

Item No.	Classification: Open	Date: 28 September 2021	Decision Taker: Cabinet Member for Equalities, Neighbourhoods and Leisure
Report title:		Culture Grants Review and 2022/23 Commissioning Plan	
Ward(s) or groups affected:		All	
From:		Head of Culture	

RECOMMENDATION(S)

1. That the Cabinet Member for Equalities, Neighbourhoods and Leisure approves the Culture Grants Review and new commissioning plan, criteria, application and evaluation process as set out in paragraphs 19 – 53.

BACKGROUND INFORMATION

2. In the last decade Southwark has developed into one of London's most vibrant and innovative locations for cultural and event activity. Attracting many new and emerging artists, cultural organisations and community partners, the borough offers high quality opportunities for local people to benefit from culture across a range of disciplines. Many of these organisations operate on limited resources.
3. There are 17 Arts Council England (ACE) National Portfolio Organisations (NPOs) within Southwark. This represents an investment of £7.65 million per year. In light of the COVID-19 pandemic's devastating impact on the cultural sector, ACE has extended its current funding of NPOs until 2023.
4. Culture organisations and individuals working in the culture sector who have suffered loss of income in the last year as a result of the COVID-19 pandemic have received emergency funding support through a range of government business support initiatives administered via the Local Economy team.
5. Furthermore, in 2020-21 over 80 Southwark-based cultural and heritage organisations received grants from the government's Culture Recovery Fund, representing a combined total of more than £21 million. This investment demonstrates both the scale of the challenges currently facing the cultural sector and offers some welcome temporary stability to some key organisations in the borough.
6. Other support for culture and events activity is sometimes provided via a range of business as usual programmes run by council departments such as:
 - Cultural Celebrations Fund via Culture and Events team
 - Blackfriars Stories via development partners
 - High Street Challenge and Pioneers Fund via the Local Economy team
 - Neighbourhood Fund for various creative programmes and events
 - Positive Futures fund
 - Cleaner Greener Safer Fund for various public art interventions
7. As the sector moves from emergency into recovery, the Southwark Council grants and commissioning programmes for culture provide vital stability. This local authority support further diversifies the much-needed grant income

available to the sector, ensuring its continued vibrancy and recovery through the pandemic, as well as playing a vital role in enabling the sector to leverage the investment outlined above from national and government funders through the confidence demonstrated at a local level.

8. The Culture Grants programme was last open for applications in 2016/17, when 16 applications were received and grants funding awarded to five organisations.
9. In 2017/18 the culture grants budget was reduced from £252,000 to £152,000 and grants were rolled over to five regularly funded organisations with a 25% reduction.
10. One year grant funding has subsequently been rolled over at the same level to the following five organisations. Funding has most recently been extended for a further twelve months until the end of March 2022 and recipients have been notified that 2021/22 will be the last year of the current scheme.
11. Approximately £8,000 of the £152,000 funding currently awarded via Culture Grants derives from Commercial Non-Residential Rent Receipts Income, generated from tenancies held by current Culture Grants recipients. As the ability to award this £8,000 in grants is contingent upon the continuation of the receipt of rent income, the net total funding available from the culture budget is £144,000.

Current Annual Culture Grants Allocation		£
Southwark Park Galleries	Grant	21,500
Blue Elephant Theatre	Grant	19,500
London Bubble Theatre	Grant	28,000
South London Gallery	Grant	51,500
Theatre Peckham	Grant	31,500
Subtotal		152,000
Commercial Non-Residential Rent Receipts	Income	-8,000
Net Available Funding		144,000

KEY ISSUES FOR CONSIDERATION

12. The Southwark Stands Together (SST) listening exercises in summer 2020 exposed the inequalities experienced by Black, Asian and minority ethnic communities across the borough. The Council has committed to strengthen its approach to equalities, embedding it in all we do, how we act, the way we behave, and for our culture and events programme to celebrate the rich diversity of the borough.
13. The Culture team have therefore reviewed the existing Culture Grants scheme in response to what we learned at the Culture Listening Exercise, and in alignment with the following Southwark Stands Together recommendations in the September 2020 cabinet report:

“Embed the requirement for cultural organisations to develop and carry out a

diversity improvement strategy as part of any Council funding or partnership agreements with cultural organisations in the borough.”

