

CAPITAL PROJECT – CREATE

To: General Purposes Committee

Meeting Date: 21st March 2017

**From: Wendi Ogle-Welbourn,
Executive Director – Children Families and Adults**

Electoral division(s): All (and specific to Arbury Ward)

Forward Plan ref: 2017/018 Key decision: Yes

Purpose: To advise General Purposes committee on work to date and obtain views and support for a project to convert a Council-owned community arts building in North Cambridge into a state-of-the-art National Centre for Research and Engagement in Arts, Technology and Education (CREATE) facility from which to develop and promote innovation in arts education, arts therapy, talent development, research and community participation.

- Recommendation:**
- a) Support a non-repayable commitment of capital investment of between £250,000 and £500,000, to support and unlock other application processes to trusts and national funding, subject to ongoing scrutiny on business case and the securing of the external funding.**
 - b) Support a request for an additional 10 year repayable Council loan of £500,000 as part of the £3.6 million fundraising from multiple streams. This may not be required if external sources of funding are able to support the development to the level expected.**
 - c) Agree the use of a traded reserves by Cambridgeshire Music towards the project at £80K per year for up to 5 years.**

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1.0 BACKGROUND

- 1.1 This project will convert the St Luke's Barn, a Cambridgeshire County Council (CCC) owned (formerly Cambridge City Council managed) community centre on the site of St Luke's Primary School, French's Road, Cambridge, into a National Centre for Research and Engagement in Arts, Technology and Education.
- 1.2 This is part of a long-term facilities development project by Cambridgeshire Music to establish bases in areas of disadvantage: Oxmoor (Huntingdon), Wisbech and Arbury (North Cambridge).
- 1.3 The improved building will support cultural arts using digital technology and distributed blended learning programmes enabling children and young people and their extended families across the whole county to benefit. It will provide a refreshed and resilient community hub in the Arbury ward that can attract local people and connect them not only culturally but with other services and self-supporting opportunities. It increases the available locations for intervention work to support vulnerable young people and the health and well-being of the population.
- 1.4 Drivers behind this project include:
- Entry for GCSE arts subjects are almost 20% lower than in recent years. There are now 15% less arts teachers and hours of provision in schools than in previous years. This programme will provide alternative models for engagement by young people alongside the creative curriculum in schools.
 - Creative industries are one of the largest, fastest growing and major export sectors in our national economy and are important to local business in Cambridgeshire. Digital creativity development is the priority in this sector and this is recognised by our cultural partners in the county as a need locally.
 - Transport barriers affect socially excluded those in rural areas and young people reliant on adults for mobility in being able to access cultural engagement. Population growth in the county will impact this further.
 - Lower levels of attainment need targeted support to improve the chances for vulnerable children; cultural education provides an engagement mechanism that benefits attendance at school and learning outcomes for less academic students.
 - Active ageing is an important part of ensuring older people are connected and able to engage with their communities, both locally and linked to their areas of interest.
 - A third of boys only access arts activities in school, yet those engaged in cultural activity are 3 times more likely to obtain a degree, stay in jobs for longer and have higher job satisfaction. Disadvantaged children are more likely to vote and have better health if engaged in the arts.

- 1.5 The lead organisation for the project will be Cambridgeshire Music, the local authority's music service providing traded music and music therapy services to schools, settings and families, bands and orchestras, events and projects and increasingly dance and drama. It is also the Lead Partner for the Music Education Hub, established to lead the implementation of the National Plan for Music Education in the county. Delivery of this includes activities, commissioning and bursaries, supported by annual funding from the Department for Education (DfE) via the Arts Council of England (ACE), which it was confirmed in the Autumn of 2017 will be sustained over the next four years. Much of the organisation's work operates on a full cost recovery basis already and securing new income streams will increase productivity service resilience and reduce risk to Council.
- 1.6 In determining locations for the service, assessments from 2010 onwards concluded that a small number of high quality locations would provide a best solution for cultural services outside of schools to meet community need. Sites close to known areas of disadvantage maximise benefit from such facilities to those communities and the potential for securing funding investment. Ideally these need to be in larger population areas in order to attract market share.
- 1.7 The Music Service relocated from Papworth to Huntingdon (Oxmoor) in 2016 as the first stage of the three centre project. The other identified locations are in North Cambridge (Arbury) and Fenland (Wisbech). The site proposed in North Cambridge is the St Luke's Barn, behind St Luke's Primary School.
- 1.8 A feasibility study (Appendix 3) identified an option to remodel the building at a cost of £3.6m. Management of design and build process will be via the appropriate internal team.
- 1.9 Considerable work has already been undertaken to consider the options for developing the cultural facilities required, the choice of available sites and associated market places, feasibility, business planning and modelling and programming. These are provided as Appendices 1-6:
- Appendix 1 - Options Appraisal – background document
 - Appendix 2 - Draft Travel Plan
 - Appendix 3 - Feasibility Study
 - Appendix 4 - Summary of financial plan
 - Appendix 5 - Business development strategy
 - Appendix 6 - Fundraising plan

