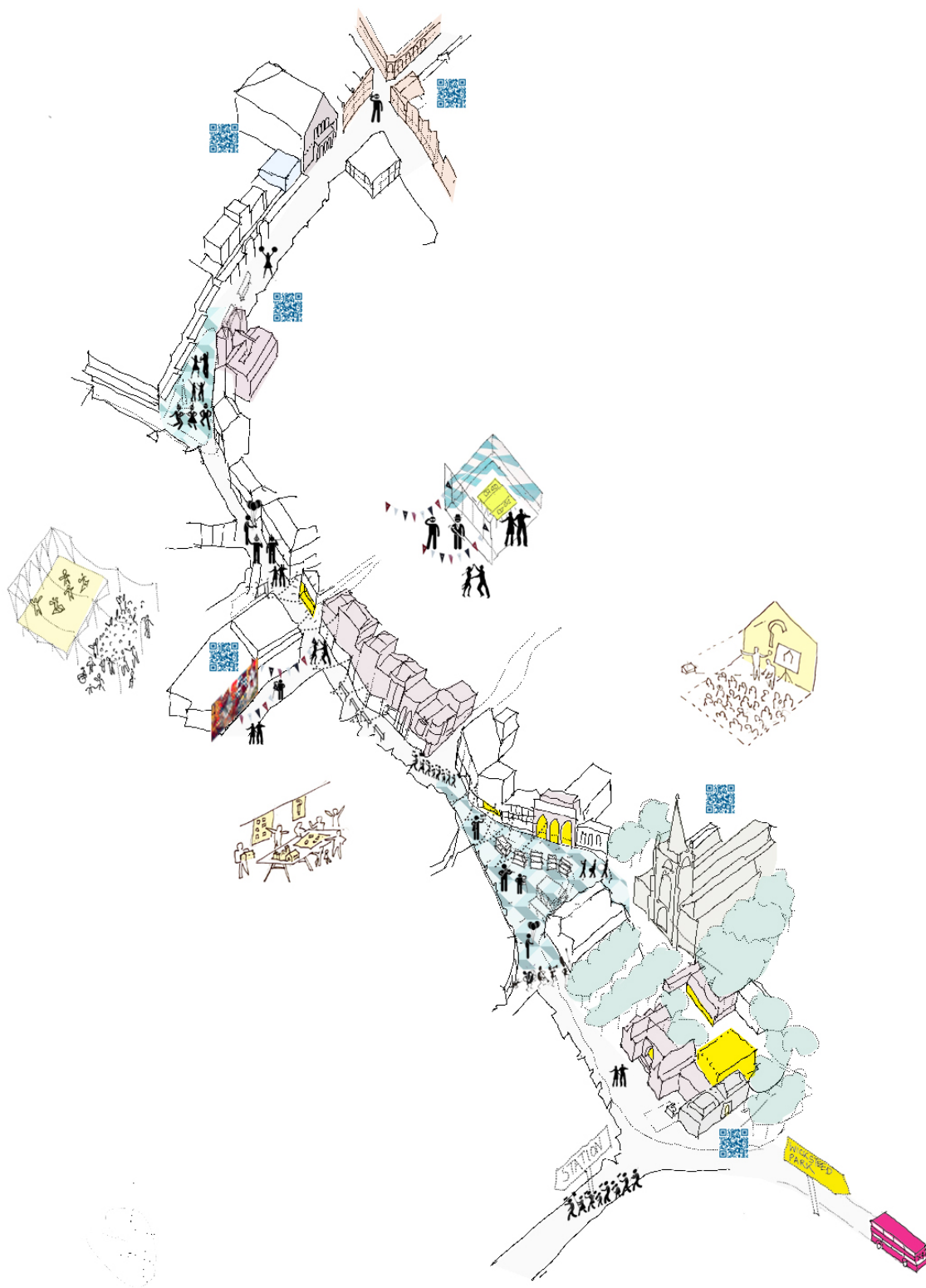


Kettering HSHAZ Cultural programme
application

What's in a Name



Section 1

Programme Overview

Historic England Reference Number (if already known/allocated)

Unknown

Programme Start Date

May 29th 2021

Programme Name

What's in a Name

High Streets HAZ High Street

Kettering

Version and Submission Date:

Version 6.3

Total grant amount being applied for (£):

£90,000 AWARDED March 2021

Programme Summary (150 words max):

Kettering's theme 'What's in a name' emerged from research that explored how the street names have changed within the town centre over the years. This turn of phrase also traces its origins to Shakespeare's Romeo and Juliet and seems particularly relevant for this cultural programme, challenging us to look beyond names and perceptions and instead consider the unique substance of Kettering, both its people and places.

It aims to celebrate the rich physical heritage of Kettering but also create a framework to illuminate the wealth of past and present cultural activity through a series of lively events. The programme presents an opportunity to widen participation, and develop meaningful community led programming through a range of innovative media. New content involves pop-up events, filmmaking, street theatre and participation events. The programme is linked to the delivery of the GLAM project, a £3.6m extension to the Alfred East Gallery, Library and Manor House Museum due for completion in 2022.

