

CABINET MEMBER DELEGATED DECISION

31 JULY 2019

Report title: Old Vic Theatre Arts Hub

Wards: All

Portfolio: Cllr Andrew Wilson, Cabinet Member for Finance and Performance

Report Authorised by: Christina Thompson, Interim Strategic Director of Finance and Investment

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Report summary

This report requests approval for a package of loan facility support for the Old Vic Theatre that will enable them to construct a major new Arts Hub that will provide educational and cultural space at the rear of their existing building. The project will expand the total area of The Old Vic Theatre by 15% and will enable them to expand their education and community work and bring these programmes together within The Old Vic for the first time. The Arts Hub will house a Clore Learning Centre for schools and colleges with integrated education offices and a library of play texts and will provide a studio space for theatre style performances which will enable The Old Vic to diversify its offer. The site is in the freehold ownership of The Old Vic Theatre Trust 2000 which owns and manages the Theatre's assets. Planning for the new scheme will be sought in early 2020 once the design stage has been completed.

Finance summary

Under the terms of this agreement Lambeth Council will provide a secured loan to the Old Vic Theatre Trust 2000 of up to £3.75m as a contribution towards appropriate building costs, including fees and associated costs. The loan will be for a period of 10 years at an agreed rate of interest which will provide an income stream for the Council. This arrangement includes a limit on the amount that can be drawn down and Lambeth Council will require certified records prior to releasing funds. The terms include the ability to pay back early on terms agreed.

Recommendations

1. To approve up to a maximum loan facility of up to £3.75m to the Old Vic Theatre Trust 2000 for the development of their Arts Hub, linked to the delivery of a range of agreed outputs and social outcomes.
2. To delegate authority to the S151 Officer to oversee the loan agreement and related terms and conditions.
3. To delegate authority to the Director, Enterprise, Jobs and Skills to oversee and agree the social value terms and conditions.

1. CONTEXT

1. The Old Vic

- 1.1 The Old Vic is a not-for-profit 1,000 seat theatre and registered charity. It was the original home of the English National Opera, the Sadler's Wells dance company and the National Theatre. It can transform into a theatre in the round, a space for music and comedy, and has played host to opera, dance and cinema.
- 1.2 Each year, the theatre welcomes 350,000 audience members and upwards of 10,000 young people take part in their education, community and employability projects. Tickets are affordable starting at £10. Lambeth and Southwark Council residents and workers are the combined highest users of these services and programmes, both as audience members (20%) and participants (46%).
- 1.3 The Old Vic receives no core public subsidy from the Arts Council or Department of Culture, Media and Sport (DCMS) which means the organisation needs to raise and make £13m a year to stay open. The Old Vic has enjoyed a sustained period of artistic success and financial resilience since the mid-2000s. The profile and reputation of The Old Vic has grown significantly as a home to cutting edge theatre in the past 10 years. It is one of Lambeth's world class cultural assets.

Proposed redevelopment of the site

- 1.4 The Old Vic was 200 years old last year and is at a pivotal moment in the theatre's history. In 2015, the organisation acquired an adjoining building to the theatre with the aim of creating a new Arts Hub by delivering a radical upgrade to their Grade II listed site to:
 1. Create new and refurbished multipurpose performance, rehearsal, and learning spaces to enrich their offer and formally house their education, community and emerging talent work.
 2. Deliver new commercial spaces (catering and hires) to support the long-term sustainability and financial future of the organisation.
 3. Contribute to the local regeneration efforts lead and the Council's strategic ambition to support an increase in creative industry, economic growth, the Creative and Digital Industries Strategy and Borough Plan.
- 1.5 The project will help to secure the future and maximise the potential of The Old Vic as one of the borough's most important cultural assets with its rich history of cultural and social innovation.
- 1.6 The development of the building will support a number of strategic ambitions for the council. The development of the site will help sustain and grow new relationships with community groups, schools and young people through the creation of new learning and community spaces. In this respect, the redevelopment will work towards the Borough Plan priority of 'strong and sustainable neighbourhoods'. The redevelopment project will also contribute to the delivery of the Borough Plan priority of 'reducing inequality' by increasing the provision of opportunities for NEET young people, for young people at risk of entering into the criminal justice system and people at risk of social exclusion, to engage and participate in the arts.
- 1.7 The redevelopment of the building will also help the council achieve the following headline objectives from the Creative and Digital Industries Strategy for Growth:

Creative and Digital Industries Strategy Objective	Deliverables
Space: Protect and grow workspace across the borough	<ul style="list-style-type: none"> • New and refurbished multipurpose performance, rehearsal, and learning spaces to enrich their offer and formally house their education, community and emerging talent work. • Delivering new commercial spaces (catering and hires) to support the long-term sustainability and financial future of the organisation.
Place: Encourage culturally vibrant places that showcase the borough's creative past, present and future	<ul style="list-style-type: none"> • A broader range of creative activities and opportunities on offer, • Increased local community engagement and • More arts in education projects in our schools and academies • Strengthens and evolves one of the Borough's world class cultural assets • Increased footfall and visitor numbers benefiting the local economy
Talent: Work with employers and innovate to tackle inequality in the creative and digital industries	<ul style="list-style-type: none"> • More programmes (such as Frontline, Inspire and Take the Lead) that target employability skills and address issues of social mobility – engaging with more than 1000 young people

2. PROPOSAL AND REASONS

Loan arrangements

- 2.1 The Old Vic have approached both Lambeth and Southwark Councils requesting the provision of a loan to support their building project. This loan will help them to accelerate their build project timetable to commencing RIBA Stage 3 and 4 designs in September 2019, with the aim of being on site in September 2020, and completing the project by September 2022.
- 2.2 Under the terms of this agreement Lambeth Council will provide a secured loan to the Old Vic Theatre Trust 2000 of up to £3.75m as a contribution towards appropriate building costs, including fees and associated costs.
- 2.3 The loan will be for a period of 10 years at an agreed rate of interest which will provide an income stream for the Council. This arrangement includes a limit on the amount that can be drawn down and Lambeth Council will require certified records prior to releasing funds. The terms include the ability to pay back early on terms agreed.

Community benefits programme

- 2.4 In addition to repaying the loan, the Council have worked with The Old Vic to develop a substantial community benefit and social value programme that responds to Council's Borough Plan priorities and *Creative Ways to Grow*, the council's Creative and Digital Industries Strategy for Growth.

- 2.5 The Old Vic already deliver a range of programmes and activities that Lambeth residents can engage with from across the borough. These include: *Frontline*, *Take the Lead*, *Summer Schools*, *Curtain-Up* and *Matinee Idols* etc. As part of the agreed social value package, the annex will allow the Old Vic to expand on these existing programmes providing more opportunities for all Lambeth residents from across the borough to take part and, in addition, will seek to deliver a range of new community benefit programmes that will further expand their reach into the south of the borough, through partnerships with local cultural and community organisations, schools, libraries and TRAs. Programmes will begin after the opening of the annex and will grow and develop as the Old Vic evaluates them. Current proposals, which will be developed further between the Council, the Old Vic and partners, are as follows:

Opening up the building to community groups:

- 2.6 Partnership space: A huge barrier to making connections is the lack of space through which to do it. The Arts Hub will have protected time on the two floors of café/workspace where local groups can come and use the space for a free or discounted rate, including: local schools performing GCSE and A-level exam pieces; project alumni rehearsal space; community activity groups. They will offer priority hires to groups from Lambeth and Southwark.
- 2.7 The Arts Hub will provide a publically accessible café for more informal work and meetings, a free-to-access play library for students and regular patrons to use, and ad hoc cabaret performances for emerging performers.
- 2.8 The Old Vic will look to partner with local organisations such as Omnibus Theatre, Streatham Space Project on a commercial basis for the use of their rehearsal and development space.
- 2.9 New crime reduction programme: In partnership with Mayors Violence Reduction Unit (VRU) The Old Vic are looking to pilot a scheme that takes a public health approach and targets young people in the danger zone hours between 4pm to 6pm. The Arts Hub will provide a dedicated building from which to deliver projects to tackle violence and its root causes. Working with 50 young people per year, with 45% of the places being for Lambeth residents.
- 2.10 Drop-in skills & training sessions and mentoring: In furtherance of our shared objective to develop cultural skills and more generally employability, each month The Old Vic will open the doors of The Arts Hub to local residents offering regular drop-in after school skills and development training. This training will be delivered through theatre-based workshops that support social mobility and build on five core employability skills: communication, self-management, self-belief, teamwork and problem solving.
- 2.11 Attendees at the drop-in sessions can also apply to The Old Vic for a mentor, who will give them six half hour sessions of mentoring with a member of The Old Vic existing staff and freelancing team, corporate or individual supporters, suppliers, or audience members. 15 mentoring opportunities will be ring-fenced for Lambeth residents. A dedicated youth worker will access hard to reach groups, excluded students engaging with colleges, estates and community groups.
- 2.12 Safe and Interesting spaces: The Arts Hub will enable the Old Vic to connect more directly with the local community and could offer a safe space for young people to focus on their learning through a revision club for students studying GCSEs. Run during Easter and Christmas holidays, participants will be supported by a tutor with wrap-around activity to incentivise participation, such as free theatre tickets and opportunities to take part in Education and Community programmes. Students would also have access to the fully stocked play library.

