

## Memorandum of Understanding

between the London Borough of Southwark and The Old Vic Theatre Trust 2000

### **CONTENTS**

- 1. Introduction & purpose**
- 2. Stage Business**
- 3. Wider community benefits**
- 4. Process for monitoring and review of programme**
- 5. Financial terms and implications**
- 6. Conflict resolution**
- 7. Review of MoU**

## **1. Introduction and purpose of this document**

- 1.1 On 10 February 2015, Southwark Council's cabinet agreed to donate £500,000 to The Old Vic Endowment Trust as a one off contribution from the youth fund reserve.
- 1.2 The donation will support the long term promotion of education and employment through culture and the arts for young people in Southwark.
- 1.3 The donation will also support The Old Vic Endowment Trust and its activities thereby guaranteeing the sustainability of The Old Vic's education programming and work on the stage and so provide wider community benefits for the borough.
- 1.4 In agreeing to make the donation authority was delegated to the Chief Executive to put in place and sign off a memorandum of understanding ('MoU') that enters the London Borough of Southwark ('the Council') into an agreement with The Old Vic Theatre Trust 2000 ('The Old Vic') setting out the benefits to be accrued from the donation and process for monitoring and review. This document, or MoU, sets out such details.
- 1.5 The MoU is set out in a number of sections covering each aspect of the agreement to be put in place. These are:
  - Stage Business
  - Wider community benefits
  - Process for monitoring and review
  - Financial terms and implications
  - Conflict resolution

## **2. Stage Business**

### What is Stage Business and what are the intended benefits?

- 2.1 Stage Business is an innovative education programme whereby The Old Vic works with schools to improve the confidence of young people (and so raise their employment prospects) through culture and the arts.
- 2.2 Stage Business is targeted at young people aged 11 to 18 over a two year period to 2017, equipping them with practical skills and improving their confidence as they enter the jobs market – whether that be in the theatre industry or elsewhere.
- 2.3 Stage Business will offer young people the opportunity to explore the business side of the theatre industry. Beneficiaries will learn practical, transferable skills in presentation, communication and leadership and have access to an online programme of learning. Schools involved will also have access to digital content via a Stage Business web portal. The portal will contain interactive lectures for teachers plus educational packs containing links and material on theatre production for use in the classroom.

2.4 Local schools involved with Stage Business will gain national profile through their involvement in the programme and be able to connect to other schools across the UK through the Old Vic Partner Schools Network.

2.5 The Council may select up to five schools to directly benefit from the Stage Business programme in the two years to 2016/17.

What are the qualifying criteria for schools seeking to participate?

2.6 Schools will be invited to participate in the Stage Business programme. The Council will have discretion as to which schools should be approached based on minimum criteria but thereafter the selected schools will have individual agreements with The Old Vic to which the Council will not be a party but will have sight of. It is agreed that the Council will share the proposed list of schools with The Old Vic before any invitations to participate are extended. The criteria for the schools taking part in the 2015/16 to 2016/17 programme are schools which:

- are local, within the borough of Southwark (the Council will be mindful to ensure that participating schools reflect an appropriate geographical spread ensuring representation from all across the borough);
- are secondary level, targeted at young people aged between 11 and 18 years of age;
- have previously worked with and supported the Council on a range of activities for the benefit of the wider community;
- young people who are most vulnerable or face particular challenges or barriers in life.
- Suggested schools to be sent to Director of Old Vic New Voices in the first instance

2.7 The Council will select five schools based on the criteria in 2.6 above in time for the programme to commence in academic year 2015/16. Following this selection process, the Director of Education, or equivalent level post, will write to the Head of each selected school inviting them to participate in the Stage Business programme. All correspondence to be shared with the Director of Old Vic New Voices

2.8 Schools will be asked to confirm if they wish to participate or not by way of a written response to the Director of Education. Upon acceptance, the Director of Education will nominate a lead officer from the Council to act as liaison between the school and The Old Vic. The relationship will be governed by the terms of the aforementioned individual agreement between the selected school and The Old Vic. Following this, The Old Vic will nominate an appropriate representative to work directly with each selected school and the Council liaison officer on the delivery of the programme.