“Review the Council’s grants to make sure they develop the best value for communities and remove barriers to equal access to funding, particularly for Black, Asian or minority ethnic groups”.

14. The review of the Culture Grants programme has also aligned with the wider work of the Communities Team, who are reviewing all grant-making across the council’s services in order to implement the second recommendation quoted above.
15. The existing annual grant recipients provide a high quality cultural offer to residents and diversifying the portfolio of organisations supported by council grants may have an impact on their income and activity.

Desk-based review findings

16. To understand the inequalities within the existing Culture Grants programme, information on protected characteristics and demographics for the current grant beneficiaries has been reviewed and compared with local population data and ACE grants beneficiaries. This also provides an opportunity to identify other areas of inequality and identify where within the existing programme best value is being created for our communities. The full findings of the Culture Grants review can be found in appendix 1. Some key findings were:
 - Representation of audiences who identify as Black, Asian or minority ethnic is mixed across the five funded organisations with some achieving representation reflecting the Southwark population and others falling below that benchmark. The picture is similar for disabled audiences, suggesting that there is variation in the areas for improvement in equality across organisations.
 - Only one of the five organisations currently employs a senior management team that reflects the ethnic diversity of the working age population of the borough, suggesting that it is likely that there are inequalities within the workforce of Culture Grants funded organisations.
 - The representation of board members who identify as Black, Asian or minority ethnic on the governing boards of four of the five Culture Grants funded organisations is fairly well aligned with the Southwark population. However, it’s important to note that in the same way that representation of diversity amongst senior management teams is precarious, governing boards face similar challenges. Owing to the small scale of the organisations and their governing boards, representation amongst board members is precarious as often this can be solely based on one or two individuals on the board.
 - The Southwark-wide performance of NPOs makes it clearer that there is still significant improvement needed: in ACE’s Equality, Diversity & the Creative Case Data Report 2018-19, 41% of the borough’s 17 NPOs achieved a Strong (35%) or Outstanding (6%) rating, 53% achieved a Met rating, and one organisation (6%) failed to meet the required standard.

Sector Engagement

17. On 21st July 2020 at the SST Culture Listening Exercise, 40 representatives of Southwark’s arts and culture sector were invited to share knowledge and hear about others’ experiences of racial inequalities in a bid to understand what needs

to change in order to deliver a fairer and more equal cultural sector, and fairer and more equal access to culture for borough residents.

Participants were invited to share views on 4 themes: Governance; Workforce; Art; Audiences. In each of these areas facilitators sought people's views on:

- What the barriers are to successfully ensuring diversity and equality
- How they could do better
- How the Council could do better / offer support.

During the discussion, participants repeatedly asked about the leverage the Council might exert in its funding contracts with sector organisations to tackle the persistence of racial inequalities in all the areas under discussion.

In May 2021, the Council completed its Cultural Compact research activity with some further consultation with the sector on how best the Council could both implement the Southwark Stands Together Culture recommendations and support the borough's cultural recovery. There were 18 detailed responses to an online survey.

The findings from these engagement processes were combined with findings from a Culture Grants review workshop that had been previously carried out in June 2019, attended by 34 people from the sector.

Emerging from the review and sector engagement

18. The key priorities emerging from the engagement indicate that funding from the council needs to offer the following:

Application process

- Open and accessible with simple criteria and step by step application process clearly set out, user-friendly guidelines and reasonable deadlines.
- Streamlined with other Council departments' application processes so that organisational data only has to be input once; applications can be made to multiple funds at once and progress can be saved as you go along.
- Application form commensurate with funding amount request, i.e. shorter for small grants, possibly with two step process for bigger grants.
- Support available on the phone and via email to help with completing the application, and clear communication and updates once application is submitted.

Decision making

- Clarity around how submissions will be considered and assessed.
- Representatives from the local community, as well as Officers and Councillors, should be involved in the decision making.

Evaluation requirements

- Light touch evaluation requirements that encourage a personal approach, such as using photography, video or short written pieces to tell the story of how the project went.
- Toolkit available to enable applicants to identify their own areas to evaluate from a menu of options.
- A process that encourages grant recipients to report honestly - celebrating success and learning from failure.

Ongoing support

- Support package for funded groups to connect them to people in the council who can help e.g. links into schools, local businesses etc
- Peer support opportunities for funded groups to meet regularly through the process to share experiences and ideas. This could also be an opportunity to gather monitoring information from all the groups in one sitting.