2.0 MAIN ISSUES

2.1 The purpose of the centre

- 2.1.1 In addition to the existing work of the Music Hub and service, the business model includes programmes that increase economic, environmental, capital, social and human resilience.
- 2.1.2 The programme of activity made possible by the development of such a facility adds to existing work by enabling:
- Local North Cambridge communities to access a high quality cultural education infrastructure.

- Arts organisations, artists and venues to use a creative space with high quality acoustics, recording and streaming capability that supports interaction/collaboration between young people and artists across the county using cutting edge digital technology.
- Young people in Cambridgeshire to access specialist expertise, engage with professional, high quality arts, use space to practice and connect artistically, access digital skills development for career development, music therapy, cultural resources beyond traditional venues, and leadership opportunities.
- Cambridgeshire school staff and arts educationalists to gain confidence and skills to deliver cultural engagement within the modern education system.
- An addition to the County profile of a national centre of excellence driving forward technology in arts education supporting Cambridgeshire business, economy and research.
- An improved community resilience not only in the local ward but also across the community of interest in cultural education.

- 2.1.3 The programme builds upon the digital sector expertise and “brand” of the county, and expects that at the heart of all the programmes will be the use of technology to export opportunities to engage, discover, learn and interact using streaming and broadcast/recording mechanisms. Whilst some of this can be delivered using individual technology and situations, safeguarding requirements will need to be modelled and led through piloted and monitored mechanisms prior to rolling out delivery individually. Dance, drama and larger music ensemble cultural activities need outreach spaces designed and set up for this process and these cannot be delivered by a single webcam process.
- 2.1.4 Many people are unable to physically access city based cultural education resources available from visiting and resident individuals or organisations. The use of digital access will increase nationally over the next generation to address this (it is already happening) and the authority needs to plan for an infrastructure that can support it for communities in Cambridgeshire.
- 2.1.5 Locally the space will provide high quality affordable access to rehearsal and production facilities for local venues. It will complement and support outreach work by enabling them to access currently unavailable resources.
- 2.1.6 Cultural talent is drawn away from the county to London, reducing the potential for communities to benefit from a pool of local expertise. Resources for young artists to support continued connection to their communities increases the quality of culture available across the county.
- 2.1.7 Arts therapies such as Music and Drama therapy, are clinical interventions which are rated highly by users and schools for the benefit to people in communication and social development, health & well-being and behaviour. There is unfulfilled demand for these opportunities.
- 2.1.8 We have strong and respected research hubs in our Universities. There is a need to disseminate results of studies and link this to activity that can benefits delivery and maximises the knowledge gained from such research locally. It provides an action research base for further education research and practice in ‘creativities’.

2.1.9 As modelled in the business plan – these types of programmes will increase investment and generate engagement and some surplus which will improve the financial position of the Council overall and lower the risk of a trading unit operating in a not-for-profit marketplace.

2.2 Site Condition

2.2.1 The existing building will require financial investment to improve, sustain or demolish and restore the original site, probably within 5 years. Due to position and access, there are limitations on the types of activity for which the site could be used: change of use, planning and transportation will all be factors in any non-community education usage which is why it is ideal for a digital distribution based centre for arts education.

2.3 Investment and Fundraising

2.3.1 The conversion costs of the building are £3.6m, 93% of which is being sought outside the County Council.

2.3.2 A non-repayable investment of between £250,000-£500,000 is requested from CCC towards the costs of the project.

2.3.3 In relation to the other funding streams being pursued, by July 2017, if the maximum investment from County Council was possible, this would secure £2.24million (62%) of investment including:

- An application to the Arts Council of England (ACE) for £1m of public funding has been made and is pending decision in July. Our conversations with officers there are indicative of the strength of our bid and it is national and regional context that will determine the outcome. We know that they value significantly any investment from local government and that a local commitment will send a strong message. As part of the bid, some of the funds released will enable the design and planning phase to be completed.
- Loan finance options have been explored with advice from Creative United with a potential low 3.5% loan rate for a 10 year repayment of £500K.
- It is proposed to use £240K of Cambridgeshire Music trading reserves accumulated towards the project.

