



Assets and facilities

Agenda for 05/10/26 @ 19:00

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Melksham
TOWN COUNCIL



Melksham
TOWN COUNCIL

Monday 28 September 2026

Dear Councillors A Westbrook, A Whitlock, P Alford, P Aves, J Oatley, S Rabey and J Westbrook.

Ref: Assets & Facilities Committee Meeting, Monday 5 October 2026

You are summoned in accordance with the Local Government Act (LGA) 1972, Sch 12, paras 10 (2)(b) to a meeting of the Assets and Finance Committee of Melksham Town Council for the transaction of the business shown on the agenda below.

Monday 5 October 2026, to be held at 19.00 in the Council Chamber, Melksham Town Hall, Market Place, Melksham, SN12 6ES.

The quorum for the Assets and Finance Committee is 4.

Public Participation

Members of the public and the press may attend this meeting in person or join the meeting on Teams via the following link: <https://tinyurl.com/yr95jksp> . Public participation will take place near the start of the meeting.

Each speaker is limited to three minutes, with a total public session of 20 minutes. Members of the public are requested to send their questions to CEO@melksham-tc.gov.uk by noon on the working day before the meeting. You should still attend the meeting, in person or online, to ask your question.

No decisions will be made on matters not already on the agenda. The Council may ask the public and press to leave if confidential matters need to be discussed.

The Seven Principles of Public Life.

All members are reminded of their duty under the code of conduct to uphold the Seven Principles of Public Life: selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

Yours sincerely,

Miss Hayley Bell
CEO



Amenities and Facilities Terms of Reference

The Amenities & Facilities Committee is responsible for matters relating to all assets owned and/or managed by the Town Council. This includes the town hall, assembly hall and other property owned by the town council, parks and play areas, grounds maintenance, street furniture, public toilets, and all council land/allotments.

1. **Membership** – seven elected Members.

- 1.1 Invited officers and volunteers to enable events to be run, who have will have no voting rights.
- 1.2 No business may be transacted at a meeting unless at least 50% of the whole number of members of the committee, rounded up, are present.
- 1.3 Substitution of Members - Substitutes should be nominated by the Member of the Committee planning to be absent and notified to the Proper Officer in writing by 15:00pm on the day of the meeting.

2. **Delegated Business** – The Committee has the following delegated powers:

- 2.1 To consider and resolve issues relating to the administration and maintenance of the Town Hall, Assembly Hall and all other properties owned by the Town Council, all public owned spaces, play areas, allotments, and the closed churchyard.
- 2.2 To maintain existing bus shelters, street furniture, and CCTV equipment and consider provision of new items where necessary within approved budgets.
- 2.3 To consider the process of redeveloping the Assembly Hall.
- 2.4 To conclude the outstanding works at the King George V Playing Fields and provide updates.
- 2.5 Review all budget lines and monthly accounts for all assets listed, managing relevant budget lines allocated and provide update reports.
- 2.6 To approve expenditure within budget and to refer any requests for expenditure over budget to Full Council.
- 2.7 Have oversight of the asset register and ensure it is regularly updated by the RFO.
- 2.8 Have oversight of the fabric of the buildings and the use of the building and the business case for said use.
- 2.9 To implement any works recommended in the Buildings Condition Surveys Reports.



- 2.10 Setting of fees, terms and conditions of use, and provision of equipment for areas under its control.
- 2.11 Liaison with community organisations which have an interest in recreational facilities in the town.
- 2.12 Vehicles and equipment within the area of its responsibilities and not under the control of any other committee.
- 3. Referred Business: To consider and make recommendations to the Town Council on the following matters:
 - 3.1 Budget estimates, to be prepared no later than October each year and submitted to the RFO.
 - 3.2 Any other matters referred to the Committee by Full Council.
 - 3.3 Any other matters referred to the Committee by Council Working Groups for whom the Committee is the parent Committee.



Agenda

Community Development

- | | |
|---|---------------|
| 1. Apologies | 19.00 – 19.01 |
| To receive and consider acceptance for apologies and absences
(Local Government Act, 1972 s.85) | |
| 2. Declaration of Interests | 19.01 – 19.02 |
| To declare an interest relating to the business of the meeting.
(Melksham Town Council Code of Conduct) | |
| 3. Minutes | 19.02 – 19.05 |
| To approve the minutes of the previous meeting 1 June 2026
(Local Government Act 1972, s. 12) | |
| 4. Public Participation | 19.05 – 19.25 |
| To allow public participation, 3 minutes per person; 20-minute allocation.
(Local Government Act 1972, s. 12) | |
| 5. East of Melksham Lighting | 19.25 -19.40 |
| This item is at the request of the Chair of the Committee.
For verbal update and discussion. | |
| 6. KGV Masterplan | 19.40 -20.15 |
| This item was referred to Asset & Facilities Committee by Full Council of 28 September 2026.
For decision on approval of the Masterplan.
For decision on delegating authority | |
| 7. Operations Manager Report | |
| To receive the report of the Operations Manager. | |
| 7.1 Tractor and Grounds Maintenance Equipment | 20:15 – 20.30 |
| For decision on procurement of a tractor. | |
| 7.2 Items to Note | 20:30 – 20:45 |



To note.

8. Venues Manager Report

To receive the report of the Venues Manager.

8.1 Items to Note

20:45 – 21:00

To note.

9. Confidential Session

For decision.

The following item includes sensitive information regarding commercial discussions which the company has requested remain confidential.

Members are requested to make the following resolution in accordance with the Public Bodies (Admission to Meetings) Act 1960.

In view of the sensitive nature of the business to be transacted, it is advisable in the public interest that the public and press be excluded, and they are instructed to withdraw.

10. Reporting System

21.00 -21.30

To consider the implementation of an online customer reporting system that would:

- Provide customers with updates on the progress of their reports.
- Automatically inform customers of status changes and key updates.
- Offer an internal system for managing work streams and service requests.
- Deliver clear performance data and reporting to support monitoring and decision-making.
- Provide a online system for grant applications and management processes.

Such a system could improve customer communication, streamline internal processes, and enhance reporting capabilities.

MEETING
Full Council

DATE
28/9/26

TITLE
KGV Masterplan

AUTHOR(S)
Hayley Bell

Report





Report to Council: King George V Park Revised Master Plan

Prepared by NVB Studio for Melksham Town Council

1. Executive Summary

This report presents the revised 10-year master plan for King George V Park (KGV), prepared by NVB Studio, and invites Council to determine the next stage. The plan provides a practical, long-term framework for the park, reflecting completed improvements, current community needs, environmental priorities and the Council's ambition to work towards Green Flag status. It should remain a live and flexible document, reviewed and updated throughout the 10-year period as circumstances, priorities, evidence and funding change.

Councillors are asked to determine whether the revised master plan should be adopted. The plan has not yet been costed for delivery. Before any decision on adoption is made, officers must therefore prepare robust capital and ongoing cost estimates, identify potential funding sources, and produce a clear, phased project delivery plan and associated financial plan for the full 10-year period.

2. Background

The original NVB master plan was issued in March 2019 following site surveys, stakeholder engagement and two phases of public consultation. It established a 10–15 year development strategy for the park and was intended to remain a live document capable of responding to changing Council priorities and community needs.

In November 2025, Council approved the appointment of NVB to develop the next stage of the master plan. The brief included an actionable route towards Green Flag recognition, a park fit for the future and alignment with the Council's long-term vision. The programme included a Council walk-round and workshop, preparation of consultation material, public engagement and production of the revised plan.



3. Engagement and Consultation

Initial Council engagement took place in January 2026. NVB then prepared consultation boards and a questionnaire to gather views on priorities and preferred locations for future improvements. Public consultation was promoted from 30 March 2026 for two weeks, with online participation and wider community communication.

Previous Council survey evidence recorded that 66% of respondents used King George V Park most frequently, while 22% would prioritise it over other parks. This supports the need for a clear, transparent and deliverable plan for continued investment. The final consultation analysis should accompany, or be appended to, the published revised master plan.

4. Strategic Context

- Town Plan: supports the commitment to publish a long-term master plan balancing recreation, biodiversity and community use.
- Green Flag: provides a spatial and strategic basis for progressing standards in management, safety, environmental stewardship and community engagement.
- Health and wellbeing: protects and improves a central location for play, informal recreation, parkrun, Park Yoga, events and social connection.
- Accessibility and inclusion: creates a framework for ensuring routes, facilities, information and future projects are welcoming to users of different ages and needs.
- Climate resilience and biodiversity: enables landscape, tree, habitat, drainage and river-edge matters to be considered together.

5. Key Considerations

5.1 Status of the Master Plan

The master plan is an advisory strategic document prepared by NVB Studio for consideration by elected members. It sets out a 10-year framework for King George V Park, rather than a fixed programme of works, and should be reviewed and updated at appropriate points throughout that period to reflect changing Council priorities, community needs, site conditions, funding availability, professional advice and completed projects. Any decision to adopt it belongs to Council collectively and does not transfer responsibility for its content or priorities to officers. No proposal identified in the plan may proceed without a separate

member decision where required, appropriate technical work, procurement, permissions, confirmed funding and an approved budget.

6.2 Planning, Land and Environmental Constraints

King George V Playing Field is protected as public recreational space through Fields in Trust arrangements. Proposals must also respond to flood risk associated with the River Avon and Clackers Brook, existing trees and habitats, access requirements, neighbouring uses and any necessary planning or regulatory consents. Early engagement with relevant bodies will be required as individual projects are developed.

6.3 Operations and Management

Officers will continue to manage the park in accordance with delegated authority, statutory duties, health and safety requirements, approved budgets and operational priorities. The master plan must not restrict reasonable day-to-day decisions or require officers to implement a particular concept where circumstances, evidence, affordability or professional advice indicate that a different approach is appropriate. Any future management plan or action plan should therefore remain capable of review and adjustment.

