.</u>	<u>Floor Areas (sq ft)</u>	<u>Analysis</u>	<u>Headline Rate (£psf)</u>	<u>Comments</u>
Chapel Arts Centre & Café	July 2019	£12,000 (assumed)	Ground Floor Basement Total:	2,650 <u>850</u> 3,500	£4.20 25%	This former chapel is currently operated as theatre and arts venue with a basement café. The property was let in July 2019 by a private pension fund for a term of 45 years for restricted use as a theatre/performing arts venue. Based on the freehold purchase price, we have estimated rent of £12,000 per annum on a yield of 8%. The rent breaks back to £4.20 psf on a weighted basis.

Community Asset Transfer – Mission Theatre Assessment

Date Application received	Final Business plan submitted October 2020.
Contact person	Ann and Andrew Ellison, email: nextstagebath@aol.com
Name of organisation	Next Stage Theatre Company – The Mission Theatre
Registered office address	The Mission, 32 Corn Street, Bath, BA1 1UF
Registered website address	http://www.missiontheatre.co.uk/
Details of asset	The Mission Theatre is a 200 year old Grade II listed building opposite Avon Street Car park in the centre of Bath. It was originally built as a Catholic Chapel, in the 19 th century was a protestant place of worship. During the 2 nd World War was used by Air Raid Wardens and others and then taken over by The People's Mission until 1998. The Next Stage Theatre Company took a lease in 2004. The theatre offers a space for up to 150 people and upstairs bar area which is also used for smaller performances, back stage area, changing rooms and small office.
Assessment	<p>29th October 2020, 11.45pm</p> <p>Attendees: Sara Dixon (Communities), Louise Murphy (Equalities), Richard Howroyd (Procurement), Dave Dixon (Communities), Mark Hayward (Communities).</p> <p>Apologies - Keith McCombie (Property Services), Rob Dawson (Economic Development).</p> <p>Updated 4th December 2020 and 8th February 2021</p>

Evidence and supporting documentation

Have the following documents/ information been received / provided	Comments
A completed business plan	A 5 year Business Plan has been received.
Details of Charity Number / Company Registration No	Registered Private company limited by guarantee without share capital (no. 04836274) – Companies House details here .
Date of Registration	Incorporated on 17 th July 2003 see details here .
Legal status	Private company limited by guarantee without share capital here . 2 Officers appointed.
Copy of the Governing documents	Incorporation details found on Companies House website .

Copies of Audited Accounts	Financial history can be found on Companies House website and unaudited accounts received July 2019.
Copies of insurance documents	Received - Products, Public liability and Employers Liability £10mill, Cancellation Policy, Personal accident, Material damage (separate amounts). See policy document Appendix 7 First Night Insurance (Zurich Insurance).
Other supporting documentation such as annual reports, minutes of meetings.	None.
Results from any community consultation exercises	A copy of a number of partner and stakeholder endorsements have been received – Appendix 3.
Evidence of support from key partners, stakeholders, funders	As above.
Copies of the all the organisations policies and procedures including the Health and Safety Policy and Equality and Diversity Policy	The following policies have been received:- <ul style="list-style-type: none"> • Fire and Emergency procedure (Appendix 5) • Health and Safety Policy (Appendix 5) • Child Protection Policy (Appendix 5) • Equality and Diversity Policy (Appendix 5) • Risk Assessment (Appendix 5)
Three / Five Year Income and Expenditure Template	Five year project costs have been received and detailed in Appendix 9.

Council Corporate priorities

Criteria	Comments
Has the organisation demonstrated that it meets at least one of the Council's Corporate priorities?	<p>Their aims and objectives set out in their proposal meet the following Council's new Corporate Strategy objectives by preparing for the future and focussing on prevention. See page 9 of the Business Plan.</p> <p>The transfer will enable investment into the fabric of the Grade II listed building and creation of new job opportunities and community activities.</p>

Governance and Management

Criteria	Comments
Is the organisation clearly defined and established?	Next Stage Theatre Company was set up in 2003 and has managed the Mission Theatre since 2004.