Theatre access and performance:

- 2.13 Touring community performances: Providing a free, accessible and unthreatening first experience of theatre, The Old Vic would produce an annual two-week tour of Lambeth, rehearsing in the Annex and visiting up to two venues per day totalling twenty shows. Welcoming the immediate local community venues might include cultural centres, libraries, TRA halls, youth centres, day centres, care homes, a park, a local event or hospital ward. A further two performances will take place in The Arts Hub so the space is regularly opened-up to those who may walk past every day, and need to feel encouraged to come in and connect with us and each other.
- 2.14 Free Christmas Community Concerts: Each December, The Old Vic will bring together older people and young performers from Lambeth through a series of free intergenerational Christmas Concerts by residents, for residents. Connecting to the council's agenda to tackle social exclusion and loneliness, twelve schools will be matched with local care homes and lunch clubs to take part in joint rehearsals in their schools and care homes or day centres led by an Old Vic music director, before performing live at The Old Vic in front of an invited community audience. Residents young and old will have the chance to meet, connect and enjoy a shared experience and improve their mental health and wellbeing. It has been found that singing in a group makes people feel closer to others. The Arts Hub will enable The Old Vic to expand this intergenerational project making it more regular, sustainable and impactful in reducing isolation and loneliness issues.
- 2.15 New Old Vic Community Choirs: In the new community hub The Old Vic will provide a home for two singing groups, one daytime and one evening for participants aged 16+ referred by GPs, Guy's and Thomas' NHS Foundation Trust outpatients, social workers and local charities who work with those who would benefit most. Using this social prescribing methodology, the programme aligns with the thinking around the council's emerging culture, health and wellbeing programme. Classes will run weekly each term in ten-week blocks with a sharing at the end of each term and an annual voluntary concert each year in July. There will be no auditions to join, and no one will be rejected from this group. The choirs will be relaxed, inclusive and fun.
- 2.16 Community Drop-in Sessions: Bi-monthly drop in sessions will use theatre to facilitate conversation and debate whilst giving participants an opportunity to meet new people and a space to discuss important social issues.
- 2.17 Adult Learning programme: Termly classes for adults offered at a subsidised community rates, including playwriting, storytelling and technical skills.
- 2.18 Tickets to productions: The Old Vic have a range of existing discounted ticket promotions including:
- The Old Vic's PwC £10 tickets programme: £10 tickets available on half the house each night for the first five performances of every show.
 - Curtain Up: Providing community groups in Lambeth with the opportunity to see a main stage show and take part in a pre-show workshop. The pre-show workshop introduces participants to the story and themes of the production and is designed to increase confidence, creativity and wellbeing through drama.
 - Matinee Idols: For people aged 60+: Open to anyone aged 60+, the scheme is free to join and includes ticket discounts for matinee performances, pre-show events and an opportunity to socialise, meet new people and learn more about The Old Vic.