7. Financial and Resource Implications

The revised 10-year master plan has not yet been costed for delivery. Before Council adopts it, members should receive a clear project plan and financial plan covering the full programme. This should include indicative capital costs, ongoing revenue and maintenance costs, officer capacity, funding options, dependencies, risks, priorities, phasing and decision gateways, together with arrangements for periodic review and updating. In the absence of this work and confirmed budget provision, adoption should be deferred or expressly limited to noting the document for future consideration. Adoption would not authorise expenditure on individual projects, each of which must remain subject to the Council's normal budget, procurement and approval processes.

8. Risks and Mitigations

Risk	Mitigation
Expectations exceed available funding	Publish clear priorities, indicative phasing and decision gateways.



Projects proceed without full technical evidence	Complete surveys, feasibility work and statutory consultation before approval.
Future maintenance is unaffordable	Assess whole-life costs and include revenue provision in each business case.
Environmental, flood or land restrictions delay delivery	Engage relevant authorities and Fields in Trust early and maintain constraints register.
Community confidence is reduced	Publish consultation findings, explain decisions and report progress regularly.

9. Recommendations

Councillors are asked to consider and determine whether:

1. To receive and consider the revised King George V Park master plan prepared by NVB Studio, noting that responsibility for its content remains with the consultant and that the decision to adopt, amend, defer or reject it rests with Council.
2. Before any decision on adoption, to note that the 10-year master plan has not yet been costed for delivery and to require officers to present a clear, phased project delivery plan and financial plan, including estimated capital and ongoing costs, funding options, risks, dependencies, priorities and arrangements for review and updating throughout the 10-year period; if sufficient information or budget provision is not available, adoption should be deferred or the document noted without adoption.
3. If adopted, to confirm that the master plan is a flexible 10-year strategic guide for KGV, to be reviewed and updated throughout its lifespan, that it does not approve individual projects or expenditure, and that officers retain operational discretion while each proposal follows the Council's normal governance, budget and approval processes.

Decision Required

That Council approves the recommendations set out in section 9 of this report.

Introduction

This masterplan has been comissioned as an update to the one created in 2018. The following consultation has been undertaken with the town:

1. Consultation in the park in February 2026
2. Consultatoin in the hub, via a ‘letter box’
3. Consultation publicised on the website and Facebook for an online version of the questionnaires



King George V Park Questionnaire

January

February

March

What are your top 3 improvements for "Improvements Ideas for Larger Areas":

Where do think these improvements should happen in the park – Include as many areas as you would like:

What are your top 3 improvements for "Improvements Ideas for Smaller Areas":

Where do think these improvements should happen in the park – Include as many areas as you would like:

Do you have any comments or ideas for any of these improvements:

Do you have any other comments that you would like the council to hear:

Please post this in the box provided and thank you.

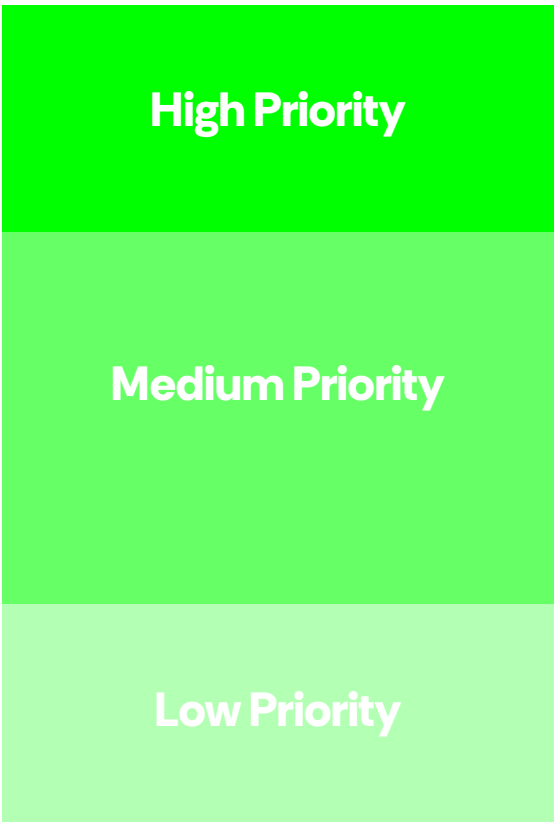
NVR

MELKSHAM Town Council

Use of Consultation

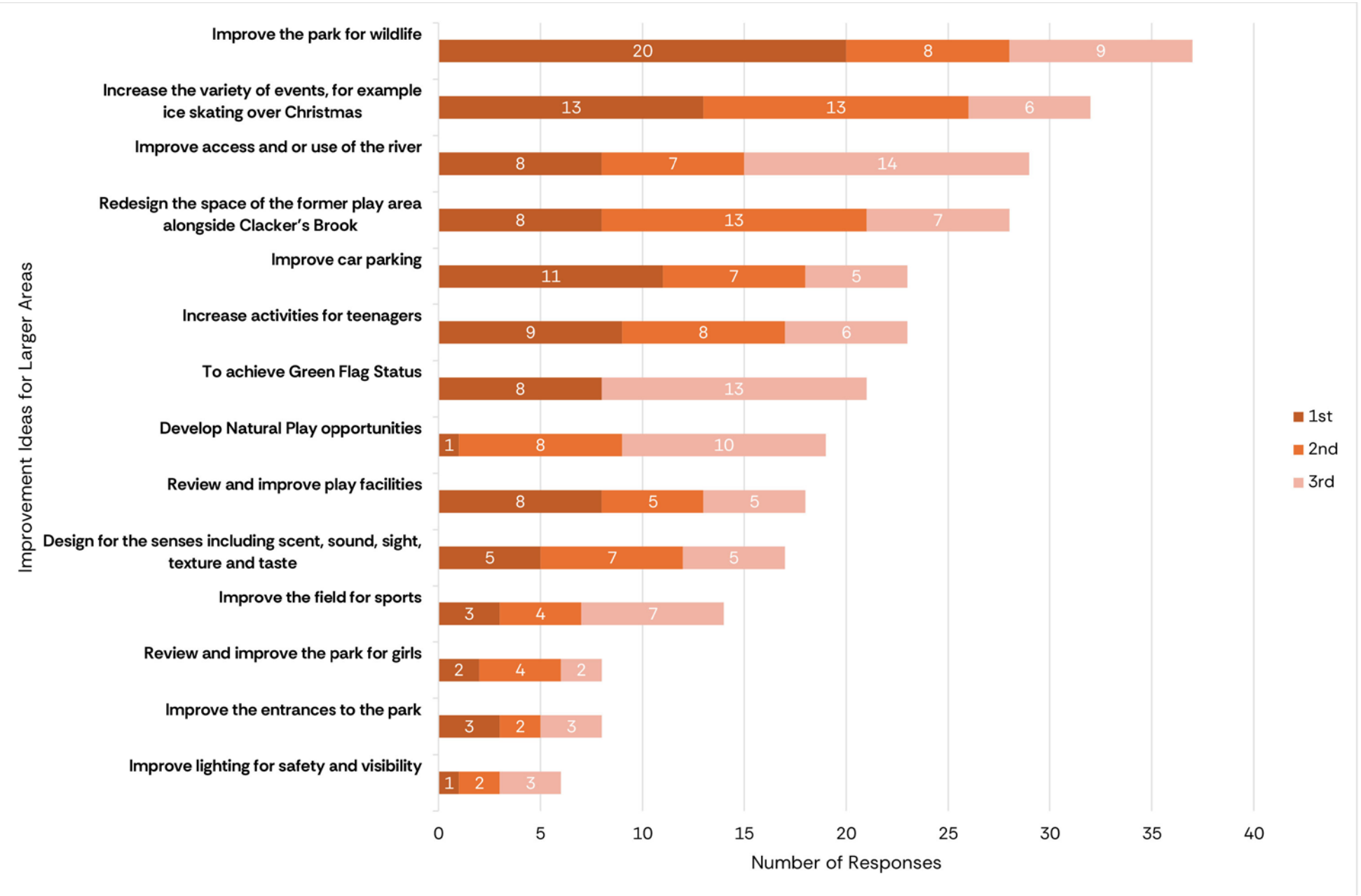
The results of the consultation have been compiled to create the lists below which are intended to be used to prioritise the improvements discussed. There may be some low-cost improvments or funding available for specific types of improvements that enable improvements to be implemented earlier, that might be further down the list. They have been grouped into three groups, based on the numbers of votes as seen here.

These colours are applied to the projects listed on the final two pages.