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Section 3

Programme Details

3.1 Overview

The need for a cultural programme in Kettering

- Kettering Borough Council undertook studies in 2018 that underpinned the HSHAZ project bid which illustrated that the existing high street has suffered over the last decade as a result of out-of-town retail developments, and has resulted in the loss of larger retailers from the town centre. In parallel, like many historic market towns, Kettering has undergone extensive structural changes that have hollowed out many of the existing functions.
- Community consultation held by the Council in 2019 illustrated how these issues have contributed to a loss of confidence and poor perceptions of the high street. Current problems faced by the town centre include fragmented ownership and several vacant but inflexible larger retail units that contribute to a lack of cohesion between existing retail uses and the public realm.
- There has also been an erosion in quality and character of built heritage at street level; consequently, this environment provides limited stimuli for street activity and the critical sense of conviviality that Kettering deserves. Furthermore, the Index for multiple deprivation 2019 indicates that in addition to retail vacancy; living conditions within some parts of the town centre of Kettering are within the second lowest national tier.
- COVID-19 has exacerbated the problems facing economic and existing cultural activity in the town centre since HSHAZ funding was committed to Kettering to carry out physical improvements. The combination of these legacy issues and recent events has increased the need for a programme that will stimulate high street activity and post-Covid recovery in tandem with the HSHAZ capital improvements.

Existing Cultural Capacity: The need to harness strengths collectively

- There are currently several active cultural organisations within Kettering, Picture the Difference, Friends of the Art Gallery and Museum, Kettering Civic society and KDAS, to name a few (see the consortia list). Whilst they provide rich and varied content to a range of audiences; before this programme proposal, there was no formal connection between these organisations and no existing cultural programme to harness their collective strengths.
- These existing cultural groups have an excellent reach to a range of different audiences locally; however, there are harder to reach groups within the community, such as lower-income, LGBTQ, and minority communities that we seek to engage as part of this programme. There are volunteering opportunities within the area; however, access to these networks is limited, and the capacity and skills base requires development. Furthermore, studies

by Nesta¹ identified Northants as an area with a creative capacity in need of facilities to enable cultural output.

- Kett-fest is an important and successful annual event that temporarily transforms the town centre. This pulls together local businesses, arts organisations and community groups that demonstrate the wealth of talent within Kettering. It illustrates the positive energy that is present but often hidden within Kettering and what could be achieved if these organisations worked together with a common vision on a longer-term programme.

The proposed cultural programme will invoke the following as aspects:

- Weave together existing programme elements
- Enhance existing programme offerings and the capacity to reach new audiences.
- New programming and commissions

Ongoing town centre initiatives within Kettering that complement the proposed cultural programme

- There are planned HSHAZ public realm works, conversions and streetscape improvements that will run in parallel with the proposed cultural programme until the end of the programme in 2024. Whilst a separate project funded by Historic England; both will be mutually beneficial. The proposed programme aims to work in tandem by complimenting facilities with events when they are opened and in some cases, create content from the improvement projects such as the restoration of the mosaic and associated documentary.
- The GLAM project involves the extension of the Alfred East Gallery, Library and Manor House Museum and whilst unconnected to the HSHAZ project this provides new spaces for events and will be linked to some of the initiatives (see the interactive heritage trail). This improved cultural destination will form an anchor at the Southern portion of the HSHAZ zone and in combination with a programme of events will help draw footfall through the town centre.
- The Kettering Town Centre Delivery Plan is in progress. In addition to HSHAZ, GLaM and the cultural programme, this involves a further 19 short, medium, and long term projects that will be mainly delivered by the Council, with some in conjunction with the private sector through section 106 revenue.

3.2 Aims and Outcomes/ How this programme relates to the current HSHAZ programme:

Why Kettering? A unique opportunity to harness significant local creativity in combination with other large cultural investments to transform a historic high street that has suffered from years of blight.

- The town centre of Kettering has a rich history owing to its non-conformist past and the legacy of its cooperative movement resulting in early examples of bottom-up innovation, and a legacy from the shoe and boot industry, and

¹ https://media.nesta.org.uk/documents/the_geography_of_creativity_in_the_uk.pdf

the innovative architecture of Alfred Gotch. Historic images illustrate streets that were active, diverse and host to memorable public events. The new cultural programme aims to follow in the same cooperative spirit and proposes a community-led initiative that will bring renewed confidence to the town centre.

- Kettering is fortunate to have many of the foundations for culture-led regeneration programme already in place; this includes broad local community support, local political support and the cumulative benefit of other culture led capital projects being undertaken by the Council. Several community consultation exercises have already been carried out (2018, 2019, 2020) by Kettering Borough Council with over 700 responses indicating unanimous support for an enhanced cultural offering within the town centre as a key priority.
- A new cultural hub (GLaM) is currently underway at the southern end of the HSHAZ area, In addition to the HSHAZ streetscape enhancement project. In parallel, several improvement projects are proposed under the Town centre Plan. These factors present a backdrop of investment and positive momentum occurring alongside the proposed cultural programme to contributing to its success and linked to the programme content. As illustrated by the Mendoza review in 2016 Culture led regeneration has been proven to achieve inclusive and sustainable growth, networking, training and sector development, and the ability to build strategic linkages with other national projects. This investment that was secured before Covid 19 is now even more relevant and will act as a catalyst for post Covid recovery creating a real opportunity to make a substantial and lasting transformation to the high street, and the lives of those who live within the town centre when combined with the funding for the cultural programme.