- 2.19 The council will work with the Old Vic to promote existing discounted tickets to Lambeth residents most in need and from backgrounds currently underrepresented within the theatre's existing audience.
- 2.20 In addition, the council will work with the Old Vic to develop new approaches to subsidised tickets, for example:
- Making £5 tickets available to 100 young people per year, for matinee performances of age appropriate productions, during school holidays.
 - Bringing forward a 'Lambeth Family' offer promoted through schools in the borough, giving access to free and discounted tickets where productions have unsold capacity within the auditorium – this could include adult productions e.g. Shakespeare or other syllabus productions which would appeal to secondary school pupils

Talent development:

- 2.21 Work experience weeks at The Old Vic: Each year The Old Vic will offer two periods of a week's work experience for up to nine Lambeth participants each week, aged 16 to 18 years old, in an Old Vic Takeover (30 participants in total). No area of the theatre will be out of bounds – the idea is to showcase the variety of roles available within a working theatre that exist off-stage. During their week, participants will work directly with key departments within the front and back of house of the theatre, gaining insight and developing skills in specific areas of work.
- 2.22 Baylis Trustee: Each year the Old Vic will welcome a young Lambeth resident to become the Baylis Trustee, a 1 year attachment providing a unique opportunity to discover how the Board of Trustees in an arts organisation works and to provide a specific youth viewpoint in relation to the Old Vic's activities and strategy. The Baylis Trustee would not have any fiduciary duties or responsibilities but would attend board meetings, be mentored by the Chair of the board and have informal meetings with relevant members of the Management team and access to All Staff meetings. This opportunity would exclusively be available to a young person from Lambeth and would provide an invaluable learning opportunity for the next generation of Lambeth Made leaders.

In-Kind value of a community benefits programme

- 2.23 The in-kind value of the community benefits programme, for both new and existing programmes is demonstrated below.

New projects	Value
New crime reduction programme	42,750
Touring community performances	40,000
Free Christmas community concerts	10,000
New Old Vic community choirs	10,000
Monthly drop-in skills & training sessions and mentoring	6,500
Work experience weeks	4,000
Adult learning programme	10,000
Community drop-In sessions	15,000
Safe and Interesting spaces	5,000
Partnership space	10,000
Total	153,250
Existing projects	Current Cost

Front Line	4,569
Front Line Facilitators	923
Take the Lead	10,000
Schools Club	8,750
Summer School	2,000
Curtain Up	1,300
Matinee Idols	2,000
The Old Vic 12	9,600
Connect at The Old Vic	4,000
Total	43,142
Total value per annum	196,392
Total over ten years loan period	1,963,920

2.24 Parallel discussions have been taking place with Southwark Council to develop a similar programme of community benefits and equivalent social value investment, reflective of their Fairer Future Promises and Creative Southwark priorities.

Additional new projects

2.25 The new Arts Hub will also allow The Old Vic to develop additional projects that will be available to all Lambeth residents, for example:

2.26 ZooNation Academy of Dance: The Old Vic is in discussion with ZooNation to be the newest and only South London location for ZooNation's Academy of Dance (ZAD) Saturday morning workshops. ZAD brings together young people of all ages 4 to 21 years old, of all abilities, and backgrounds to build relationships and develop skills through a shared passion for dance and music. Over 250 students are based at ZAD's Hammersmith and Islington locations. The Annex will bring this amazing hip-hop dance company to South London for the first time for Lambeth residents to enjoy.

Measuring success

2.27 The Old Vic routinely undertakes a robust evaluation process for all of its programmes, and it will be no different for the new programmes outlined above; drawing together quantitative and qualitative data and ensuring that all learning feeds into the future success of projects.

2.28 Monitored by the council's Business, Culture and Investment team key performance indicators will reflect the outcomes of the CDI strategy and associated programmes. A detailed monitoring and evaluation programme will be developed and will include:

- The participants' assessment of how they have grown in confidence, the skills they have developed, attainment in other subjects, improvements in wellbeing, enjoyment of the project, and progress with independent projects.
- The opportunities that open-up as result of taking part in an Old Vic project, whether that's employment at The Old Vic or elsewhere, increased awareness of the jobs available in theatre, inspiring a love of theatre, seeking out further opportunities or achieving personal goals.
- Diversity of participants (age, gender, social-economic background, race and ability).