Does the organisation demonstrate through its governance arrangements community benefit?	The aims and objectives of the Company are <i>“The aims and objectives noted within Next Stage’s incorporation are: “to perform as an amateur theatrical group and become involved in any related activities to further related charitable causes, both locally and nationally....”</i>
Do they hold AGM or similar?	Next Stage do not hold AGMs, however they have a Steering Group made up of seven members, who meet three times a year, and input into a wide variety of issues. See page 6 & 7 and 20 of the Business Plan.
Is the staffing and management structure been clearly defined?	The Business Plan section 6 Resources sets out the details of the paid staff and roles of volunteers and the line management and structure of the organisation. See page 14 & 15– Staffing and volunteer resources.
Does the organisation have up to date and written procedures covering: <ul style="list-style-type: none"> • Recruitment and Induction • Training & Development • Health & Safety • Equality and Diversity • Safeguarding • Disclosure Barring Service Checks • Grievances / complaints 	The following policies have been received:- <ul style="list-style-type: none"> • Complaints Procedure • Data Protection Policy • Disciplinary process • Equality and Diversity Policy • Child Protection Policy
Does the organisation have sufficient insurance policies in place?	Products, Public liability and Employers Liability £10mill, Cancellation Policy, Personal accident, Material damage (separate amounts). See policy document Appendix 7 First Night Insurance (Zurich Insurance).

Equalities

Criteria	Comments
Has the organisation demonstrated an understanding of the Equality Act 2010 and how it would be applied?	A copy of the Equality and Diversity Policy has been received. The policy is very employee and volunteer focussed, more emphasis should be made to the customer, however Section 8 in the Business Plan (Page 18) provides some examples of how they are implementing their policy examples include offering a drinks service which has been extended to respond to COVID, Walk around and touch service for visually impaired. Concessions are applied to some performances and a Pay What is worth scheme has been introduced for some years.

Financial arrangements

Criteria	Comments
Has the organisation submitted a three / five year detailed income and expenditure budget that demonstrates their project is financially viable and sustainable?	A five year cash flow has been received and detailed within Appendix 9. The organisation has a limited number of paid staff and its members, are also volunteers in various roles across the company. This has kept their ongoing running costs to a minimum.
Has the organisation demonstrated that they have a good financial track record or have the necessary processes and procedures in place?	A summary of Next Stage Theatre Company Financial history since 2003 can be found here on the Companies House website . See also Financial Statement July 2019 Appendix 1. They have managed the Theatre for 16 years, and paid rent of approx. £15k to the Council. They have submitted a full list of organisations policies and procedures.
Has the organisation demonstrated various sources of funding eg, CiL, contracts, fundraising, grants?	<p>The majority of income is generated from room/rental hire and bar surplus as well as undertaking fundraising activities to support the activities. For the capital works, Next Stage will seek donations from local donors and grant funding.</p> <p>It is recommended that Next Stage Theatre explore whether a charitable organisation or Friends of the Mission would benefit them in gaining further access to grant funding opportunities.</p> <p>Next Stage Theatre will generate income from a number of revenue streams which will enable the business plan and social benefits to be realised. Income is primarily generated from surplus Bar income, rental and room hire, income from show surpluses, income from NYC membership costs and other activities and fundraising and grants.</p>
Has the organisation included the costs of any improvement works and identified sources of funding. Are they considered reasonable?	An estimated cost for the external and internal works has been identified in the Cashflow – Appendix 9 and set out on page 16 of the Business Plan.

The Proposal

Criteria	Comments
Is there a clear vision for the future use of the building or land?	Next Stage Theatre have operated the premises since 2004 and have developed a well-established programme of arts based performances, local festivals and youth programme. Their ambition is to create new job opportunities to expand their youth programme, schools and community activities as well as adding additional venue space for increased performances.