Funding structure

- Small/ short term grants to fund a broad range of activity, and large grants for 1 to 3 years to provide stability and support growth
- Funding for core costs, capacity building, pilot and testing of ideas, research and development, new and unexpected collaborations, infrastructure including hiring or renting space, activities supporting recovery from the COVID-19 pandemic.
- Funding activity targeted at groups reflecting communities in Southwark most in need, and organisations that are representative of the borough's population.

Proposals for a new Culture Grants Programme

19. Following feedback through this engagement, and internal consultation with colleagues across different departments delivering other grants programmes, officers now propose a new grants programme to launch for 2022/23 that will deliver explicitly on the Southwark Stands Together commitments, as well as continuing to deliver on the Fairer Future Promises and the cultural strategy Creative Southwark.
20. The proposals below aim to distribute funding more equitably across the sector with a renamed fund that provides grants to organisations for high quality projects and activities that support organisational recovery towards a more sustainable and inclusive culture sector.
21. Proposals will be invited for activity or projects that demonstrate how the organisation will achieve or celebrate representation of the Southwark population with relevance to local demographics. The particular priority in the first year of the fund will be to achieve or celebrate better representation in terms of racial equality in one of the following areas - audience, workforce, governance, artistic content. Applications for activity that achieves better representation of people from other protected characteristics groups will also be welcome, for example those that seek to bring about inclusive improvement in gender, sexuality or disability representation where the organisation's current delivery is not in line with the borough's demographic.
22. The £144,000 funding available in 2022/23 would be advertised via one open call for applications to 'Big Grants' (applications up to £25,000) and 'Small Grants' (applications from £5,000 to £10,000).
23. The fund will open in October 2021 and close for applications in December 2021. Decisions will be communicated to all applicants in March 2022.
24. An additional £8,000 in 'Small Grants' funding will be recommended via a reserve list, for confirmation once the continuation of the rental income for the year is confirmed.
25. The first year of the fund will serve as a pilot year, with the intention that from 2023-

24 the fund will implement the learnings from the first year, and be able to offer some multi-year grants for 2023-24 – 2025-26.

26. The programme will benefit more organisations than the current scheme, impact more residents in a meaningful way, and directly deliver both the Southwark Stands Together recommendations and objectives in the Culture Strategy.

Core criteria

27. Clearly set out key criteria would include:

- Commitment to delivering high quality arts and culture activity.
- More than 60% of the beneficiaries of the applicant’s funded activity to be Southwark residents.
- Proposals for activity that delivers on the Southwark Stands Together commitments to achieving racial equality (in any of the 4 focus areas – audience, workforce, governance, artistic content) can be either:
 - Change-making, i.e. it achieves demonstrable change and improvement towards better representation through the funded activity.
 - Amplifying, i.e. it celebrates and amplifies the representation and voices of racially minoritised communities.

Organisations whose activity in a particular focus area is not yet representative of the borough’s demographics should apply for ‘change-making’ activity. Once representation is achieved in line with borough demographics, in future years the organisation will be able to apply for ‘amplifying’ activity in that same focus area (or for ‘change-making’ activity in another focus area in which they are not yet representative). Organisations applying for funding towards ‘amplifying’ activity in a focus area will have to demonstrate that they are already representative of the borough’s demographics in that area.

- Applications for ‘change-making’ activity that achieve better representation of groups from other minoritised or protected characteristic groups will also be welcome, for example for activity that seeks to achieve better representation from groups marginalized on the grounds of gender, age, disability or sexuality.
- In the first year of the new funding programme, in order to encourage accelerated and priority delivery against the SST commitment to making anti-racist change, all applications for ‘amplifying’ activity will need specifically to celebrate or amplify racially minoritised communities. In future years, applications for ‘amplifying’ activity that celebrate representation of any protected characteristic group will be welcomed, for example groups marginalized on the grounds of gender, age, disability or sexuality.