2.3.4 We are pitching for investment from multiple business investors through meetings with group forums such as Cambridge Ahead and through individual contacts. Being able to indicate potential funding in place of 62% again will support these conversations as we know they wish to invest locally in appropriate projects – particularly those that support skills, cultural and educational needs. We are asking for an investment level of £1million towards the project, which may be across multiple companies. Together with the above funding this is 90% of the investment required.

2.3.5 Applications are to be made to 40 + trusts and charities that support these kinds of activity and small scale crowd funding for the remaining investment. It is intended that 100% of fundraising will be completed by

April 2018 but there is provision in the risk management for some slippage in timescale.

2.4 Risk management for Capital Project and Programme

- 2.4.1 Existing standards for management of capital project risk will be applied through the design and build process. Programme risk has been assessed as part of the ACE application and mitigation measures identified.

3.0 ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

- 3.1.1 1 in 11 jobs in the UK are within the creative industries. Arts and creative thinking skills are vital for our economy and schools need support to embed this in all curriculum areas. Young people need places to access opportunities beyond school to advance skills and connect with creative industries. The centre will provide a focus for this and connectivity with other centres, schools and settings to ensure this is available beyond the major population areas, via a blended learning programme. It will increase the knowledge and skills-base of teachers and leaders in creative education to maximise use of quality digital-based pedagogy to engage people.
- 3.1.2 The programme and building will increase investment into and economic output in the local area of Arbury Ward. New digital service development will impact economies in communities across the county and beyond. The identity and “brand” of Cambridgeshire digital, learning and research practice will promote high quality provision widely. Links with library, education, health and business sectors will enhance the reach of the digital provision and economic benefit.
- 3.1.3 An operating surplus will be generated and reinvested or held to support financial resilience. This will improve the security of the economy of the existing arts education infrastructure, associated jobs and related industries as well as a potential return to Council.
- 3.1.4 The building will provide spaces that were identified as needed by the City Council in Audit & Needs Analysis of the Arts Infrastructure in the City of Cambridge (2013) to meet the impact of population growth and corresponding cultural infrastructure. Added activity space will generate new income. Service turnover increases from £1.98m (16/17) to £2.97m in Year 6 of programme operation (2025/26) as a result of economic change.
- 3.1.5 Learning programmes will enable people to develop and apply digital and media skills within the cultural industries, providing new routes into employment and workforce for the technology and cultural sectors.
- 3.1.6 By Year 5 we will engage annually 52,000 young people and 5100 adults. This will include 17,000 people in rurally isolated areas and 11,000 that are economically disadvantaged. 12,000 of these contacts will come from the North Cambridge and Fenland areas.
- 3.1.7 We will be working with 240 education institutions and providing through them access to cultural resources for their pupils and families. The

potential reach therefore for this project is across the whole school population and extended community once embedded within the education and health structures, increasing the return value of the original investment.

3.2 Helping people live healthy and independent lives

- 3.2.1 Strong cultural communities support a range of benefits to people, in their work and leisure, their health & relationships, their self-confidence and resilience and their personal and local economy. Cultural activity happens as part of most people's leisure time and often surrounds us informally in and around work as well. It provides a connection with place and people, society and community. It is about quality of living in our County.
- 3.2.2 In the Council strategy for building resilient communities as well as recognising geographical requirements, it is also noted that: "Communities include families and wider networks and 'communities of interest'". This community hub is built upon a wide community of interest in cultural engagement and education through digital connectivity. If peoples' lives are enriched, they can influence the available opportunities for themselves.
- 3.2.3 The building will provide spaces so people to come together to create and explore culture both in the building and remotely with digital connectivity. This will provide a greater access to a wider cultural experience, linking diverse communities.
- 3.2.4 As people learn and improve skills, with access to support and guidance, they can make choices about their leisure activities and/or opportunities for developing careers in cultural or other industries.
- 3.2.5 The design and operation of the building will be steered by members of our community of interest (both local and virtual) and the programmes of activity similarly. We will encourage volunteering, co-curation of projects and engagement in the design of major events.
- 3.2.6 By Year 5 we expect our work each year to engage with 47,000 school pupils, over 6000 amateur artists developing their skills, 500 older people and 700 professional artists.