Are the aims and objectives clearly defined?	As above, this is set out clearly in the Business plan.
Does the proposal clearly define the activities that will take place?	As above. Details of the activities are described on pages 7 & 8 of the Business Plan.

The Asset

Criteria	Comments
Is the asset suitable to use for the organisations proposal?	This is demonstrated within the Business Plan section 3 Vision page 7. Currently a Council tenant and held current lease for 16 years. They wish to apply for a CAT for 99 years.
Has the organisation demonstrated a full understanding of their duty in relation to managing the building or land including: Condition, Suitability, Accessibility, Health & Safety, Planning restrictions, Other	Next Stage Theatre have a good track record of managing the asset and using existing skilled staff and volunteers to support the operations and running of the theatre. See more details set out on page 16 & 17 of the Business Plan, Managing the building. Also copies of the following company policies have been submitted:- <ul style="list-style-type: none"> • Fire and Emergency Procedure - Appendix 5 • Terms and Conditions of Hire – Appendix 8.
Has the organisation given comprehensive details of all proposed works that are intended to be carried out, including indicate costs and means of funding these and are these realistic?	Details have been set out on page 16 & 17 of the Business Plan and within the Cashflow statement Appendix 9.
Has the organisation demonstrated it has the skills and capacity to manage the asset and deliver the proposal?	As above and demonstrated in the Business Plan.

Impact of COVID-19

What has been the impact of COVID-19 on the organisation?	Next Stage Theatre has been closed since the end of March. They have successfully obtained COVID-19 grants to assist them in meeting their outgoings whilst at the same time maintaining their cash reserves. A member of staff has been furlough and they have made investments in PPE, protective screens and fogging machine. The current situation and the uncertainty of future COVID-19 lockdowns both nationally and locally make it incredibly difficult for the any performing arts space to operate with some financial stability. However their strengths are that their staffing costs and overheads are lean and their ability to raise funds has been evidenced within their business plan. As a small organisation they are extremely flexible and adaptable when faced with difficult circumstances.
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Community benefit

Criteria	Comments
Has the organisation set out the needs of the community?	This has been demonstrated in Section 4 needs and benefits within the Business Plan – page 9 - 11.
Has the organisation undertaken consultation with the community?	Next Stage Theatre have engaged their members and key stakeholders on their proposals. The Steering Group play a key role in inputting into the vision. Engagement with local schools has already taken place.
Has the organisation demonstrated that they have an inclusive approach to meeting the needs of a wide range and diverse community?	See page 18 of Business Plan which includes examples of how they are implementing their policy.
Has the organisation demonstrated the social, economic and environmental impacts? (see outcomes/impact table)	<p>The Social, Economic and Environmental benefits have been set out in the Business Plan on pages 12 – 13. These have been calculated based on the actual cost of the activities and volunteer estimates in Appendix 4 social and economic benefits and summarised below:-</p> <p><u>Volunteering over 5 years £289,504.00</u></p> <ul style="list-style-type: none"> • Volunteering costs £57,900.80pa, total over 5 years <p><u>Current activity delivered over 5 years £21,922</u></p> <ul style="list-style-type: none"> • Next Stage Youth costs - £15,322 • Pay What its Worth - £6,600 <p><u>New community activity over 5 years £147,927.60</u></p> <ul style="list-style-type: none"> • New job opp - £30k in first year and then £14k thereafter 1.8 full time equivalents (3 posts) total over 5 years £86,000 • New group Junior Next Stage Youth cost £15,322 • New schools outreach programme cost £38,100.60 • Literary café – activity cost £8,505 <p><u>Capital Improvements total £110,000 year 2</u></p> <ul style="list-style-type: none"> • Improvements to the building - £110k - Investment to the external fabric and installation of new lighting - £110k <p>The panel considered the social and economics benefits in comparison to the council delivering these services. It was felt that the costs would be considerably more if the council were to deliver them either in-house or as a commissioned service. Therefore it was felt that they had provided sufficient evidence and costs were deemed reasonable as set out in their business plan and associated documents.</p>