Total Southwark population benchmarks

	Black, Asian or minority ethnic	Disability	Lesbian, Gay, Bisexual and Transgender	Female
Total	46%	13%	6%	50%

Southwark population				
Southwark working age (16-64 years) population	32%	Not known – total population benchmark to be used?	Not known - total population benchmark to be used?	36%

- No requirement for match funding.
- The funding recipient must be an organisation and be based in Southwark.
- Funding applications should generally be for support for ongoing activities, not one-off events: events that could be eligible for either Neighbourhoods Fund grants or Cultural Celebrations Fund events grants will not be eligible. Ongoing activities might include a training course for staff, audience research and data analysis, a series of engagement workshops with the community, marketing and communications activity linked to an ‘amplifying’ programme of work, or the establishment of a paid Artist in Residence post for someone from a protected characteristic community.
- Core costs will be able to be claimed within the funded project activity budget, with no cap on maximum proportion of the overall funding request, as long as the organisation and its proposed activity, meets, or demonstrates how it will meet, the key criteria above and the core costs claimed are in proportion to the funded activity.
- Additional desirable criteria will include a commitment to engaging young people in line with the actions on culture recommended in the Youth Review, and tackling climate change in line with the council’s strategy.

Application process

28. A simple application process will be made available on the council’s grants management software managed by the Communities team. The portal enables applicants to submit organisational data once and save it for future use when applying for other council funds.
29. Opportunities for one-to-one and workshop style application advice sessions will take place in a range of settings including online and on the phone to support individual applicants in navigating the new programme criteria and application process. A dedicated phone number and email address will be available during working hours to provide direct access to support provided by the Culture Team.
30. The application process will be clearly set out at the start so that applicants know how many sections there are to the form and what stage they have reached, with ability to save progress mid-way. Downloadable versions of the application form to be made available so that applicants can preview questions in advance.
31. The amount of information requested from each applicant will be appropriate to the grant application amount – i.e. ‘Small Grants’ will be as light touch an application form as possible, whereas applicants for ‘Big Grants’ will be asked to complete an additional section with more detailed information.

32. An opportunity to clarify applications (including documentation submitted) will be built into the programme timetable – this could be face-to-face meetings, phone conversations or via email, depending what works best for the organisation.
33. There will be opportunity for feedback meetings/ support for future applications for unsuccessful groups.

Evaluation of applications and decision making

34. A yes/ no scoring matrix will be used to assess whether a proposal demonstrates that they meet, will meet, or will get significantly closer to meeting - as a result of the funded activity - the representation benchmarks for the programme in the applicant's selected focus area.
35. Applications will only be required to demonstrate that they deliver against one of the four focus areas, but organisations will be welcome to submit proposals that deliver against more than one focus area provided that they can demonstrate that delivery across multiple areas remains feasible and meaningful.
36. Assessment of representation objectives will be weighted in favour of 'change-making' activity that achieves or improves representation in ethnicity in the first year, to focus on progressing Southwark Stands Together objectives.
37. Additional weighting will be given to activities that support the council's objectives around engaging young people and tackling climate change.
38. A panel will assess each application against the key and desirable criteria, using an appropriate scoring matrix. Individuals will include council officers, a councillor and representatives from the local community. Crucially, the panel will include representatives from inside and outside the sector with lived experience of inequalities to ensure diversity of thought throughout the decision making process.
39. The panel will be brought together for a moderation meeting, chaired by a Specialist Procurement Adviser, to discuss their scores and agree a consensus score for all applicants.
40. Funding recommendations made by the panel, based on the consensus scores, will be reviewed by the Cabinet Member via a formal IDM process, with opportunity for public comment on the recommendations before her final decision.
41. Decision on successful funding awards will be communicated via the communications plan, celebrating and promoting funded activities, and further spreading the word about the programme.

Monitoring and evaluation

42. A monitoring framework will be set up using the grants management portal, which will be designed to be robust but proportionate to the size of the grant. Monitoring expectations will include the submission of performance and beneficiary data and mid-project updates from the big grants recipients.