3.3 Supporting and protecting vulnerable people

- 3.3.1 Situating this development in a location with identified need will enable us to reach and support a community, including vulnerable people. A community hub, focused on creativity and arts, can encourage different connections with people through culture but signpost to additional support. Such engagement will lead to other needs being identified, local support and where provided, County expertise.

- 3.3.2 As this hub is also a virtual resource with connectivity beyond a physical location, it connects people across the county with resources for help and support, in their own area, through other community hubs or via targeted support where required. The information transfer potential is high if the structures are created with teams across the Council in a way that provides a “soft” mechanism for an individual to choose to access them. The extension of the access to schools to all their pupils and pupil families increases the reach further. These benefits have a financial value to Council by increasing community resilience and information.
- 3.3.3 Arts therapy spaces provide opportunities to support mental health and wellbeing – participation for disabled and non-disabled people in integrated activities and adaptations using technology to enable all people to contribute and create – modelling best practice to institutions and a base for research into new ideas and developments.
- 3.3.4 Skills development will be targeted through projects and activities towards those at risk of unemployment or disengagement using integrated mechanisms to support aspiration, again across the county using the digital mechanisms.
- 3.3.5 Cultural centres can reach across diverse communities and enable dialogue and respect to be developed through understanding and creative endeavour.
- 3.3.6 Our partnership working with Cultural Education Partnerships, the County Virtual School and Intervention teams and our Health sector projects mean that by year 5, of the total people we will be engaging with annually, 2,700 will be experiencing mental ill-health, 1,700 will have special education needs and 11,000 will be identified as disadvantaged.

4.0 SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

- 4.1.1 The following bullet points set out details of significant implications identified by officers:
- 4.1.2 The capital costs of the project are £3.6 million of which up to £500K is requested as a non-returnable investment from the County Council; the remainder is to be raised externally from a range of sources.
- 4.1.3 The fundraising strategy (Appendix 6) spreads the financial risk across:
- Public Income (CCC) £250k-£500k
 - Public Income (ACE) £1 million
 - Public Income (Cambridge City Council) £100k
 - Public Income: £1.35m
 - Corporate Sponsorship: £700k
 - Grants and Donations: £656k
 - Loan Finance: £500k
 - Founder Partners’ Investment (from arts organisation stakeholders): £350k
 - Contributions from Cambridgeshire Music Trading Reserves during the build period. £240K

- 4.1.4 By Year 5 of operation the combined capital and revenue expenditure will be over £13.6million, achieving a 27:1 value from a single £500K investment made by CCC. We have modelled by this stage to be returning an annual £80k surplus for return to CCC or reinvestment which cumulatively would exceed the original investment within 7 years and over a 20 year period provide a potential cash return of £1.6million.
- 4.1.5 Ongoing revenue costs form part of the music service budget and will be covered by earned income and external grants as per the business model. This includes national funding from the Department for Education which has been sustained for a further four years. The programme is annually reviewed to take account of available grant income and scaled accordingly in order to manage financial risk.
- 4.1.6 Cambridgeshire Music currently operates on a zero budget basis and has for the last two years provided a small return from trading to the Council. It is considered nationally to be a strong music education hub providing a broad range of high quality provision and commissions. There are no other countywide cultural providers of this type, nature, scale and structure. It is requested that reserves to be developed by the service are used towards the programme to reduce other fundraising targets and increase the impact of the revenue work. This capital project will be the first that a music education hub, if successful, will have undertaken with Arts Council investment.
- 4.1.7 The property involved will require investment within the medium term, to ensure safe continued usage; or removal of the facility, with associated adverse consequences for local community and environment. The costs of this are not quantified by Council currently but will be significant.
- 4.1.8 The development will improve the digital cultural provision across the county and is expected to be built within public sector IT structures. Data management for sensitive information will not be affected.
- 4.1.9 There will be some additional human resources required for building operation, which is modelled in the business planning. However the technology design is planned to provide for remote opening and closing of the building to limit out of hours costs.
- 4.1.10 The current building is in a poor state and the improvements proposed will significantly improve the environmental impact of the facility. The design stage will consider all options for further enhancing the environmental effects of the building operation.
- 4.1.11 The proposal has been recognised within the cultural education sector as innovative and developing new models of work in this field, both for current and future needs.