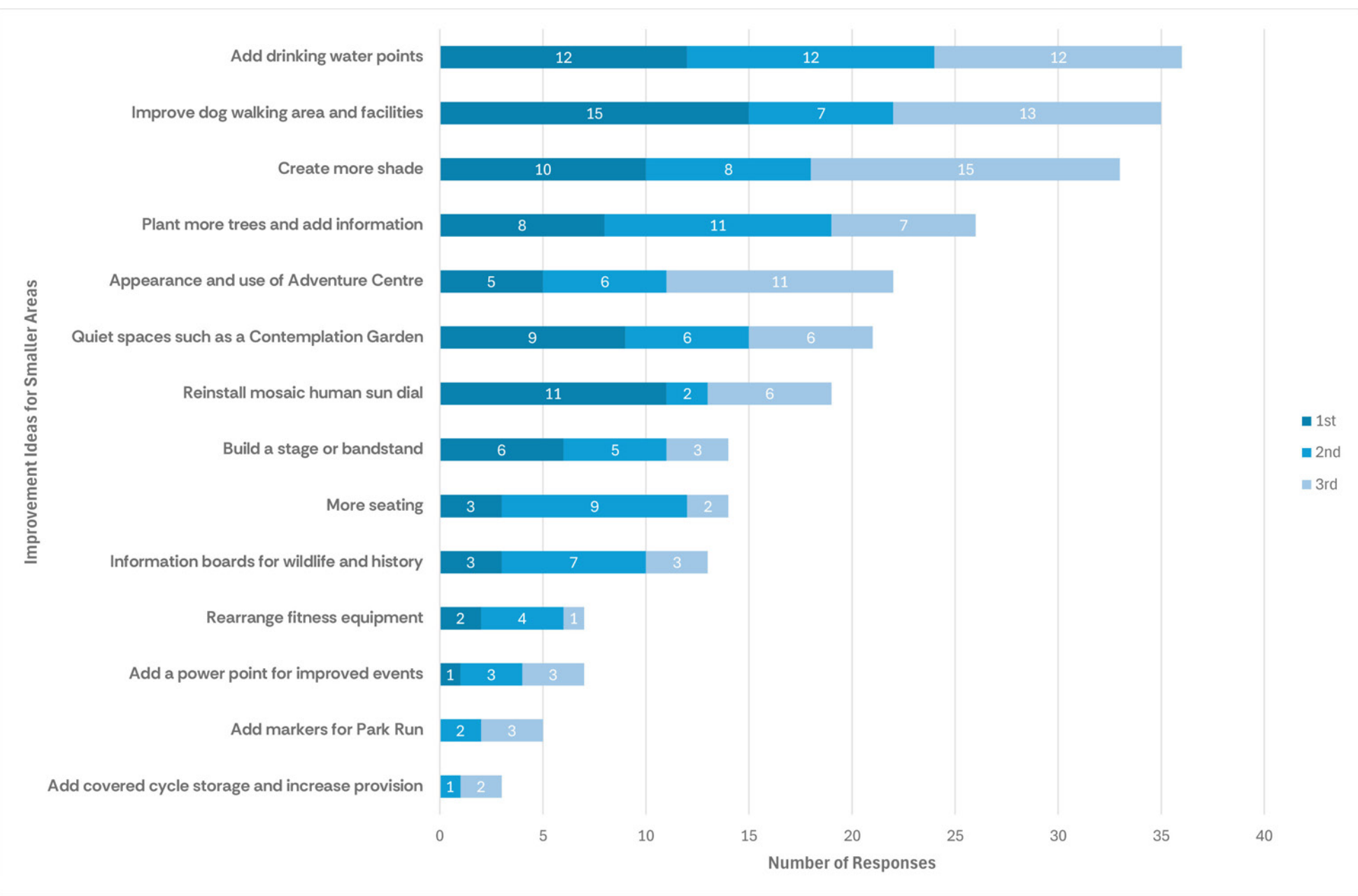
Improvements Ideas for Larger Areas

1. Add drinking water points
2. Improve dog walking area and facilities
3. Create more shade
4. Plant more trees and add information
5. Appearance and use of Adventure Centre
6. Quiet spaces such as a Contemplation Garden
7. Reinstall mosaic human sun dial
8. Build a stage or bandstand
9. More seating
10. Information boards for wildlife and history
11. Rearrange fitness equipment
12. Add a power point for improved events
13. Add markers for Park Run
14. Add covered cycle storage and increase provision



Improvement Ideas for Smaller Areas

1. Improve the park for wildlife
2. Increase the variety of events (for example ice skating over Christmas
3. Improve access and use of the river
4. Redesign the space of the former play area alongside Clacker's Brook
5. Improve car parking
6. Increase activities for teenagers
7. To achieve Green Flag Status
8. Develop Natural Play Opportunities
9. Review and improve play facilities
10. Design for the senses including scent, sound, sight, texture and taste
11. Improve the field for sports
12. Review and improve the park for girls
13. Improve the entrances to the park
14. Improve lighting for safety and visibility



Project Legend

These are listed in order or left to right (west to east) on the plan. The coloured boxes represent the priorities based on the consultation feedback. There are more than one box on projects that address more than one idea.

- 1. Entrances
- 2. Riverside Walk
- 3. Riverside Garden
- 4. Entrance Area
- 5. Reinstall Mosaic Tiles
- 6. Petanques (Boules)
- 7. Tree Planting and Shade
- 8. Teenage Improvements
- 9. Adventure Centre Improvements
- 10. Playing Field Grass Improvements
- 11. Clacker's Brook Wetland Area
- 12. Car Park Improvements
- 13. Bandstand and Additional Events
- 14. Outdoor Gym/ Fitness Equipment
- 15. Drinking Water and Cycle Storage

All of these would contribute to improving the green flag status of the park, so this priority is spread across all 15 projects.



Key

- Primary Entrances
- Secondary Entrances
- Street Signs
- Tree Planting and Shade
- New Paths
- Board-Walks
- New or Re-marked car parking
- Teenage Facilities
- Wetland Areas
- River Platforms
- New Power Connections

Masterplan Projects

King George V Park

1 Entrances

1a Primary Entrances – The existing entrance from Lowbourne is a clear threshold/ gateway. The council proposes to install gateway features at all three main entrances to increase the awareness of the park, sense of arrival by defining the ‘thresholds’ more clearly and to unify the park. Signs directing new visitors to the park are proposed to guide visitors into the park from Bath Road and Lowbourne.

1b Secondary Entrances – These are primarily pedestrian access points that are to have smaller gateway features to reinforce the sense of arrival to the park at the larger number of access points.



Image Credit: TBC

Image Credit: TBC

2 Riverside Walk

To widen and re-surface the existing path for improved access to both the park and the river. This will include benches, platforms for viewing and information boards on nature and history over time.



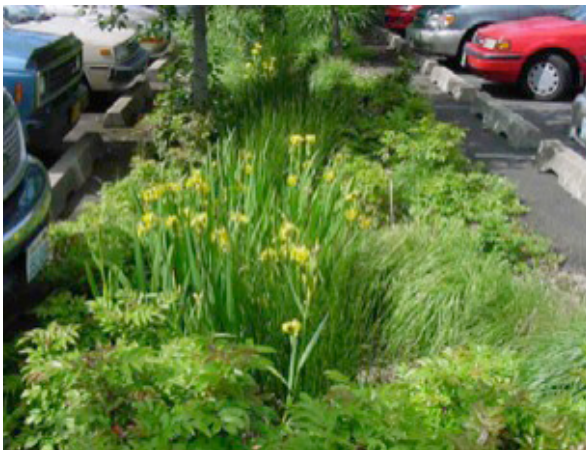
3 Riverside Garden

The area alongside the river is naturally a more quiet area due to the sound of water and less traffic. The space between the Riverside Club and toilets is proposed to be designed as a garden space that can be used for contemplation, to stimulate the senses, meet, talk and be. The council will develop the detailed design of this space with community groups for both design input and to create the garden. This garden is similar to the Sensory Garden that was proposed previously, but the sound of the road is significant which led to the riverside location being considered. The ground is relatively flat, with good access, which would mean it would be accessible to all. It would also bring the park further towards the town centre and reinforce the sense of arrival to the park.



4 Entrance Area

The area next to the toilets is to be improved with the following aspirations. To reinstate some of the car parking to the south of the space, creating a generous and welcoming pedestrian area leading into the park and a number of routes. The additional parking is intended to reduce pressure on the car park accessed from Lowbourne and to improve access to the park. This area would include signs to guide visitors to facilities in the park. Trees and planting within rain gardens would be included to reduce the ‘sea of tarmac’ and reduce flood risk extending the character of a park further and make it a space in its own right.



5 Reinstate Mosaic Tiles

The mosaic tiles that the town created for the human sun dial are currently in storage, having been previously located near entrance on Lowbourne. A number of the tiles were in poor repair when they were recovered, due to exposure to the weather and use (being walked on). To prevent further deterioration of the mosaics they are proposed to be installed on the toilet block, possibly in the areas in white below, so they can’t be walked on, won’t have water freezing and thawing on them, a form of weathering, can be appreciated more whilst improving the appearance of the toilet block, adding to the sense of arrival and pride in the park.



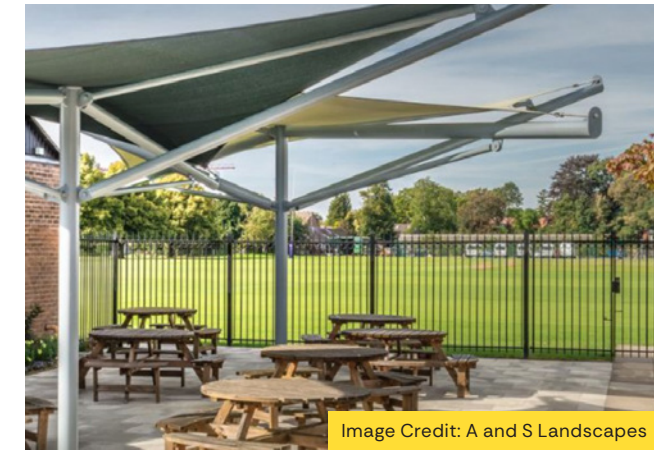
6 Petanques (Boules)

The area beside the toilets is suited to installing a Petanque Piste (Boules Court), which is a low-cost facility, being gravel, that can be used flexibly as needed. Examples of this locally are in Queen’s Square Bath and at NVB’s offices in Frome, where the piste is used for both petanque and many other the events which place tables and chairs, marquees etc. This activity is more quiet and therefore in-keeping with the Riverside Garden and Entrance Area.