Assessment of disposal at less than Market value

Criteria	Comments
<p>Assessment of disposal at less than market value</p> <p>The assessment requires:</p> <ul style="list-style-type: none"> a full valuation exercise is undertaken which identifies the maximum theoretical Market Value for the asset to be transferred. calculation of the reduced values that apply because of any restrictions that the Council applies relating to things such as use, alienation, clawback, etc. the value added to the Council through the outcomes of the transfer has been assessed and found to be not less than the difference between market value and the actual price to be paid. 	<p>A valuation was undertaken by Chartered Surveyor, James A Baker and provided the following details</p> <p>The open market unrestricted value is £695,000 for a long-term lease of 99 years.</p> <p>The restricted use imposed on the leasehold interest will reduce the value to £152,500. The difference is £542,500.</p> <p>The benefits achieved from this proposal come from economic and social benefits related to new employment opportunities, youth activities, school outreach programme, community activities and volunteering. These benefits have been estimated at £459,353.60.</p> <p>In addition, NSTC has identified the need for capital works valued at £110,000 which they have set out in their business plan. This transfer will result in avoidance of future liabilities for the council.</p> <p>This provides an estimated total benefit of £569,353.60 over the period of the 5 year business plan.</p>

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Draft heads of terms for grant of Lease
For Mission Theatre, Corn St, Bath

1 Initial information

1.1 Type of lease: Head lease

1.2 Landlord

Name of landlord: B&NES

Correspondence address: Civic Centre Keynsham

1.3 Tenant

Name of tenant: Next Stage Theatre Company (NSTC)

2 Premises and rights

2.1 Description of the premises

The Mission Theatre is a 200 year old Grade II listed building opposite Avon Street Car park in the centre of Bath. It was originally built as a Catholic Chapel and has had various uses until 2004 when the Next Stage Theatre Company (NSTC) became leaseholders to a theatre.

Building as shown outlined in red on the attached LR title plan

2.2 Rights

Detailed description of any special rights being granted: None

3 Length of term, renewal rights and break rights

3.1 Lease length and start date

99 years commencing on lease completion date

3.2 Landlord and Tenant Act 1954 protection

Lease to benefit from the protection of the 1954 Act: No

3.3 Options to renew

(a) Any option to renew: No

3.4 Break rights

(a) Any break rights: No

4 Rent deposits and guarantees

4.1 Rent deposits

(a) Rent deposit required: No

4.2 Guarantors

(a) Guarantor required: No

Draft heads of terms for grant of Lease

For Mission Theatre, Corn St, Bath

5 Rent and rent review

5.1 Rent

£ 15603 per annum exclusive of VAT

Payment dates: quarterly in advance

5.2 VAT

Will VAT be charged on the rent and other lease payments: Yes

5.3 Rent-free period

(a) Rent-free period: No

Details of any other incentives:

The rent will be abated to a peppercorn subject to the tenant providing sufficient community benefits as agreed with the landlord and satisfying that they have:

- A clear vision for the future use of the building or land.
- Prepared a financially viable business case.
- Good governance, robust financial systems and up to date policies and procedures
- A proven track record of successfully managing a community building or land, or have trustees or board members that have community and voluntary sector experience
- Contributed towards the Council's Corporate priorities.
- A clear community/social demand for the proposal.
- Directly benefiting as wide and diverse a range of local people as possible.
- An appreciation of the current Health & Safety and Fire Safety legislation.
- An understanding of Equalities legislation, including the Equality Act in relation to the accessibility of public buildings and the delivery of services
- An annual report will be submitted to B&NES providing information that will satisfy the landlord that the conditions continue to be complied with.

In the event the building ceases to provide the community benefits the rent will revert to the reserved rent subject to review upwards only every five years.