2.9 The letter from the Director of Education in no way obliges a school to take part in the Stage Business programme. The letter will clearly state a time limit within which invited schools should respond back to the Council with a clear indication of their wish to participate or not. Should any school not wish to take part, the Council will seek to invite an alternative school using the criteria in 2.6 above. The same process for invitation will apply. Non participation by a school does not in any way preclude that school from being invited to participate in future programme activity or from benefiting from any such activity between the Council and The Old Vic that is linked to the overall donation.

### How will Stage Business be delivered?

2.10 It will be for The Old Vic, through their representative, and each school selected to determine the individual students who will participate in the Stage Business programme. Any information shared between The Old Vic and the schools will also be shared with the Council, through the nominated liaison officer. Director of Old Vic New Voices and Council Liaison officer to meet on a quarterly basis

2.11 The Old Vic representative(s) will visit each nominated school to deliver an interactive presentation and selection workshop working with teachers within the school. From this, a minimum of the ten (10) most suitable students will be identified from each school as Stage Business Ambassadors. Full details of the stage business programme are set out in Annex 1

2.12 It will be for each school to determine, in agreement with The Old Vic representative, any changes or replacements should circumstances alter for those students already participating in the programme. Again the Council should be informed of such changes.

### Outcomes and outputs

2.13 The following intended outputs and outcomes will be achieved by 2017 as a result of the Stage Business programme directly:

- Improved confidence and well-being of the young people involved in the Stage Business programme measured through survey during and upon completion of the study work;
- 100 16 to 18 year olds selected as Stage Business ambassadors;
- 300 16 to 18 year olds participating in the stage 1 selection boot camp;
- 1,200 11 to 14 year olds benefitting from the Stage Business Ambassador peer-led workshops;
- 1,200 11 to 14 year olds from a 'partner school' in the local area participating in Stage Business Ambassador peer-led workshops;
- 10 teachers to be trained in voice and communication skills;
- 5 secondary schools provided with a digital legacy pack on how to deliver stage business at an individual school level plus the ability to join an online forum and become part of a national group of schools that will have a continual relationship with The Old Vic / other theatres where appropriate;
- Additional support and guidance provided to staff and teachers by The Old Vic New Voices team;
- Shared learning and experience between The Old Vic and nominated schools, creating an opportunity to widen / influence the local curriculum offer for students. This could take form of Stage Business Student Ambassadors sharing their Old Vic experience with students at other schools.

### **3. Wider community benefits**

3.1 Securing value for money is a key council promise. Through the donation to The Old Vic the council wants to therefore make best use of its limited resources in order to

achieve longer term benefits to the communities of Southwark, particularly young people including those most vulnerable.

3.2 In the longer term, by linking donations to the Endowment Trust, the Council will help to guarantee the sustainability of future programmes that link cultural participation with education and employment outcomes. This in turn will support future generations of learners and residents across Southwark.

3.3 By providing direct support to a major cultural institution, the Council wishes to ensure that schools and the wider community benefit from the work of The Old Vic. This will help ensure that local groups and organisations are better connected to activities and other such cultural education / employment programmes, which may be offered by The Old Vic into the future. This therefore ensures that the Council delivers on its promise to achieve value for money.

#### Opportunities to work with local schools

3.4 There is the potential for additional collaboration between local schools and The Old Vic. The Director of Old Vic New Voices and the Council's Director of Education agree to consider these opportunities on an ad hoc basis.

#### Wider cultural / other opportunities

3.5 There are a number of wider opportunities and benefits for The Old Vic and the Council to work in collaboration with the cultural sector and other local partners. This may include delivery of Arts Apprenticeships and Internships, support for local theatre education programmes, collaboration with Southwark Theatre Education Programmes (STEP), local economic opportunities and other community benefits. Any additional programmes agreed between the Council and The Old Vic will require in some instances separate funding and documentation to confirm details, which will be decided on a case by case basis.

### **4. Process for monitoring and review**

4.1 Any project supported from youth fund resources is subject to regular monitoring and review including formal reporting on performance to cabinet via the annual performance report and financial reporting via the general fund revenue monitoring report.