7 Tree Planting and Shade

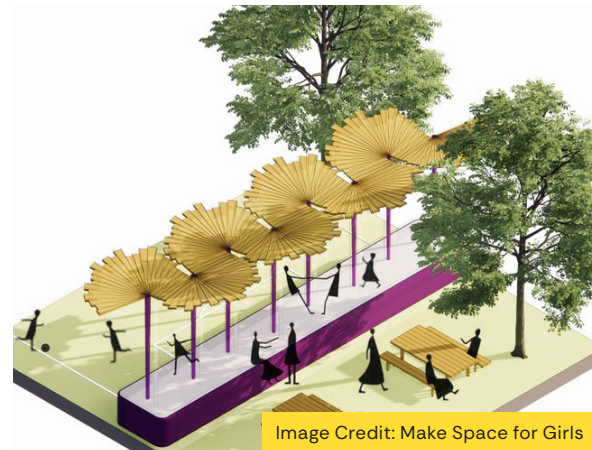
Planting trees around the central playing field in two patterns: A. A natural, informal pattern with groups and individual trees of a mixture of species, including Oak, for greater resilience to climate change and to reinforce the character of the existing trees in the park which are not in formal patterns. These will provide shade over time as well as wildlife value and increase the character of a park; B. A line of trees to continue the Cherry trees planted in the last few years on the southern side of the playing field perimeter path. Canopies may be installed alongside the path next to the play area and splash pad to provide shade instantly.



8 Teenage Improvements

8a. Increased facilities for teenagers, including particular attention to girls with careful consultation.

8b. To build a carefully designed informal games court with terraced seating up the sloping ground with multiple features that reduce the sense of a ‘standard’ court with fences on all sides and formal sport markings to make a truly inclusive space.



9 Adventure Centre Improvements

9A The council will continue to work with the adventure centre to develop the centre into a more vibrant and visually attractive part of the park. This will include seeking funding from external bodies with a focus on community.

9B The council is already working on a Well-Being Space – watch this space!

9C The Adventure Centre is located and designed for access to the river. Access to the river is to be extended in as many ways as the council and town can think of, such as during the Frome and River Festival.



10 Playing Field Grass Improvements

The condition of the central playing field is known to be of low quality. It drains poorly and is uneven. Both of these issues could be improved so that informal sports can take place for more of the year and in more safety and events would benefit with the soil being able to withstand more use and be more ‘flat’ to help temporary facilities to be sited. The types of improvements would be specified by a specialist and could include adding to the soil sand, lime, and/ or nutrients to improve the quality of the grass and drainage characteristics. The existing drainage pipes might need maintenance and areas could be re-graded to create an even surface.

The timing of this work would be undertaken to suit the seasons and annual cycle of events. They would mean areas of the grass would be inaccessible at times for safety for the work itself and to allow grass to establish or recover.

11 Clacker’s Brook Wetland Area

This area floods regularly, which was why the play area was relocated. It is proposed to be re-landscaped to become a wetland area to make a feature of the flooding, helping with flood resilience, improving water quality and the park for wildlife. The flooding affects two paths that cross the space which the council would like to re-build as board-walks, including the path into the town centre that has been collapsing into the brook.

The area would likely have stream and pond-like features dug for water to flow into from the brook when it floods, so that more water is stored to protect areas of the town that are down-stream of the brook. Trees and wetland plants would be planted to increase the value to nature, absorb rainwater and protect the soil from erosion.

11a The area to the west, where the basketball hoop is currently, would be designed for natural and incidental play to introduce children to nature. Whether the space is fenced or simply signed with advice would be determined at detailed design stage to ensure risks are suitably assessed.

11b The dog walking area is proposed to remain in the area of the old play area, but will all the remnants of the play area removed, including the railings. New low fencing could be installed within low-level planting for a more natural appearance. The board-walk would then enclose another side of the space. This part of the wetland area has the larger space that floods less often, so can be used for the majority of the year. Benches, logs over earthworks and other features would likely be included to enrich the space for nature and dogs alike.



12 Car Park Improvements

12a The car park is shared with Rivermead School, although it is the council’s. It would benefit from being reviewed due to its condition and layout. It could be expanded, now that the old maintenance building is no longer there, which would improve the use for the park and school. Hedges, fences and trees would be added to visually separate the car park from the park and create a more clearly defined edge to the park.

12b A new access track would be installed with a no-dig surface to ensure protection of the trees when vehicles need to access the field for events.

13 Bandstand and Additional Events

13a Options for the installation of a permanent bandstand will be explored and reviewed with the town. This will include size, design and location to ensure that it doesn’t impact on other uses. This may require an increase in power supply in the park and could be used as a ‘hub’ for connections for the temporary events as well as for itself.

13b Power connections for events was installed around the eastern and northern sides of the playing field and were planned to be extended to the west. This will increase the functionality for events. Improved provision of services i.e. electric and data to better support the delivery of events and temporary stages



Image Credit: TBC

Image Credit: TBC

14 Outdoor Gym/ Fitness Equipment Rearrangement

The outdoor gym equipment has been a partial success due to arrangement and surfacing. It is proposed to relocate 4 pieces of equipment to create a ‘cluster’ with new surfacing. These images are to illustrate a group-space being used. The existing equipment will be moved.

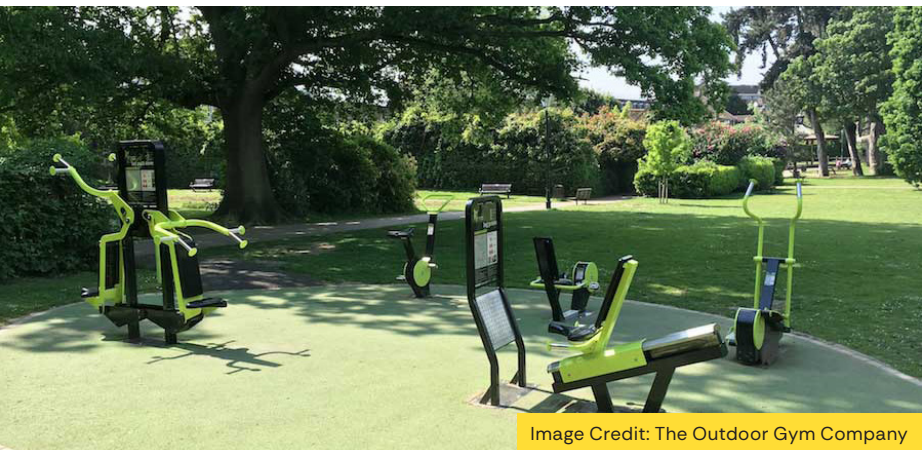


Image Credit: TBC

Image Credit: TBC

15 Drinking Water and Cycle Storage

A new ‘water station’ has been installaed recently. New drinking points and a cycle store will be added over time.

MEETING**DATE**

05/10/26

TITLEOperations Quarterly Report – Quarter 2,
2026/27**AUTHOR(S)**

Operations

Report

melksham-tc.gov.uk/meetings



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Items for decision

Tractor and Grounds-Maintenance Equipment

The principle of increasing the Council's in-house grass-cutting capability has already been considered and approved.

At the Amenities & Facilities Committee meeting held on 17 November 2025, Members unanimously resolved to approve in principle the purchase of a roadworthy mower for use from April 2026. The resolution also recorded that detailed costings and budget implications would be presented through the budget-setting process.

The current work should therefore be viewed as progressing an existing Council resolution rather than introducing a new proposal.

Following further operational assessment, the requirement has developed into a small road-legal tractor or equivalent grounds-maintenance vehicle with an enclosed cab suitable for year-round use, together with a grass-cutting flail and rear-mounted hedge-cutting capability.

Current analysis indicates that work with an approximate value of £14,000 per year, which is presently outsourced to external contractors, could potentially be undertaken directly by the Operations Team using the proposed equipment. The machinery therefore has the potential to operate as an invest-to-save asset while improving operational resilience and reducing dependency on external contractor availability.

Future Football has taken responsibility for the Cornflower Way pitch and has requested that the Council undertake regular grass cutting. Subject to an agreed specification, pricing arrangement, insurance and appropriate contractual controls, this could provide an additional chargeable income stream.

Supplier	Quoted Cost
Iron & Earth	£24,600
Blacktrac	£27,995
Tallut Machinery	£29,025

Town Plan impact

Strongly supports E2.02 – Protect, enhance and maintain community spaces, and E2.17 – Work with partners through the potential Future Football arrangement. Procurement should also consider E2.14 – Work towards carbon neutrality and E2.15 – Transition to electric or low-emission vehicles where practical.

Risk assessments

Full operator and attachment training is required before the equipment enters operational service. Any chargeable service would require an agreed specification, insurance and appropriate contractual controls. The final business case also needs to account for servicing, fuel, tyres, maintenance, depreciation and staff time.

Full financial implications

Capital quotations range from £24,600 to £29,025. Up to approximately £14,000 per annum of work currently outsourced could potentially be undertaken in-house. Potential Future Football grounds-



maintenance income is additional but remains to be agreed. Net benefit must be assessed on whole-life cost, including training, servicing, fuel, insurance, maintenance, tyres, depreciation and staff time.

Specific decision/resolution required

Members are asked to note the Amenities & Facilities Committee resolution of 17 November 2025 approving in principle the purchase of a roadworthy mower, and to support continued development of the whole-life costings, training, operational arrangements and commercial charging arrangements required to implement that previous decision effectively.

Items to note

Allotments

Occupancy across the Council's allotment sites remains strong. Addison Road currently has 14 of 15 plots occupied, Awdry Avenue 21 of 25, Dorset Crescent 4 of 4, Methuen Avenue 54 of 56, Milton Avenue 5 of 5 and Southbrook Road 49 of 56. There are currently 13 applicants waiting for a first plot and three applicants seeking a second plot.

Allotment income for 2025/26 was £4,623 against a target of £6,000. Nine new tenancies were established during Q2, generating £275 in additional rental income, with five further offers outstanding.

At practical full occupancy, taking account of plots that cannot currently be let because of legal or physical constraints, maximum anticipated income is approximately £5,875. The existing £6,000 income target should therefore be reconsidered during future budget setting to ensure that the target reflects the actual lettable estate.

Town Plan impact

E2.18 – Support allotments, maintaining and improving growing spaces that promote healthy lifestyles and community connections.

Risk assessments

The principal issue identified is that legal or physical constraints mean some plots cannot currently be let. Budget assumptions should therefore reflect the practical lettable estate rather than nominal plot numbers.