5.4 Rent reviews

(a) The lease includes rent review provisions: Yes

(b) Basis of review: RPI upward only. Base index at date of exchange.

(c) Reviews every 5 years

6 Assigning, subletting, charging and sharing

6.1 Requirements before alienation can take place :

It may be permissible to assign or sublet the lease to another charitable organisation with similar aims, subject to absolute consent of B&NES.

Hiring out of space is permitted providing that no landlord and tenant relationship is created.

7 Services and service charge

7.1 Is a service charge payable?

(a) Service charge payable: No

8 Repairs

8.1 Repairing responsibilities

The tenant is to be responsible for keeping the building in good and tenantable condition throughout the term of the lease and to yield it up in this condition at the end of the term. NSTC is to carry out a survey to satisfy themselves as to the obligations they are taking on.

8.2 Schedule of condition/hand back specification

(a) Schedule of condition to be completed: No

9 Use and alterations

9.1 Permitted use

(a) Permitted use: As a theatre and performance space that delivers community benefits.

9.2 Alterations

(a) Landlord's control over alterations:

No alterations permitted to the structure or exterior of the premises without the consent of the landlord (such consent not to be unreasonably withheld). Internal non-structural alterations permitted, details of which to be notified to the landlord in advance.

(b) Tenant to hand back the property to a pre-stated specification: No

(c) Tenant to remove all alterations at lease end: No

(d) Tenant to remove alterations at lease end if the landlord reasonably requires: Yes

10 Insurance

10.1 Liability for insurance costs

(a) Tenant to insure the property: Yes

(b) Terrorism to be an insured risk: Yes

Draft heads of terms for grant of Lease

For Mission Theatre, Corn St, Bath

11 Other issues

11.1 Rates and utilities

(a) Responsibility for paying business rates: tenant

11.2 Legal costs

(a) Each party to pay own legal costs.

11.3 Conditions

Completion of the lease conditional on:

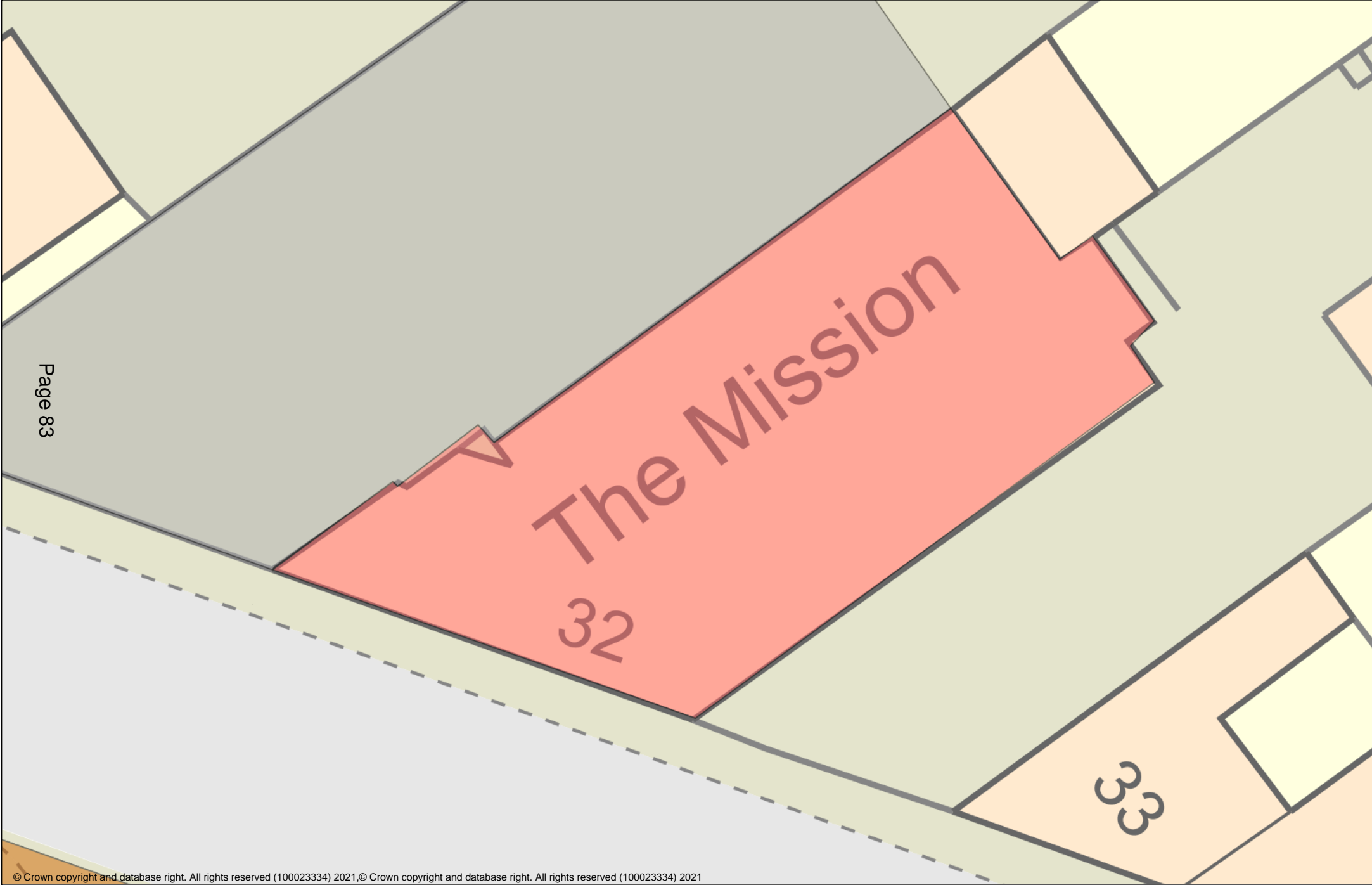
(a) Board approvals

(b) Other: Single Member Decision for approval of Community Asset Transfer

No contract

These heads of terms are subject to contract.

DRAFT



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Proposed Community Asset Transfer of Mission Theatre to the Next Stage Theatre Company

The undersigned Councillors wish to call in decision E3275 to “Community Asset Transfer the Mission Theatre to the Next Stage Theatre Company taken on 6 May by the Cabinet Member for Resources for the following reasons:

1. There has been no opportunity for elected members to scrutinise the proposal.
2. The report is limited and does not demonstrate how the council arrived at this decision based on a request from a private company to be given our asset.
3. Why an Asset Transfer? In this case it seems to be a sledgehammer to crack a nut. There is an existing lease arrangement that the private company running Mission Theatre have been adhering to. That could have been amended to reflect any financial support being offered. For example: A ten-year peppercorn on the existing lease would provide £156,000 of value to NSTC.
4. Is the existing lease ‘full repairing’, if so, the onus is on the building occupiers to meet the repair and update costs. They are fund raising to meet that obligation. It is understandable that we as landlords want to be fair and supportive of our tenant and create a financial mechanism to reimburse these roof repair costs but committing to forgo circa £1.5m of rental revenue over the next 99 years seems totally disproportionate to support the situation.
5. We need reassurance that we will avoid a situation arising in the future. What clause in the transfer would prevent the potential situation arising in the future that the private company holding the lease decide to hand back the building to B&NES but demand a payment, as experienced in the Grosvenor Place situation? Whilst that might not come for many years, and all the persons involved in this decision will be long gone but our residents are having their assets eroded by short term decisions that do not fairly reflect the circumstances.
6. In the context of the redevelopment of Bath Quays it seems premature to be relinquishing this building for 99 years when its future may be part of the new development.