4.2 An officer project group (the "Youth Fund Group") has been established under the responsibility of the Director of Education involving relevant lead project officers. Through this, each project is monitored with regards resources spent and performance achieved. This group in turn forms part of a cross-council strategic board that monitors implementation of the Council's economic well-being strategy and related council plan commitments. The activities associated with the Stage Business programme (as set out in section 2 of this report) and other such activities (as referenced in section 3 of this report) will be reported through these processes. Director of Old Vic New Voices and Council Liaison Officer to meet on a quarterly basis to monitor progress.

4.3 The council will establish and nominate a lead project officer to report into the youth fund group. It will be for the lead project officer to monitor progress of this MoU and

activities set out therein. The lead project officer will also be responsible for working with the council liaison officer for the Stage Business programme (set out in 2.10), where these two roles are separate.

- 4.4 A progress report on activities will be presented to cabinet in 2016. This will be prepared and produced by the lead project officer on behalf of the Chief Executive of the Council. The Council will share a draft of this report with The Old Vic, providing The Old Vic with an opportunity in good time to comment and input as appropriate.
- 4.5 The Old Vic, as strategic partner, is committed to undertaking an external evaluation of the programme. This will include impact on the well-being of the students, on their confidence and how participating in Stage Business has informed other subjects in their curriculum. The Council will have an opportunity to define and input into this evaluation and the draft results will be shared with the Council at the earliest opportunity via the nominated liaison and lead officer(s).

## **5. Financial terms and implications**

- 5.1 The Council has agreed to make a one off donation of £500,000 to The Old Vic to support an endowment fund that will deliver long term benefits and promote education through theatre, and in relation to this donation especially for young people on a scheme focused on promoting employability in Southwark. It will be allocated to the educational strand of the Endowment, guaranteeing the sustainability of education programmes at The Old Vic. The donation and its subsequent use are subject to agreement of this MoU between the two parties.
- 5.2 The Old Vic anticipates raising an initial £5million into the endowment by July 2015, with fundraising continuing thereafter for the endowment to achieve a target of £20m. Contributions received by The Old Vic and evidence of anticipated contributions expected will be shared with the Council. Sufficient funds have been received to launch Stage Business in 2015/2016.
- 5.3 £500,000 has been released from the youth fund reserve in 2014/15 and transferred to The Old Vic Theatre Trust. The donation will be ring-fenced in The Old Vic Theatre Trust 2000 bank account and gifted over in its entirety to The Old Vic Endowment Trust. This is a one off payment and no additional funding is being sought through the agreement of this MoU.
- 5.4 In the event that the Stage Business programme is unable to be implemented on the terms set out through this MoU the Council will reserve the right to recoup or redirect the elements of the donation not already expended on the programme or donated into the Endowment fund to an equivalent set of activities that are in line with Council Plan priorities. The Council will put The Old Vic on notice in relation to any such plan to recoup or redirect the funding 60 days in advance of it doing so, providing an opportunity to remedy any action which lead to the inability to implement the terms set out through this MoU. The process and decision for redirection of funding will be through an individual decision by the Leader of the Council.

**6. Conflict resolution**

6.1 As soon as a Party (either the Council or The Old Vic) is aware of any difference or dispute with the other Party arising under or out of or in connection with this Agreement (a “difference or dispute”) the Party shall inform the senior representatives of each Party. For the Council, the senior representative will be the Chief Executive. For The Old Vic Theatre Trust the senior representative will be the Chief Operating Officer.

6.2 It will be for the senior representatives of both Parties to seek resolution and / or to instigate an extraordinary review of the MoU if appropriate.

6.3 With specific reference to Stage Business, should there be any difficulty regarding participating schools (such as lack of commitment, or dissatisfaction with the programme), the appointed liaison and lead from The Old Vic will endeavour to come to a satisfactory arrangement with each school to ensure the best outcome for the participating students.

**7. Review of MoU**

7.1 This MoU will itself be reviewed twelve months after first agreement, or by the end of financial year 2015/16 (whichever is sooner). The MoU will be then reviewed on a bi-annual basis thereafter. Review will be undertaken by the lead project officer on behalf of the Council and a nominated lead officer on behalf of The Old Vic. Any review will be undertaken in consultation with the Council’s Director of Legal Services.

Signed by Eleanor Kelly, Chief Executive on behalf of the London Borough of Southwark

Signature: .....

Date: .....

Signed by Kate Varah, Chief Operating Officer on behalf of The Old Vic Theatre Trust

Signature: .....

Date: .....