Full financial implications

2025/26 income was £4,623 against a £6,000 target. Nine Q2 tenancies generated £275 additional rental income, with five offers outstanding. Practical maximum anticipated income is approximately £5,875.

Specific decision/resolution required

Members are asked to note occupancy and income performance and the need to reconsider the £6,000 income target during future budget setting.

Street Bins

Metal bins remain the preferred option for future replacement and new installations. They are easier to clean, more resistant to vermin and provide a better fit with the heritage-style street furniture proposed for the town.

Future procurement should consider purchase cost alongside durability, maintenance requirements and expected service life.

Town Plan impact

E2.16 – Keep Melksham clean and E2.02 – Protect, enhance and maintain community spaces.

Risk assessments

No specific new safety risk is identified in the report. Future specification should account for durability, maintenance requirements and expected service life.

Full financial implications

No quantified cost is identified at this stage. Future procurement should be assessed on purchase cost and whole-life maintenance/service-life considerations.

Specific decision/resolution required

Members are asked to note the preferred specification approach for future bin replacement and new installations.

Bowerhill Depot

A substantial clean-out and reorganisation of Bowerhill Depot has been completed. Waste, redundant material and unwanted items have been removed and operational equipment is now being stored in a more structured manner.

The depot is no longer being used as a staff break area and is now primarily an operational storage facility. This provides clearer separation between storage and staff welfare arrangements and provides a stronger foundation for improved stock, equipment and COSHH management.

Town Plan impact

E2.16 – Keep Melksham clean.

Risk assessments

The completed reorganisation provides a stronger foundation for stock, equipment and COSHH management and clearer separation between operational storage and staff welfare arrangements.

Full financial implications

No quantified financial implication is identified in the quarterly report.

Specific decision/resolution required

Members are asked to note completion of the depot clean-out and reorganisation.

Bus Shelters

A condition survey of the Council's bus shelter estate is scheduled for the beginning of October.

This will provide an updated assessment of condition, damage, repair requirements and future maintenance priorities and will support the development of a preventative maintenance programme.

Town Plan impact

E2.02 – Protect, enhance and maintain community spaces.

Risk assessments

Repair and maintenance priorities will be informed by the condition survey. No quantified risk position is identified before the survey is completed.

Full financial implications

No quantified cost is identified at this stage; the survey will inform future repair and preventative-maintenance requirements.

Specific decision/resolution required

Members are asked to note the planned condition survey and subsequent development of maintenance priorities.

Church Street Public Toilets

Two companies have tendered for works required to return the Church Street toilets to operational use.

In addition to any initial capital works, there would be a significant ongoing revenue commitment. Cleaning has been quoted at approximately £9,125 per year, which would increase the Council's total annual toilet-cleaning expenditure to approximately £39,131.

The experience of Bath Road, Market Place and KGV demonstrates that public toilet provision also creates ongoing repair, vandalism, cleaning and anti-social behaviour costs. Any future decision should therefore consider whole-life operating costs rather than the initial reopening cost in isolation.

Town Plan impact

E2.02 – Protect, enhance and maintain community spaces.

Risk assessments

The report identifies continuing exposure to vandalism, anti-social behaviour, repair and cleaning requirements. Any reopening decision should consider these recurring operational pressures as well as the initial works.

Full financial implications

Cleaning is quoted at approximately £9,125 per annum, which would increase total annual toilet-cleaning expenditure to approximately £39,131. Capital tender costs are not stated in the quarterly report and should be considered alongside whole-life operating costs.

Specific decision/resolution required

Members are asked to note the tender position and the significant ongoing revenue commitment. Any future reopening decision should be based on full capital and whole-life operating costs.

Community Defibrillator and Bleed Kit

A new external defibrillator, cabinet and bleed-control kit are being progressed for installation at the Pig and Whistle.

The building owner has agreed to host the equipment and a contractor has offered to undertake the installation without charge to the Council.

This provides an opportunity to increase emergency medical provision within the town while minimising installation cost.

Town Plan impact

No specific Environment Town Plan objective is identified in the source report; the item supports community emergency medical provision.



Risk assessments

No specific additional risk assessment requirement is identified in the quarterly report. The host location has been agreed and installation is proposed by a contractor.

Full financial implications

The contractor has offered to undertake installation without charge to the Council. Equipment costs are not quantified in the quarterly report.

Specific decision/resolution required

Members are asked to note progress towards installation of the defibrillator, external cabinet and bleed-control kit.

Emergency Planning

A further progress update is required on the Council's Emergency Plan, including responsibilities, key contacts, resources and outstanding actions.

Although there is no direct Environment objective relating specifically to emergency planning, the work supports the wider resilience and governance responsibilities of the Council.

Town Plan impact

No direct Environment objective is identified; the work supports wider Council resilience and governance responsibilities.

Risk assessments

The outstanding requirement is to confirm responsibilities, key contacts, resources and remaining actions within the Emergency Plan.

Full financial implications

No quantified financial implication is identified in the quarterly report.

Specific decision/resolution required

Members are asked to note that a further progress update on the Emergency Plan is required.

Future Football – Cornflower Way

Future Football has taken responsibility for the pitch and associated outbuilding at Cornflower Way and has requested that the Council undertake fortnightly mowing during the playing season.

This creates an opportunity to develop a formal grounds-maintenance arrangement. With suitable machinery, resources and an agreed charging structure, the Council could potentially provide the service on a commercial basis.

This would improve utilisation of Council-owned machinery while providing a potential additional revenue stream.

Town Plan impact

E2.17 – Work with partners and E2.02 – Protect, enhance and maintain community spaces.

Risk assessments

Any service arrangement depends on suitable machinery and resources and should be supported by an agreed specification, pricing arrangement, insurance and appropriate contractual controls.

Full financial implications

Potential grounds-maintenance income is to be agreed. The opportunity forms part of the wider business case for grounds-maintenance machinery.

Specific decision/resolution required

Members are asked to note the potential commercial grounds-maintenance arrangement and that detailed terms and charging remain to be agreed.

Hazelwood Park

The renovation of Hazelwood Park is approaching completion.

Further improvements include relocating bins to more accessible locations and updating signage in line with the new Council standard.

The project represents a significant improvement to the condition, safety and presentation of the park.

Town Plan impact

E2.02 – Protect, enhance and maintain community spaces and E2.12 – Improve our play parks.

Risk assessments

The report identifies the works as improving the condition, safety and presentation of the park. No additional quantified risk issue is stated.

Full financial implications

No quantified financial implication is identified in the quarterly report.

Specific decision/resolution required

Members are asked to note progress towards completion of the Hazelwood Park renovation.

King George V Playing Field Master Plan

Development of the wider KGV Master Plan remains an important strategic project.

Future work should identify priority improvements, delivery phases, indicative costs, funding opportunities and outcomes relating to recreation, accessibility, biodiversity and community use.

The Amenities & Facilities Committee had already resolved in November 2025 to instruct NVB Architects to evaluate progress and prepare the next development phase.

Town Plan impact

E2.01 – Publish a master plan for King George V Park, balancing recreation, biodiversity and community use. The Master Plan also provides an important route towards E2.04 – Achieve Green Flag status.



Risk assessments

The next development phase needs clear priorities, phased delivery, indicative costs and funding opportunities, while balancing recreation, accessibility, biodiversity and community use.

Full financial implications

Indicative costs and funding opportunities are to be identified through the next phase; no figures are stated in the quarterly report.

Specific decision/resolution required

Members are asked to note the strategic status of the KGV Master Plan and the previous instruction to NVB Architects to evaluate progress and prepare the next development phase.

King George V Playing Field Boundary Fencing

Vegetation and brambles have been cleared from the KGV fence line, improving access and enabling the condition of the railings to be assessed.

The next phase involves straightening and repairing damaged sections, followed by surface preparation before repainting.

The proposed black-and-gold finish should be progressed following completion of the repair and preparation work to maximise the durability of the final finish.

Town Plan impact

E2.02 – Protect, enhance and maintain community spaces and supporting delivery of E2.04 – Achieve Green Flag status.

Risk assessments

Repairs and surface preparation should be completed before repainting so that damaged sections are addressed and the final finish is durable.

Full financial implications

No quantified financial implication is identified in the quarterly report.

Specific decision/resolution required

Members are asked to note progress and the proposed repair, preparation and repainting sequence.

River Avon Lifesaving Equipment

Lifesaving equipment has now been installed at three locations along the River Avon within KGV and at a further location on Millennium Walk towards Centenary Bridge.

The equipment has been registered so that emergency service operators can provide callers with the required location and access information. Routine monitoring and maintenance responsibilities currently sit with the Adventure Centre.

The installation provides an important improvement to water safety around an increasingly used recreational area.

Town Plan impact

E2.20 – Celebrate the natural beauty of the River Avon, E2.17 – Work with partners and E2.02 – Protect, enhance and maintain community spaces.

Risk assessments

The equipment has been registered for emergency-service location and access information. Routine monitoring and maintenance responsibilities currently sit with the Adventure Centre.

Full financial implications

No quantified financial implication is identified in the quarterly report.

Specific decision/resolution required

Members are asked to note completion of the lifesaving-equipment installations and the current monitoring arrangements.

Vandalism and Anti-Social Behaviour

A number of incidents have been recorded during the quarter affecting the skate park, Hazelwood Road, Market Place, the Adventure Centre and Bath Road toilets.

Incidents include graffiti, damage to infrastructure, plants being removed from displays and significant damage to public facilities.

Repeated incidents create additional repair costs, contractor expenditure and staff resource requirements. Reporting and evidence gathering will continue to support the Council's response and liaison with relevant agencies.

Town Plan impact

E2.02 – Protect, enhance and maintain community spaces and E2.16 – Keep Melksham clean.

Risk assessments

Repeated vandalism and anti-social behaviour continue to damage public assets and create additional operational demand. Reporting and evidence gathering will continue to support liaison with relevant agencies.