3. FINANCE

Financial implications

- 3.1 The Old Vic have approached both Lambeth and Southwark Councils requesting the provision of a loan to support their building project. This loan will help them to accelerate their build project timetable to commencing RIBA Stage 3 and 4 designs in September 2019, with the aim of being on site in September 2020, and completing the project by September 2022.
- 3.2 Under the terms of this agreement Lambeth Council will provide a secured loan to the Old Vic Theatre Trust 2000 of up to £3.75m as a contribution towards appropriate building costs, including fees and associated costs.
- 3.3 The loan will be for a period of 10 years at an agreed rate of interest (4.5%) which will provide an income stream for the Council. This arrangement includes a limit on the amount that can be drawn down and includes the option to make principal repayments over the term or repay the loan early.
- 3.4 The Council will have a joint first charge on the freehold of the Arts Hub as security for the loan with Southwark Council.
- 3.5 The Old Vic Theatre Trust 2000 will procure all relevant services and works to complete the development. London Borough of Lambeth will loan part of the monies for the build. The most cost effective source of the loan funds will be identified as the calls on the loan arise.
- 3.6 The current forecast for the expenditure against the capital loan to practical completion is as set out in the table below, although this will remain subject to review in line with the Old Vic's programme of works:

Year	£m
2019/20	0.750
2020/21	2.350
2021/22	0.650

- 3.7 The Old Vic Theatre Trust 2000 will be responsible for all legal fees and surveyors costs in connection with the project. There is no revenue cost to the Council apart from staff time.
- 3.8 The Council will loan the Old Vic Theatre Trust 2000 part of the money needed to construct the Annex for an agreed term. The Old Vic Theatre Trust 2000 will pay the interest on the loan and have the option to make repayments of the principal of the loan during the term which will have the impact of reducing their annual payments.
- 3.9 In recognition of the geography of the Old Vic Theatre building and its catchment area the Old Vic Theatre are in parallel discussions with LB Southwark who are proposing an identical arrangement.

4. LEGAL AND DEMOCRACY

- 4.1 The authority to enact this report's recommendations sits with the Cabinet Member for Finance and Performance, who must consult with the Leader.
- 4.2 Section 1 of the Localism Act 2011 provides the Council with the power to do anything that individuals generally may do. The Council may exercise this power for, or otherwise than for, the benefit of the authority, its area, or persons resident or present in its area. This general power is limited by any restrictions in any existing or future legislation.

- 4.3 Section 111 of the Local Government Act 1972 provides powers for a local authority to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.
- 4.4 The Council may contribute, by way of grant or loan, towards the expenses incurred or to be incurred in providing any recreational facilities which the authority has power to provide by virtue of section 19 of the Local Government (Miscellaneous Provisions) Act 1976 by any organisation carrying on an undertaking otherwise than for profit. The powers include providing facilities including buildings, equipment, supplies and assistance of any kind.
- 4.5 This proposed key decision was entered in the Forward Plan on 18 June 2019 and the necessary 28 clear days' notice has been given. In addition, the Council's Constitution requires the report to be published on the website for five clear days before the proposed decision is approved by the Cabinet Member. Any representations received during this period must be considered by the decision-maker before the decision is taken. A further period of five clear days - the call-in period – must then elapse before the decision is enacted. If the decision is called-in during this period, it cannot be enacted until the call-in has been considered and resolved.

5. CONSULTATION AND CO-PRODUCTION

- 5.1 This loan agreement has been devised in consultation with the Cabinet Member for Finance and Performance and the Leader of the Council. The proposal has been developed in partnership with the Old Vic Theatre Trust 2000 and in conversation with the London Borough of Southwark, following detailed analysis of their business model and assessment of the amount of debt finance the Old Vic Board of Trustees would be willing for the organisation to accept.
- 5.2 The investment has been closely guided by *Creative Ways to Grow*, Lambeth's CDI strategy for growth. This strategy was produced in partnership with over 200 organisations across the borough, including large and small scale creative and digital businesses and support organisations.

6. RISK MANAGEMENT

- 6.1 The risks associated with this arrangement are set out in the table below.

Risk	Mitigation	Status
Financial: Risk of escalating build costs and building not being completed	The Old Vic has dedicated significant senior resources from executive and trustee level to progress the development. The Old Vic has a good track record of successfully delivering construction projects. The Old Vic have appointed professional project managers for the build contract The Council will take up a place on the capital committee overseeing the contract.	Med
Financial: The Old Vic Theatre Trust 2000 are unable to pay interest payments	The Old Vic Theatre Trust 2000 has submitted financial projections showing income and loan repayments. The total turnover of the organisation is £14m pa	Low