9 Signatures

Councillor Colin Blackburn (Lead)
Councillor Sarah Bevan
Councillor Doug Deacon
Councillor Karen Walker
Councillor June Player
Councillor Robin Moss
Councillor Paul May
Councillor Eleanor Jackson
Councillor Grant Johnson

CALL-IN OF EXECUTIVE DECISIONS

RULE 1 – WHO MAY REQUEST A CALL-IN?

Elected members who do not sit on the Cabinet have the right to request a “call-in” of an executive decision which has been made by the Cabinet, or a person or body to whom the power to make executive decisions has been delegated, but not yet implemented.

These decisions could be made by;

- the Cabinet
- a Cabinet Member,
- a committee of the Cabinet
- an Officer taking a key decision acting on delegated authority from the Cabinet
- an area committee
- a body under joint arrangements

BUT NOT the decisions of quasi-judicial or Regulatory Committees.

Notice of the decision made shall be published to every councillor and the publicity shall specify the period in which the “call-in” right may be exercised.

RULE 2 – SUBMISSION OF A “CALL-IN” NOTICE

A notice requesting a “call-in” of an executive decision shall be in writing and signed by 10 or more elected members (excluding Cabinet Members) making the request. The request shall be deposited with the Chief Executive.

The request shall include individual signatures on the notice or electronic communications from individual members signifying their support for the call-in. If a Member is unable to communicate in writing or electronically he/she may signify support by telephone.

The persons making the call-in request shall state the decision being called in, the decision maker, the date the decision was taken and shall give reasons for the call-in.

No member of the Council is entitled to sign up to more than 5 call-in requests in any Council year.

The Chief Executive shall determine whether a call-in is valid (ie whether it has been received within 5 working days of the decision being published and requested by the appropriate number of members and that the decision may properly be called in under the Constitution) and, if so, consult with Overview & Scrutiny Chairs to decide which Panel should consider it.

The Chief Executive shall make a report of any validated call-in to a meeting of the relevant Overview and Scrutiny Panel which shall meet wholly in public within 14 working days of a valid call-in notice being verified.

A decision may only be called in once.

RULE 3 – CONSIDERATION BY OVERVIEW AND SCRUTINY PANEL

The Overview and Scrutiny Panel shall consider the issues raised in the “call-in” request and the stated reasons for the request. They have the following courses of action open to them;

- a) To dismiss the call-in: the decision shall then take effect immediately;
- b) To refer the decision back to the decision-making person or body for reconsideration, setting out in writing the nature of the Panel's concerns; or
- c) To refer the matter to Council to itself undertake the role of the Panel (which may necessitate an additional Council meeting to meet necessary timescales) [NB: the ultimate decision still remains with the original decision maker].

If the call-in is dismissed, notification will be made to all interested parties and the original decision can be implemented. No amendments can be made to the decision [Six-month rule applies – Part 4(D), rule 15]

If the Panel consider any aspect of the decision requires further consideration, it must refer it back to the decision maker.

In total, the Panel shall ensure that the period of overview and scrutiny involvement in an individual call-in shall not exceed 21 working days.

RULE 4 – CONSIDERATION BY DECISION MAKER

The person or body which made the decision shall consider the report of the Overview and Scrutiny Panel or Council and must;

- (a) confirm the original decision; or
- (b) make some changes to the original decision; or
- (c) make a different decision.

The decision maker may not ignore the report. The decision maker shall undertake this consideration within 10 working days from the date of the Overview and Scrutiny (or Council) meeting.