Full financial implications

Additional repair, contractor and staff costs are being incurred, but the quarterly report does not quantify the total impact.

Specific decision/resolution required

Members are asked to note the continuing operational and financial pressures associated with vandalism and anti-social behaviour.

Date	Issue	Location	Police reference	Status	Notes
28/07/2026	vandalism	skate park	54260091385	open	broken park fence



01/08/2026	grafitti	Hazelwood rd	54260094281	Closed	spray paint on bins
05/08/2026	damage	market place	54260094540	open	plants pulled out of troughs
17/08/2026	grafitti	Adventure centre	54260099897	open	graffitti on adventure centre
23/08/2026	grafitti	Bath road toilets	54260102509	open	Graffiti in bathroad toilets
05/09/2026	damage	skate park	54260112327	open	Stone smashed on park
21/09/2026	damage	Bath Road Toilets	54260114536	open	toilet door ripped off and damaged

Bath Road Public Toilets

One steel/electric cubicle door has been pulled away from the building. The manufacturer is being contacted to assess the damage and provide a repair quotation.

This represents further unplanned expenditure arising from vandalism and reinforces the need to consider resilience and vandal-resistant construction when future facilities are specified.

Town Plan impact

E2.02 – Protect, enhance and maintain community spaces.

Risk assessments

The damaged door requires manufacturer assessment. Future facility specifications should consider resilience and vandal-resistant construction.

Full financial implications

Repair cost is unplanned and a manufacturer quotation is awaited.

Specific decision/resolution required

Members are asked to note the damage, pending repair quotation and continuing vandalism-related cost pressure.

KGV Eco Toilets

The Eco Toilets remain operational. However, there have been instances where individuals have slept within the facilities overnight, preventing the cleaning contractor from undertaking scheduled cleaning while the Council continues to incur the associated charge.

The situation will continue to be monitored because it affects cleanliness, accessibility and value for money.

Town Plan impact

E2.02 – Protect, enhance and maintain community spaces and E2.16 – Keep Melksham clean.

Risk assessments

Overnight occupation is affecting cleanliness and accessibility and can prevent the cleaning contractor from completing scheduled work.

Full financial implications

The Council continues to incur the scheduled cleaning charge when cleaning cannot be completed; the amount attributable to this issue is not quantified in the report.

Specific decision/resolution required

Members are asked to note the continuing monitoring of the KGV Eco Toilets.

Market Place Toilets

The Market Place toilets remain out of service because of a roof defect allowing water to enter the area of the electrical distribution equipment.

There is a foreseeable risk that electrical protection could trip while the facility is occupied, resulting in loss of lighting and potentially affecting safe exit. The facility should therefore remain closed until the defect has been satisfactorily repaired.

Prior to closure, the facility had also experienced repeated overnight occupation and reported illegal activity.

Town Plan impact

E2.02 – Protect, enhance and maintain community spaces.

Risk assessments

Water ingress is affecting the area of the electrical distribution equipment. There is a foreseeable risk of electrical protection tripping and loss of lighting while occupied, potentially affecting safe exit. The facility should remain closed until the defect is satisfactorily repaired.

Full financial implications

Repair cost is not quantified in the quarterly report. The closure also sits within the wider financial pressure associated with the public toilet estate.

Specific decision/resolution required

Members are asked to note that the facility remains closed pending satisfactory repair of the roof defect.

Speed Indicator Devices

Replacement batteries for the Council's existing Speed Indicator Devices have been quoted at £959.75 excluding carriage.

An alternative quotation of approximately £16,487 has been obtained to replace the six current units with solar-powered alternatives.

The whole-life cost of continued battery replacement should be assessed against a potential phased transition to solar-powered units.

Town Plan impact

E2.14 – Work towards carbon neutrality.

Risk assessments

The key decision risk is committing expenditure without comparing the whole-life cost of continued battery replacement against a phased move to solar-powered units.

Full financial implications

Replacement batteries are quoted at £959.75 excluding carriage. Replacing all six units with solar-powered alternatives is quoted at approximately £16,487.

Specific decision/resolution required

Members are asked to note the quotations and the need for a whole-life cost comparison before determining the future replacement approach.

Speedwell Park

Replacement of the existing fence line with metal bow-top fencing remains planned.

The work was originally scheduled to start on 7 September but has been delayed because of manufacturing delays.

A revised programme will be required once material availability has been confirmed.

Town Plan impact

E2.12 – Improve our play parks and E2.02 – Protect, enhance and maintain community spaces.

Risk assessments

Delivery is currently affected by manufacturing delays. A revised programme is required once material availability is confirmed.

Full financial implications

No revised financial implication is identified in the quarterly report.

Specific decision/resolution required

Members are asked to note the delay and requirement for a revised programme.

Park Signage

A review of signage across Council-managed parks is underway.

The intention is to consolidate signage where practical, reduce unnecessary posts and establish a consistent standard across Council-managed public spaces.

The approach should reduce visual clutter while providing clearer and more consistent information to users.



Town Plan impact

E2.02 – Protect, enhance and maintain community spaces.

Risk assessments

The review is intended to improve clarity and consistency while reducing unnecessary posts and visual clutter.

Full financial implications

No quantified financial implication is identified in the quarterly report.

Specific decision/resolution required

Members are asked to note the ongoing signage review and proposed consistent standard.

Skate Park

The skate park continues to experience vandalism and anti-social behaviour.

The Amenities Team has increased cleaning and monitoring, while the skate park manufacturer has attended site to assess damage to the concrete structure. A repair quotation remains outstanding.

Continued monitoring is required to establish the financial impact of recurring damage and whether additional preventative measures are proportionate.

Town Plan impact

E2.12 – Improve our play parks and E2.02 – Protect, enhance and maintain community spaces.

Risk assessments

Damage to the concrete structure has been assessed by the manufacturer. Cleaning and monitoring have been increased and the proportionality of further preventative measures will be considered against recurring damage.

Full financial implications

A repair quotation remains outstanding. Continued monitoring is required to establish the financial impact of recurring damage.

Specific decision/resolution required

Members are asked to note the continuing vandalism/anti-social behaviour issues and pending repair quotation.

Splash Pad – Summer Review

The Splash Pad operated successfully during the summer season and there is currently no identified operational reason why the facility should not operate successfully next year.

The current operating model includes an Amenities Team member being present within KGV during operating hours. This provides a rapid response to plant or operational issues while allowing cleaning and other park-based duties to be completed.

The operating model is proposed to continue.

Town Plan impact

E2.02 – Protect, enhance and maintain community spaces and E2.04 – Achieve Green Flag status.

Risk assessments

The current operating model provides a rapid response to plant or operational issues through an Amenities Team presence within KGV during operating hours.

Full financial implications

No specific additional financial implication is quantified in the quarterly report for continuing the current operating model.

Specific decision/resolution required

Members are asked to note the successful summer operation and the proposal to continue the current operating model.

Uniform and PPE

Summer uniform has been issued to operational staff. Quality issues have been identified with some polo shirts and discussions continue with the supplier regarding replacement.

Winter and wet-weather clothing will also need to be procured to ensure employees undertaking outdoor work have suitable protection during adverse conditions.

This is primarily an operational health, safety and workforce requirement rather than a specific Environment Town Plan deliverable.

Town Plan impact

No specific Environment Town Plan deliverable is identified; this is primarily an operational health, safety and workforce requirement.

Risk assessments

Winter and wet-weather clothing is required so employees undertaking outdoor work have suitable protection during adverse conditions. Quality issues with some polo shirts remain under discussion with the supplier.

Full financial implications

Winter uniform/PPE cost is to be confirmed. Replacement discussions are ongoing regarding defective polo shirts.

Specific decision/resolution required

Members are asked to note the uniform quality issue and the requirement to procure winter and wet-weather clothing.

Watering and Hanging Baskets

The summer watering arrangements should now be reviewed as part of the development of the seasonal planting programme.



Future planning should consider drought resilience, reservoir planters, appropriate species selection and opportunities to reduce water consumption and staff time while maintaining an attractive town centre.

Town Plan impact

E2.03 – Adopt a seasonal planting scheme.

Risk assessments

Future planning should account for drought resilience and opportunities to reduce water consumption and staff time while maintaining the town-centre display.

Full financial implications

No quantified figure is identified. The review is intended to identify opportunities to reduce water use and staff time.

Specific decision/resolution required

Members are asked to note that summer watering arrangements will be reviewed through the seasonal planting programme.

Winter Operational Programme

The next quarter will see the Amenities Team move into its winter operational programme.

Work should include preventative maintenance, vegetation management, asset inspections, repairs, equipment servicing, public-space cleaning and preparation for the following spring and summer period.

The quieter seasonal period also provides an opportunity to undertake improvement projects that are more difficult to complete during peak summer operations.

Town Plan impact

E2.02 – Protect, enhance and maintain community spaces and E2.16 – Keep Melksham clean.

Risk assessments

The programme is intended to address preventative maintenance, inspections, repairs and equipment servicing during the quieter seasonal period.

Full financial implications

No quantified financial implication is identified in the quarterly report.

Specific decision/resolution required

Members are asked to note the planned winter operational programme.

Financial and Resource Position

The main known and emerging financial matters identified through the quarter are summarised below.

The grounds-maintenance machinery is particularly important from a medium-term financial perspective.

The November 2025 resolution established the principle of purchasing a roadworthy mower, while the current work is establishing the specification and business case needed to deliver that decision effectively.

The combination of potentially reducing approximately £14,000 of annual outsourced expenditure and creating an additional grounds-maintenance income stream means that the proposal should be assessed on its net whole-life financial benefit rather than purchase cost alone.