	which includes £9m from box office income and £4m from external fundraising. The Old Vic Theatre Trust 2000 has a good track record of external fundraising as evidenced by the £27m raised between 2015-18.	
Financial: The Old Vic Theatre Trust are unable to raise the balance of match funding for the project	The Old Vic Theatre Trust has already raised £0.9m from external fundraising for the project. As referred to above, LB Southwark are considering a proposal to provide a loan of £3.75m. The Old Vic Theatre Trust has a good record of external fundraising including, for example, raising £3.7m for the current refurbishment of the main building.	Low
Risk of the transaction having state aid implications	External legal advice has been obtained	Low
Planning: The proposals may not secure planning approval	Planning for a more ambitious scheme was granted by Lambeth Planning Authority on 2013. The Planning Authority are aware of the revised proposals and it is understood that they are supportive. The majority of the loan drawdown is associated with the construction contract and would therefore not be drawn down if works do not proceed.	Low

7. EQUALITIES IMPACT ASSESSMENT

- 7.1 There are no negative impacts for groups with protected characteristics associated with proposals in this report.
- 7.2 This investment addresses priorities and actions identified in *Creative Ways to Grow*, Lambeth's CDI strategy. As this strategy underwent a full EIA process, including review by an Equalities Impact Assessment Panel, an additional EIA is not required for this stage of the programme.
- 7.3 As part of the agreed social benefits package, the Old Vic will be targeting young people aged 16-25 and within this age group they have a particular focus on those who are economically and socially disadvantaged and those with additional needs including socially excluded groups. As part of the monitoring arrangements the Old Vic will be required to record and submit equality and diversity information.
- 7.4 Redevelopment of the building will improve the accessibility of the space. Improved theatre and community facilities will also help open up the building to the wider community to help promote social cohesion.

8. COMMUNITY SAFETY

- 8.1 There are no community safety implications as a result of this report.

9. ORGANISATIONAL IMPLICATIONS

Environmental

9.1 None

Staffing and accommodation

9.2 None

Procurement

9.3 None

Health

9.4 None

10. TIMETABLE FOR IMPLEMENTATION

10.1 Successful delivery will be managed and monitored by Matthew Blades, Director, Enterprise, Jobs and Skills and Dawn Bunce, Cultural Development Officer.

10.2 The anticipated timetable to practical completion is outlined below.

Completion of loan agreement	September 2019
Final RIBA design stages, planning permission, prelims and procurement	September 2019 to August 2020
Drawdown of loan commences	January 2020
Start works on site	September 2020
Practical completion target date	September 2022
Arts Hub operational	October to December 2022

AUDIT TRAIL

Consultation

Name/Position	Lambeth directorate / department or partner	Date Sent	Date Received	Comments in paragraph:
Councillor Andrew Wilson	Cabinet Member for Finance and Performance	10.07.19	11.07.19	
Councillor Sonia Winifred	Cabinet Member for Culture and Equalities	11.07.19	15.07.19	
Councillor Jack Hopkins	Leader of the Council	10.07.19		
Christina Thompson	Interim Strategic Director of Finance and Investment	02.07.19	03.07.19	3 and Throughout
Emma Peters	Strategic Director for Sustainable Growth and Opportunity	04.07.19	05.07.19	
Matthew Blades	Director, Enterprise, Jobs and Skills	28.06.19	28.06.19	Throughout
Maria Burton	Democratic Services	03.07.19	10.07.19	4.5
Michael O'Hora, Legal Services	Legal & Governance	02.07.19	02.07.19	4.1-4.4
Informal Cabinet		18.07.19	18.07.19	

REPORT HISTORY

Original discussion with Cabinet Member	13.05.18
Report deadline	N/A
Date final report sent	N/A
Part II Exempt from Disclosure/confidential accompanying report?	No
Key decision report	Yes
Date first appeared on forward plan	18.06.2019
Key decision reasons	2. Expenditure, income or savings in excess of £500,000
Background information	The Old Vic Proposal
Appendices	None

APPROVAL BY CABINET MEMBER OR OFFICER IN ACCORDANCE WITH SCHEME OF DELEGATION

I confirm I have consulted Finance, Legal, Democratic Services and the Procurement Board, and taken account of their advice and comments in completing the report for approval:

Signature: _____ **Date:** _____

Post: Dawn Bunce, Cultural Development Officer

I approve the above recommendations:

Signature: _____ **Date:** _____

Post: Cllr Andrew Wilson, Cabinet Member for Finance and Performance

Any declarations of interest (or exemptions granted): none

Any conflicts of interest: none

Any dispensations: none