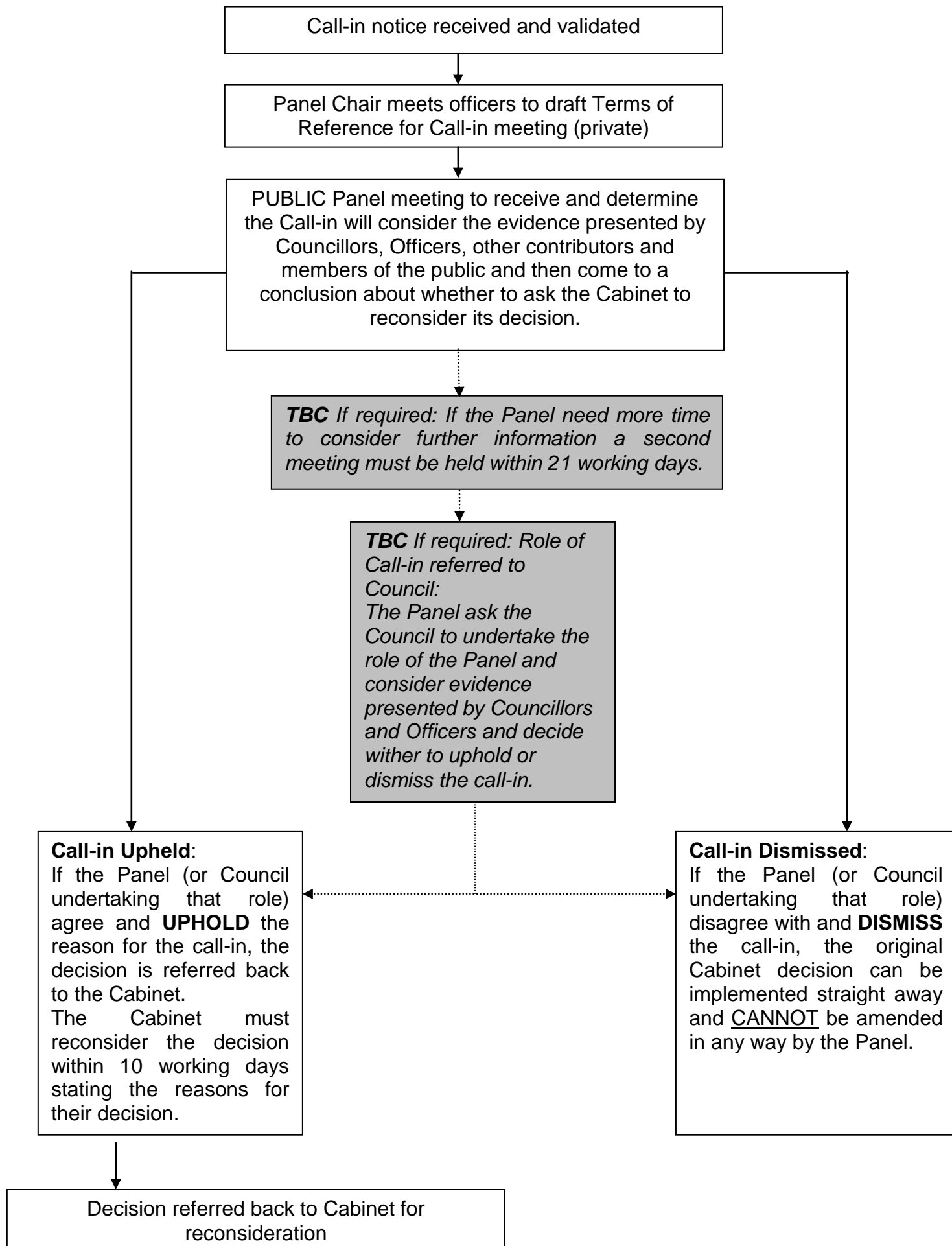
The decision made by the decision maker after considering the report of the Overview and Scrutiny Panel shall be final and will be implemented immediately. There is no further opportunity for “call-in” of the decision.

RULE 5 – EXCEPTIONS TO “CALL-IN”

The rights under this Procedural Rule shall not apply in the following circumstances:

- when the executive decision is urgent as defined in the Urgency Procedure Rules within this Constitution
- the effect of the call-in alone would be to cause the Council to miss a statutory deadline
- a decision taken under the General Exception and Special Urgency Access to Information Rules [Part 4B, rules 15 and 16].

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