Item	Current Position
Church Street toilet cleaning	£9,125 per annum
Total toilet cleaning if Church Street reopens	Approx. £39,131 per annum
SID replacement batteries	£959.75 plus carriage
Six solar SID replacements	£16,487
Tractor / mower and attachments	£24,600
Potential reduction in currently outsourced grounds work	Up to approx. £14,000 per annum
Potential Future Football grounds-maintenance income	To be agreed
Skate park repairs	Awaiting quotation
Winter uniform / PPE	To be confirmed

Town Plan Delivery

Operational activity during the quarter demonstrates measurable progress against several environmental commitments within the adopted Town Plan.

There is particularly strong alignment with E2.02 – Protect, enhance and maintain community spaces, through the work undertaken across parks, public facilities and Council-managed assets.

Hazelwood Park, Speedwell Park and the skate park contribute towards E2.12 – Improve our play parks. Depot improvements, public-space cleaning, bin provision and appropriate disposal of hazardous waste contribute towards E2.16 – Keep Melksham clean. Future Football and the river safety arrangements support E2.17 – Work with partners.

Management of the allotment estate contributes directly towards E2.18 – Support allotments, while river safety and management work contribute towards E2.20 – Celebrate the natural beauty of the River Avon. Developing workstreams provide a route towards delivering E2.01 – KGV Master Plan, E2.03 – Seasonal Planting, E2.04 – Green Flag status, E2.14 – Carbon Neutrality and E2.15 – Transition to electric or low-emission vehicles.

The Town Plan itself establishes that actions are to be monitored and progress reported, with KPIs used to provide meaningful insight into delivery. This quarterly reporting approach provides a mechanism for demonstrating that link between operational delivery and the Council's strategic objectives.

Town Plan impact

This section provides the consolidated Town Plan alignment for the quarter, particularly E2.01, E2.02, E2.03, E2.04, E2.12, E2.14, E2.15, E2.16, E2.17, E2.18 and E2.20.

Risk assessments

No separate operational risk is identified in this summary section; individual workstream risks are set out under the relevant items above.

Full financial implications

No separate financial implication is identified in this summary section; individual costs and budget pressures are set out under the relevant items and in the Financial and Resource Position.



Specific decision/resolution required

Members are asked to note the operational progress achieved during the quarter and its contribution towards delivery of the Town Plan 2026–2029.

Priorities for the Next Quarter

The next operational period will focus on completing the bus shelter condition survey, progressing decisions regarding the public toilet estate, completing the remaining Hazelwood Park works, obtaining revised timescales for Speedwell Park, continuing improvement works at KGV and progressing development of the KGV Master Plan and Green Flag programme.

Further priorities include completion of hazardous chemical disposal, assessment of skate park repair costs, development of the seasonal planting programme, winter maintenance planning and progression of the grounds-maintenance machinery procurement in accordance with the November 2025 resolution.

Particular focus will continue to be placed on opportunities to increase internal capability, reduce reliance on external contractors, improve asset utilisation and deliver measurable value for money.

MEETING
Assets and Facilities

DATE
05/10/2026

TITLE
Venues Report

AUTHOR(S)
Venues Manager

Report





Items to note

1. Purpose of Report

To provide Members with an overview of all venue operations, including event management, staffing, maintenance, policies, accessibility, marketing, community engagement, and partnerships.

2. Background

Melksham Town Council manages multiple venues across the town for events, meetings, and community activities. This report updates Members on venue usage, ticketing, staffing, maintenance, and associated operational matters.

3. Current Activity / Update (Venues & Operations)

Since the previous report, work has focused on increasing use of the venues, strengthening the events programme and improving the experience of customers, hirers and promoters. Progress has also been made in supporting community activity, expanding local supplier relationships and improving operational systems. As bookings and attendance grow, attention is also being given to the staffing capacity and investment in facilities needed to sustain this progress.

Booking Comparison

Date	Bookings	Income
1 st April 2025-31 st August 2025	94	£20,350
1 st April 2026-31 st August 2026	109	£23,839.10

The comparison table shows positive year-on-year growth for the period 1 April to 31 August. Bookings increased from 94 in 2025 to 109 in 2026, an increase of 15 bookings, or approximately 16%. Income also rose from £20,350 to £23,839.10, an increase of £3,489.10, or approximately 17%. This reflects a stronger position for the venues across both usage and income generation.

It is important to recognise that the majority of bookings contributing to the 2025–26 figures were historical bookings already in place. Credit should therefore be given to the previous management team for establishing and maintaining the forward booking programme that has supported this growth.

The impact of the newer promoter relationships and additional bookings now being developed is expected to become more visible from January 2027 onwards. As these relationships convert

into confirmed events and repeat bookings, they should begin to show more clearly in future comparison data and support continued growth in the venue programme.

Maximise use of our venues

V.6.01 Maximise Use of Our Venues

V.6.05 Support Community Use

V.6.08 Embed Continuous Improvement

F.7.03 Deliver Value for Money

F.7.05 Generate Sustainable Income

F.7.09 Improve Cost Effectiveness

Maximising the use of our venues has been a key focus of the venues team, both in terms of increasing income opportunities and ensuring that the spaces are being used as effectively as possible across the week. This includes looking carefully at gaps in the programme, identifying where existing bookings can be built around, and ensuring that staff time, hall availability, and customer demand are aligned in a way that supports the long-term sustainability of the venues. The following areas show some of the practical steps being taken to make better use of the Assembly Hall and wider venue offer.

From October 2026 we will be launching a regular quiz night on the 1st and 3rd Tuesday of each month. This has been planned to make better use of hall time on evenings where an existing booking finishes in the early evening, allowing the venue to remain active rather than losing the remainder of the evening. It also means staff time can be used more effectively, with the team already in place able to support a further income-generating activity. A trial quiz night held in July was well received by customers, and making this a regular fixture will help grow the audience, maintain momentum, and establish another consistent reason for people to use the Assembly Hall.

We are also expanding the number and range of promoters that we are working with. This is an important strand of the venue's growth, as we are now building relationships with serious promoters who regularly tour shows into venues with far larger capacities than ours. Securing these relationships demonstrates the value and potential of the Assembly Hall and shows that we are achieving a great deal in attracting professional touring activity to the town. As these partnerships develop, they will help grow our reputation within the wider events industry, provide confidence to other promoters considering Melksham, and support the long-term ambition of positioning the Assembly Hall as a credible and reliable venue for high-quality touring work. (

Alongside this, we are continuing to see positive growth in community bookings. New activity includes charity fundraisers, a three-day games competition already booked for 2028, and the

successful September 2026 booking by Melksham Music and Drama group, who performed *Legally Blonde* across three nights. These bookings demonstrate the continuing role of the venues as community assets, while also showing that there is confidence in the Assembly Hall as a location for larger-scale local productions and events.

A key part of maximising venue use is developing the daytime programme, particularly through matinee performances that make better use of the Assembly Hall outside the traditional evening and weekend slots. Work is underway with promoters, including Sandzy Entertainment, to identify suitable shows that can attract daytime audiences and broaden the overall programme. A significant example of this progress is securing the return of tribute act *The Carpenters Experience* for a matinee performance in 2027. The show regularly sells out theatres with capacities of more than 500 seats, so bringing it back to Melksham in a daytime slot represents a major achievement and demonstrates the growing confidence promoters have in the Assembly Hall's potential across different time slots.

The strength of the forward programme is also demonstrated by the limited availability now remaining for peak weekend dates in 2027. At the time of writing, only five Fridays and six Saturdays remain available for bookings in the Assembly Hall. This is a strong indicator of programming success, showing that the venue is attracting sustained demand from promoters, community hirers and event organisers. A well-filled weekend programme provides greater certainty around income, supports more consistent footfall, and reinforces the Assembly Hall's position as an active and increasingly sought-after venue.

Town Hall bookings are also performing strongly, with the venue having already achieved 75.8% income target for the year. Work is now underway to explore and promote the Town Hall more actively as a flexible venue for parties, gatherings and meetings, while it continues to be hired regularly by the NHS. There is also increasing interest from community groups, suggesting further potential to widen use of the space and build a more consistent programme of activity alongside the existing Assembly Hall offer.

Deliver a diverse events programme

V.6.02 and C.1.09, V.6.01 Maximise Use of Our Venues

V.6.05 Support Community Use

F.7.03 Deliver Value for Money

F.7.05 Generate Sustainable Income

F.7.09 Improve Cost Effectiveness

The current programme demonstrates the breadth of activity now being developed for the Assembly Hall and shows a clear movement towards a more diverse, balanced, and sustainable events offer, whilst also keeping the community at the heart of the venue.

The work outlined in the previous section of this report to maximise use of the venue helps give a flavour of the diversity of programming, with the programme now combining regular activity uses such as Car Club, Dance Clubs and Film Clubs, professional touring shows, tribute acts, family-friendly activity, local productions, fundraisers, and specialist events.

Our current event listings reflect this range, with examples including quiz nights, established tribute shows such as Pink Floyd, Dire Straits, The Beatles and ELO productions, alongside the wider community and locally-led bookings referenced elsewhere in this report. With high profile original artists such as John Lydon, Del Amitri, Phil Daniels and G4 showing our venue is becoming established and delivering a new type of event to the hall.

This mix is important because it provides different routes into the venue for different audiences, helps reduce reliance on any single type of event, and supports the ambition of making the Assembly Hall a venue that feels active, relevant, and accessible to a broad cross-section of the community.

Maintain welcoming and accessible venues

V.6.03 and C.1.10

V.6.01 Maximise Use of Our Venues

V.6.05 Support Community Use

V.6.06 Enhance Facilities and Presentation

Maintaining welcoming and accessible venues is not only about ensuring that the buildings are functional, but also about making sure that customers, hirers, performers and visitors feel that the spaces are cared for, professional, and suitable for the wide range of activity now taking place. As the programme continues to diversify and usage increases, the presentation of the venues and the quality of the customer experience become increasingly important to how the Assembly Hall is viewed by the public and by potential future bookers.