43. Performance indicators will be focused on the key criteria and demographic and protected characteristics of individuals engaged either as audience, workforce, governing body or as part of the delivery of artistic content activity. Additional performance indicators around youth engagement and climate change/sustainability could be considered.
44. Funding instalments will be paid in two parts for small grants (80% on acceptance of grant funding conditions, 20% on completion of the project and acceptance of evaluation). Funding for big grants will be tied to project milestones e.g. 2 – 3 instalments paid on receipt of satisfactory mid-project performance monitoring data and updates.
45. A dedicated monitoring officer will be allocated to each organisation and provide regular support and monitoring of outputs, making connections to wider council/borough initiatives and joining the dots where possible.
46. Peer support groups will be set up as useful to the funded organisations - this could take the form of a quarterly meeting for funded organisations to share progress, challenges etc.
47. A simple evaluation process will be designed that encourages grant recipients to report honestly – celebrating success and learning from failure. Each organisation will be required to participate in evaluation of their funded project at the end of the project – this evaluation could take the form of a short written report, a video, photographs or face to face meeting etc. Evaluation processes will also require the mandatory submission of actual expenditure details against budget. The final quarterly meeting of funded organisations will also offer the opportunity for peer evaluation.
48. 'Big Grants' recipients will be expected to use the creative green tools developed by Julie's Bicycle (carbon foot printing tool whose use is required by Arts Council England for their National Portfolio Organisations) to understand and monitor the environmental impact of their funded activities.
49. Stories of success and challenges emerging through the evaluation will be shared within the peer support group and publicly where appropriate, encouraging current and future applicants to be ambitious, learn from failure and celebrate success.

Communications

50. A communications strategy for the new programme will be developed to announce it across the borough, to be delivered in partnership with the Communications and External Affairs team, Communities team, and Local Economy team.
51. Culture team officers will attend network events and meet-ups e.g. faith groups, disability forums and sector-specific networking events, to promote the programme and generate interest from new potential applicants.
52. One-to-one support from Culture team officers will be available to provide direct assistance to applicants via a dedicated phone number and email address.
53. Officers have explored a range of ideas for naming the new programme, with

some options set out below:

- Culture Grants 2022/23
- Culture Together Grants
- We Are Creative Southwark
- Southwark Creates Grants
- Southwark Recovers – Culture Grants
- Cultural Sector Support Grants

Policy framework implications

54. The proposals in this report will deliver more closely on the Southwark Stands Together commitments, The Borough Plan and The Fairer Future Promises, as well as continuing to deliver on the existing culture strategy Creative Southwark.
55. The Culture Grants will enable continued delivery against the Council's Culture Strategy, Creative Southwark. In particular delivering against commitments to ensure that Southwark continues to be a borough for cultural excellence, that cultural venues, spaces and provision is protected, preserved and grown, that the cultural sector is supported to be resilient in the changing financial and political climate, that Southwark's diverse communities have access to cultural opportunities and that creative programmes help support residents to lead to healthier lives.

Community, equalities (including socio-economic) and health impacts

Community impact statement

56. Recent studies have concluded that the two most influential factors for attendance and participation in cultural activities are educational attainment and socio-economic background. At a local level, our research shows that affordability and knowing what's on are the main factors hindering participation and attendance.

Equalities (including socio-economic) impact statement

57. Paragraph 16 above explains that to understand the inequalities within the existing Culture Grants programme, information on protected characteristics and demographics for the current grant beneficiaries has been reviewed and compared with local population data and Arts Council England (ACE) grants beneficiaries. This also provided an opportunity to identify other areas of inequality and identify where within the existing programme best value is being created for our communities.
58. The four areas analysed and benchmarked against local population and ACE beneficiaries data are audience, workforce, governance and artistic content, mirroring the themes that emerged from the Southwark Stands Together listening exercise. The protected characteristics and demographics data analysed includes ethnicity, disability, sexual orientation and gender. Full findings of this analysis have informed the proposals in this report and can be found in appendix 1.
59. The maximum grant amount proposed, £25,000, is less than three of the five grants currently awarded annually via the Culture Grants programme. However, more organisations are likely to benefit from the new programme, albeit at

reduced grant levels.

Health impact statement

60. These grants will facilitate our residents' and communities' access to arts and culture, which is highly beneficial for mental health and plays a key role in wellbeing. It can lead to higher levels of happiness, boost self-confidence and self-esteem and help connect with others. This is particularly important in Southwark, which has higher than average population suffering with mental health issues and social isolation, particularly following the effects of the pandemic and successive lock downs.

Climate change implications

61. While the exact nature of the funded activities and services won't be known until the grants process is completed, there is a potential, like with any other services, for carbon emissions linked to those activities (i.e. lighting, heating, transport, etc.). In order to mitigate this, the Culture Grants application prospectus will encourage successful applicants to develop and implement sustainability policies that align with the council's climate emergency priorities, as outlined in the Council's newly adopted Climate Strategy.
62. 'Big Grants' recipients will be expected to use the creative green tools developed by Julie's Bicycle (carbon foot-printing tool whose use is required by Arts Council England for their National Portfolio Organisations) to understand and monitor the environmental impact of their funded activities.
63. Officers will use the learning from this work with providers to develop specifications and scoring criteria on climate change for the next round of Culture Grants.