4.2 Statutory, Legal and Risk

- 4.2.1 The following bullet points set out details of significant implications identified by officers:

- 4.2.2 There is no statutory driver behind this project.
- 4.2.3 A Legal agreement will be needed to manage the asset, in order to secure some external funding, to protect the access rights to the facility and maintenance of access, to change land usage if required and ensure the project is not affected adversely by any future change in school status.
- 4.2.4 There is a need to ensure that consideration is given to existing community access and alternatives supported should this not be possible as a result of the upgrade of the building.
- 4.2.5 Risks to the project are:
a) Capital build risks – mitigated by design and build process in line with Milestone schemes and
b) Programme funding and grants – mitigated by cautious business modelling spread across different activity areas and a scalable programme according to available funding.
- 4.2.6 Community safety implications rest with the need to ensure no adverse impact on residential surrounding areas with regard to people and vehicle movements. Improvements to the grounds, access, lighting and visibility and security mechanisms will result in a net improvement in safety overall. Proximity of the school site will require safeguarding review.
- 4.2.7 Health and Safety risks are higher with the building in its current state of repair. The project will provide a safer and more appropriate building suitable for all people including those who are disabled. The improvements to the school site that are being discussed as part of the development will increase pedestrian safety and provide more controlled access to the site.
- 4.2.8 The project supports the rights of the child to cultural engagement and education.

4.3 Equality and Diversity

- 4.3.1 The following bullet points set out details of significant implications identified by officers:
- 4.3.2 The project will improve access to the services and cultural resources in the County by developing the digital infrastructure to connect people beyond the City. It has been designed taking into account the Council's responsibilities under the Equality Act 2010.
- 4.3.3 Programmes created in the new facility are provided by a service that operates the same provision for all users and staff, under the equality guidance for the Council. Support is provided to enable access for those who are unable to afford or engage for some reason. It is expected that the development will increase diversity of the workforce and participants in the activities provided above current levels due to the nature of the programmes.

4.4 Engagement and Communications

- 4.4.1 The following bullet points set out details of significant implications identified by officers:
- 4.4.2 A public consultation was carried out in Autumn 2015 with arts and education stakeholders. The potential of the centre to provide for access, infrastructure and opportunity was recognised and supported by the consultation.
- 4.4.3 The Community Impact Assessment will be prepared for the General Purposes Committee paper as part of the next stage of planning.
- 4.4.4 A further local community consultation is planned as part of the design stage after July 2017.
- 4.4.5 Discussion has taken place with the City Council cultural team as part of the process, the Music Education Hub Board, the Arts Council of England and with Senior Management Team in the Council.
- 4.4.6 There is an increased opportunity for volunteering locally and community engagement as a result of this project. We expect to use models created in other places to fully involve our geographical community and our community of interest virtually to both design the space and the programme provided in it as well as provide opportunities for volunteers. The project will extend the emerging links between the arts, cultural, education, local authority and private sectors in Cambridgeshire, sharing the resource of the redeveloped building and working together to drive quality and engagement in cultural education.
- 4.4.7 Employees are already mobile workers and are not affected. The local Members have been consulted and their advice followed.
- 4.4.8 Partnerships are already in place to develop the programme and profile of the building with BBC Cambridgeshire (who wish to support the digital skills agenda) both universities in relation to research and education teams, cultural leaders in the city and other arts venues and the local school.

4.5 Localism and Local Member Involvement

- 4.5.1 The following bullet points set out details of significant implications identified by officers:
- 4.5.2 The project will create a facility that connects local people in Arbury ward, through a space to meet and exchange ideas, and interests and through this encourage support for each other.
- 4.5.3 The community of interest digitally connected across the County will support cultural development in local areas by linking them with schemes and projects that target such work as well as each other.

4.5.4 The development of the programme will be embedded in the population interest both from the local ward and online. Local people will identify their interests and demands for support and will help with the design and use of available funding to target this. This will particularly benefit the local ward, and the member for Arbury has been consulted about the project.

4.5.5 As part of the project, improvements to manage the traffic and access issues that exist locally near the venue, school site security and improvements to the school environment have all been discussed. As well as direct access to six schools within walking distance, the design of a digital centre is focused on broadcast outwards rather than physical attendance, deliberately to minimise pressures on transportation.

4.6 Public Health

4.6.1 The following bullet points set out details of significant implications identified by officers:

4.6.2 Quality of life benefits individual health directly and cultural engagement therefore plays an important part in supporting social, physical and mental activity.

4.6.3 By connecting people who cannot travel to locations digitally we can bring them together with positive experiences and connect them with others, reducing isolation. This can enable better access for older people and those in residential settings and improve the engagement for people with long term activity limiting illness.

4.6.4 By providing blended learning programmes people can develop themselves and be empowered to make positive choices for their work as well as leisure, benefiting their economic situation and health.