Refurbishment plans are therefore being developed for the lounge area, including repainting and the installation of new flooring. These improvements will help refresh one of the key customer-facing areas of the venue and ensure that it better reflects the standard of service and activity we are aiming to deliver. Alongside this, we are also exploring plans to clad the bar to give it a more modern and professional appearance, improving the overall feel of the venue for customers attending events and for hirers using the space.

It is also important to recognise the customer service being delivered by our Venues Assistants. Feedback received from customers and hirers has been positive, with the team often playing a key role in how people experience the venue from arrival through to the end of an event. Their work supports the practical delivery of events, but also helps create the welcoming atmosphere that encourages repeat bookings, positive word of mouth, and confidence in the Assembly Hall as a venue that is both professionally managed and community focused.

This positive customer experience is also being reflected from a promoter perspective. Promoters who have visited the venue and delivered successful shows are often following up their initial booking with one or more further bookings for the following year. This is a strong indication of client satisfaction, as promoters are choosing to return having experienced the venue, the support provided by the team, and the way their events are delivered. Building this confidence is important for the long-term growth of the Assembly Hall, as repeat promoter bookings help strengthen relationships, provide more stability in the forward programme, and further reinforce the venue's growing reputation within the live events sector.

Improve venue marketing

6.04 Improve Venue Marketing

Work has continued to improve the venues' marketing approach, with particular focus on making social media posting more consistent, planned, and targeted. Rather than relying only on occasional event announcements, the strategy is now moving towards a more active programme of promotion, using a mix of event highlights, reminders, audience-focused posts, and wider venue messaging to build awareness of what is taking place at the Assembly Hall. This supports the wider aim of presenting the venue as active, varied, and relevant to a broad range of audiences.

We are also very pleased with the relationship we have with *Melksham Independent News*. Their support in helping to promote the venue and its programme is greatly appreciated, and it has been valuable to have a local publication willing to engage positively with the work being done to grow audiences and raise awareness of events. This relationship is important not only for marketing individual shows, but also for strengthening the profile of the Assembly Hall within the local community.

The Communications Officer is also working with the Venues team to explore improvements to the Assembly Hall website. The aim is to make the site more user friendly, functional and accessible for customers, promoters and hirers, while retaining the easy-edit functions that allow the team to keep event information, hire details and promotional content up to date. This will support a more professional digital presence and make it easier for people to find information, book tickets and understand what the venues can offer.

The developing marketing strategy is beginning to show clear signs of working. In the month following my joining the organisation, 645 tickets were sold. By comparison, in the most recent monthly data available at the time of writing this report, August, 976 tickets were sold. This represents an increase of approximately 51.3%, which is a significant uplift and demonstrates the impact of a more focused approach to programming, promotion, and audience engagement.

Securing an increasing number of high-profile acts is expected to support sustained growth across the Assembly Hall's programme. Alongside their direct contribution to ticket sales, these bookings raise the venue's profile, attract new audiences and extend the reach of marketing

activity, generating wider benefits for other shows. Increased awareness of the programme, supported by positive visitor experiences, can encourage repeat attendance and greater interest in less-established acts. This approach strengthens the Assembly Hall's reputation as an entertainment venue and supports audience development and revenue growth across the programme.

Support community use

V.6.05 Support Community Use

We are continuing to promote the community hire rate to ensure that the Assembly Hall remains an affordable option for local residents and organisations. This is helping to attract more birthday party bookings, local meetings and other community activity, with the reduced rate making use of the venue financially accessible to a wider range of hirers. These bookings make an important contribution to the use of the building and demonstrate the direct benefit that the Council's community pricing provides to the town.

The Community Officer's film programme continues to provide activities on Thursdays during the school holidays. This gives families a regular opportunity to visit the Assembly Hall and introduces the venue to residents who may not otherwise attend our events. Working together across teams in this way helps ensure that the programme reflects the needs of the community alongside the commercial activity taking place.

We are also seeing a growing number of individuals and organisations wishing to use the venue for local charity fundraisers. As referenced earlier in this report, this is becoming an increasingly important part of the programme. Providing an affordable and professionally supported space helps local organisers deliver these events and retain more of the funds raised for their chosen causes.

Enhance facilities and presentation

V.6.06 Enhance Facilities and Presentation

V.6.08 Embed Continuous Improvement

V.6.09 Make Use of External Areas

The introduction of the new till and card payment system has been successful, enabling quicker service and providing the team with better tools to manage and monitor bar stock. Improved visibility of sales and stock movements supports more informed ordering and greater control over the bar operation, which is particularly important as the number and capacity of events increase.

The new card readers also provide greater transparency for customers, with a customer-facing screen displaying an overview of their order and the amount payable. This allows customers to check their purchases before completing payment and provides a clearer experience at the bar.

Alongside these operational improvements, the refurbishment work outlined earlier in this report remains an important part of improving the venue's presentation. The proposed repainting and new flooring in the lounge, together with the plans to improve the appearance of the bar, will help bring these areas closer to the standard expected by customers, hirers and promoters.

A forthcoming Halloween booking will also provide an opportunity to showcase the Assembly Hall in a different format, with the promoter planning a substantial room dressing, including the installation of temporary draping within the hall. The promoter has confirmed that promotional photographs can be captured, which will provide valuable marketing material showing how the space can be transformed for themed events, private hire and larger-scale productions. Depending on the outcome, a semi-permanent version of the draping could be explored in future as a relatively cost-effective way of improving the aesthetics of the hall and increasing its appeal to hirers, promoters and audiences.

The condition and suitability of the PA system also require attention. The existing system is primarily configured for cinema use and is not well suited to the requirements of live music, which now forms the predominant type of event booking. To remain competitive with comparable venues, we need to provide a standard of sound provision that meets the expectations of touring artists and promoters. Our current system does not consistently meet those requirements.

The system is also deteriorating, and its continued reliability cannot be assured, with a risk of failure at short notice. This could affect our ability to deliver booked events and result in additional costs for replacement equipment hire. An upgraded PA system therefore needs to be considered a priority, both to address the immediate operational risk and to support the continued development of the programme.

Prioritise local suppliers

V6.07 Prioritise Local Suppliers

We have continued to expand the bar offer in conjunction with local suppliers, building on the changes outlined in the April report. This includes the addition of Still Sisters and Lilley's Cider, alongside a wider selection of products from other local suppliers already represented at the venue. These changes provide customers with greater choice while ensuring that more of our purchasing supports businesses within the local economy.

Our commitment to local suppliers also extends beyond the bar. We continue to use local contractors for technical support, equipment servicing and other specialist work where they can meet the venue's requirements and provide value for money. Developing these relationships helps us access reliable support as activity increases and ensures that the economic benefit of a busier venue extends to local service providers.

Make use of external areas

V.6.06 Enhance Facilities and Presentation

V.6.08 Embed Continuous Improvement

V.6.09 Make Use of External Areas

Seven new A1 poster frames have now been installed on the exterior of the Assembly Hall, along the route towards the Blue Pool site. These provide a substantial increase in the space available to advertise upcoming shows, giving both the venues team and promoters greater capacity to display event publicity.

This makes better use of the building's external frontage and complements the wider marketing activity outlined in this report. The additional frames allow us to promote a broader selection of the programme at the same time, increasing its visibility to people passing the venue.

A further opportunity to increase visibility would be to explore the feasibility of installing A1 poster frames at bus stops in suitable locations across the town. This would require further work to confirm ownership, relevant permissions, maintenance responsibilities, accessibility considerations and any restrictions on advertising in the public realm. The estimated purchase and installation cost is approximately £130 per frame. If progressed, these spaces could also provide a modest income opportunity by being offered to promoters for paid advertising, with a potential indicative charge of around £10 per week per frame. This would help offset installation costs over time while increasing the visibility of Assembly Hall events and wider community activity.

The installation of larger promotional banners in suitable field locations is also being explored as part of the wider approach to increasing awareness of the venues programme and availability to hire. Potential locations may include sites facing towards Lacock and towards Semmington, where passing traffic could provide additional exposure for key events. However, any such proposal would need to be considered carefully and should be subject to landowner consent, planning requirements, highway and public safety considerations, visual impact, installation costs, ongoing maintenance and a clear assessment of whether the likely promotional benefit represents value for money. This would ensure that any future decision is based on evidence and practicality rather than simply adding advertising space for its own sake.

People

T.8.01 Work as an Integrated Team

T.8.07 Empower our People to Deliver

Recruitment is ongoing for Casual Duty Venues Supervisors to strengthen operational cover and support a consistently high standard of customer service across the venues. We currently

rely on only two key holders, which places pressure on a small number of staff and limits flexibility when covering events, annual leave and sickness. Increasing the number of trained staff who can open, supervise and close the venues will improve resilience and ensure that appropriate staffing is available when required.

Recruitment is also continuing for Casual Venues Assistants to support the growing number of clients and higher-capacity events. In addition to increasing capacity, this provides an opportunity to diversify the workforce and bring in new skills, experience and knowledge from the hospitality and events sectors. A broader mix of expertise will strengthen event delivery, help staff respond confidently to different customer needs and support a professional, welcoming and consistently high-quality experience for customers, hirers, performers and promoters.

Other Item To Note

F.7.07 Provide Strong Financial Stewardship

Concern should be noted regarding the high number of last-minute cancelled bookings, which has resulted in an estimated loss of revenue of approximately £7,000. This position has largely arisen from the historic booking contracts that were previously in place, which did not provide sufficient protection for the Council in circumstances where hirers cancelled at short notice. As a result, the venues were left exposed to avoidable income loss, particularly where cancelled dates could not be resold in time.

New booking contracts have now been introduced with tighter terms around cancellations, deposits and financial liability. These revised arrangements are intended to provide clearer expectations for hirers, reduce the risk of short-notice cancellations, and ensure that the public purse is better protected where venue time has been reserved and income opportunities may otherwise be lost.