Resource implications

64. The proposed new commissioning plan can be delivered within existing resources.

Legal implications

65. Please see the concurrent report of the Director of Law and Governance below.

Financial implications

66. The cost of the proposed Culture Grants programme is £144k - £152k, subject to the continuation of rent receipts as detailed in paragraph 11.
67. The minimum total budget available for the Culture Grants programme in 2022/23 is £144,893 (cost code LH237-66701) which is enough to cover the cost of recommendations in this report.
68. Staff and any other grant monitoring costs connected with this proposal will be contained within existing departmental revenue budgets.

Consultation

69. Findings from the review and engagement outlined above have been cross-referenced with the early findings from the wider Southwark Stands Together grants review being led by the Communities team. There is the potential that the new Culture Grants programme could serve as a pilot programme to test out early recommendations from that wider research.
70. The proposed programme model will also be reviewed by organisations within the sector and individuals with lived experience of inequality: feedback was invited via roundtable sessions with current grant recipients and the Communities Grants Review Steering Group.
71. Paragraphs 17 and 18 above detail the sector engagement that has taken place and informed the development of the new programme.
72. Further opportunities for community feedback on the new programme will be invited via this formal IDM process, when details on the proposed new scheme are published.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance

73. This report seeks approval of the new commissioning plan for 2022/23 and the criteria, application and evaluation process which has been developed following a review of the existing culture grants programme.
74. The decision to approve the Recommendation is one which is expressly reserved to the Cabinet Member under the council Constitution.
75. The report sets out details of the proposals for the new culture grants programme, which are consistent with corporate policy in this area as noted at paragraph 54. It also sets out a detailed explanation of the transparent and robust process which is to be carried out, both for the purposes of attracting applications from interested organisations and evaluating those applications. Paragraph 17 notes the nature and extent of the consultation which has taken place with representatives from the arts and culture sector in order to inform the key priorities for the new commissioning plan, as set out at paragraph 18.
76. The report notes that the intention of the new commissioning plan is to distribute funding more equitably across the sector and to achieve better representation of groups from minoritised or protected characteristic groups by offering relevant organisations the opportunity to apply for funding in order to deliver activity which reflects the Southwark Stands Together commitments. Appendix 1 to this report notes the analysis of protected characteristics and demographic data (including ethnicity, disability, sexual orientation and gender) which has been undertaken in order to inform the proposals in this report and this aligns with the requirements of the council's statutory duty (the Public Sector Equality Duty) as prescribed by the Equality Act 2010.
77. Following the allocation of grant awards each recipient organisation will be required to enter into an agreement with the council based on appropriate and proportionate legal terms and conditions.

Strategic Director of Finance and Governance (EL21/062)

78. The report seeks the Cabinet Member for Equalities, Neighbourhoods and Leisure to approve the Culture Grants Review and new commissioning plan for 2022/23, criteria, application and evaluation process as set out in paragraphs 19 – 53.
79. The Strategic Director of Finance and Governance notes that the costs can be contained within existing resources as mentioned under the financial implications. It is expected that continued monitoring will take place with all grant recipients to ensure conditions of grant are met.
80. Staffing, subsequent grant monitoring and any other costs connected with this proposal to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Title of document Southwark Stands Together Programme September 2020 Cabinet report	Title of department Response and Renewal	Name Phone number Stephen Gaskell
https://moderngov.southwark.gov.uk/documents/s90558/Report%20Southwark%20Stands%20Together.pdf		
Title of document Southwark Stands Together Programme update	Title of department Response and Renewal	Name Response and Renewal
https://moderngov.southwark.gov.uk/documents/s91322/Report%20Southwark%20Stands%20Together%20Roadmap.pdf		

APPENDICES

No.	Title
Appendix 1	Review of existing Culture Grants programme

AUDIT TRAIL

Lead Officer	Toni Ainge, Director of Leisure	
Report Author	Michelle Walker, Culture Manager	
Version	7	
Dated	21 September 2021	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
List other officers here		

Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		23 September 2021