4.6.5 Our programmes in arts therapy provide evidenced opportunities to support improvements in mental health (higher prevalence in Cambridge City and Fenland), autism, emotional and behavioural conditions, alongside social development as part of participatory activities generally.

4.6.6 The provision of a community based cultural hub will attract a range of local visitors that can be connected to support mechanisms within the community and targeted where necessary supporting the resilience strategy.

4.6.7 Targeted projects using cultural engagement as a medium for work with specific groups of people (e.g. young carers, adults with long-term conditions) will help us to provide positive experiences for their wellbeing and ensure connection with relevant support benefiting individuals and their families.

4.6.8 Reducing the reliance on transportation to access cultural education will contribute positively to air quality.

- 4.6.9 Improvements in attainment and social development for children and young people through cross-county engagement will benefit their long-term health.
- 4.6.10 Opportunities to encourage physical activity and nutrition through digitally communicated dance, health and well-being programmes will support the agenda for improving healthy behaviours.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: M Wade (CYP)
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	No response
Are there any Equality and Diversity implications?	Yes Name of Officer: Keith Grimwade CFA Service Director
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Simon Cobby
Are there any Localism and Local Member involvement issues?	Yes Name of Officer: Keith Grimwade CFA Service Director
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Tess Campbell

Source Documents	Location
<i>Supporting New Communities Strategy- CCC</i>	http://www.cambridgeshire.gov.uk/download/downloads/id/4543/ccs_supporting_new_communities_strategy_final.pdf
<i>Community resilience strategy</i>	http://www.cambridgeshire.gov.uk/download/file/4176/community_resilience_strategy
<i>Taking Part 15-16 Child Report</i>	https://www.gov.uk/government/collections/sat--2
<i>Taking Part 15-16 Quarter 4 report</i>	https://www.gov.uk/government/collections/sat--2
<i>Cambridge Joint Needs Assessment</i>	http://cambridgeshireinsight.org.uk/jsnasummaryreport
<i>Milestone 1 feasibility report</i>	Cambridgeshire Music 36, Mayfield Rd, Huntingdon PE29 1NL

<i>CREATE Consultation report with Stakeholders</i>	Cambridgeshire Music 36, Mayfield Rd, Huntingdon PE29 1NL
<i>Music Education Audit – Schools Headlines 2015-16</i>	Cambridgeshire Music 36, Mayfield Rd, Huntingdon PE29 1NL
<i>Audit & Needs Analysis of the Arts Infrastructure in the City of Cambridge (2013)</i>	www.cambridge.gov.uk
<i>ACE Cultural Education Data Portal</i>	http://www.artscouncil.org.uk/research-and-data/children-and-young-people
<i>2015 Exec summary Primary Research (into school perceptions of the benefit of music)</i>	Cambridgeshire Music 36, Mayfield Rd, Huntingdon PE29 1NL
<i>ImagineNation: The Case for Cultural Learning</i>	http://www.culturallearningalliance.org.uk/about-us/imagine-nation-the-case-for-cultural-learning/
<i>Social Mobility and the Skills Gap, Creative Agenda October 2016</i>	http://www.creativeindustriesfederation.com/supporters/
<i>Health & Wellbeing benefits research</i>	http://www.artshealthandwellbeing.org.uk/resources/research
<i>A Level candidate numbers 2002 onwards</i>	Cambridgeshire Music 36, Mayfield Rd, Huntingdon PE29 1NL
<i>Accelerating the Achievement of Vulnerable Groups ELG 260916</i>	http://www.cambridgeshire.gov.uk/download/file/3322/accelerating_achievement_strategy
<i>Children and Young People Mental Health Slides</i>	Cambridgeshire Music 36, Mayfield Rd, Huntingdon PE29 1NL
<i>Cross sector participation</i>	As above
<i>Dance Research Report Sept 2015</i>	As above
<i>How do young people engage with music</i>	As above
<i>Social Media</i>	As above
<i>Vision for Dance</i>	As above
<i>Taking Part Year 10 longitudinal report</i>	As above
<i>150413 School Improvement Strategy</i>	As above
<i>Confidential Appendix 1 - Options</i>	Attached

Appraisal – background document	
Confidential Appendix 2 - Draft Travel Plan	Attached
Appendix 3 - Feasibility Study	Attached
Confidential Appendix 4 - Summary of financial plan	Attached
Appendix 5 - Business development strategy	Attached
Confidential Appendix 6 - Fundraising plan	Attached