A cultural programme that compliments and enriches the HSHAZ project.

- There is a real need for the physical HSHAZ improvements to be supported by a cultural programme that will stimulate economic activity, drive footfall and transform perceptions of the town as recognised by Historic England this can provide high streets with a competitive advantage.² This cultural programme will aim to bring new audiences and visitors to the town, and strengthen the existing audience and visitor engagement through a coordinated events programme. The influx of new visitors and these events will create new opportunities for local businesses and investors to act as custodians of the new built and public realm improvements.
- The programme content is aligned with the ethos of community-led cultural regeneration model recommended by the Grimsay review 'Build Back Better' (2020). This report proposes that town centres and high streets rediscover their community purpose in order to thrive and recover following Covid-19. The report recommends decentralised decision making and bottom-up networks are the most adept way to engage local, efforts and energies and encourage entrepreneurship. The report argues for a greater focus on public spaces and how these can be imaginatively used. This presents a unique opportunity to celebrate newly completed areas of public realm and streetscape with street theatre, tours, and other community-led public events to create a sense of collective ownership and care.

2 <https://historicengland.org.uk/advice/caring-for-heritage/streets-for-all/>

- The themes and emphasis of the cultural programme will be strongly aligned with the history of Kettering, its industries, local stories and events, these will act as a form of interpretation, and help audiences to understand the place of the built environment within that history.
- A range of new artworks and interactive events, heritage trails and permanent commissions will aim to draw audience attention to historic buildings and spaces. This programme will aim to differentiate and strengthen the local experience economy to stimulate creative new uses and future economic activity.
- It is recognised that the success of any events programme is contingent on the ongoing Covid-19 situation, at the time of writing there is hope that the majority of the programme (years 2-3) will fall after a vaccine is in wide circulation. This situation will be reviewed quarterly; however, the Year 1 programme of events anticipates a largely outdoor series of activities along with events that can readily be made Covid secure.

Changing perceptions of Kettering's high street through new temporary and permanent interventions.

- The programme aims to transform the current perception of the town centre, by creating symbols that celebrate the rich history of Kettering and encourage locals and visitors to think differently about what the town centre represents. This approach aligns with the local Government Associations guide to revitalising town centres³.
- Creating memorable experiences can be a powerful way of changing public perceptions. Shops and well-known public spaces will be used for lively cultural events, and tours and talks. This will create a sense of renewed investment and signal the high-street area as a place for public life, enjoyment and culture.
- The programme should be clearly representative of the local community. In addition to encouraging the public to participate in content creation as well as the events, the consortium will integrate activities with local businesses and groups as part of the process of developing and delivering the programme. This will allow people to see that Kettering is active with opportunities for the local community to get involved and help shape the future of their town centre.
- An annual community pop-up shop will showcase a revolving set of exhibitions and talks, this will bring a welcoming presence to a vacant part of the high street, and will be open both day and night, showcasing local talent, and interactive projects. An interactive feedback display (in the style of similar interventions such as the Peckham peace wall) will record feedback from communities and visitors and will hopefully serve as an artwork in its own right, allowing the community to see how perceptions will change during the period of the project.
- Physical commissions such as the art trail installations will illustrate memories from the local community, highlighting stories and the significance of buildings and places around the town.

Enhancing capacity; new partnerships, skills development within the community

- The consortium involves a partnership of over 20 organisations (see section 2). The development of meaningful and lasting formal partnerships will be created with the support of the consortium which aims not only to facilitate new cultural production but also to create a supportive environment for

³ https://www.local.gov.uk/sites/default/files/documents/5.33%20Town%20Centre_04_web.pdf

members to collaborate, share challenges and learn from each other. The aim of this framework is to increase the capacity and motivation for these organisations to continue developing and collaborating long beyond the end of this cultural programme.

- Paid positions will also be made available as part of this programme for a branding and social media resource, which will aim to generate a distinct and lasting identity for the high street and a means to communicate and coordinate activities digitally. The creation of a new brand for the high street will be an opportunity to involve the local community and create a lasting legacy.
- Skills development will also be provided to the expanded volunteer pool, as well as opportunities to gain experience across the consortium. This provides a unique opportunity for members of the community to develop their skills within the culture and leisure sector through involvement with this programme.

Encouraging a strong and sustainable legacy for cultural activity

- An enhanced cultural volunteer network will be developed within the local area. This initiative will be delivered in partnership with Tresham College and Museum Development East Midlands (see Appendix B). Cross fertilisation of existing volunteers between member organisations will occur within a broader network enabling them to gain experience with different event programmes and areas of interest. This initiative includes resources to re-skill and up-skill these teams to build the capacity required for a future experience and culture-based economy on the high street. Research by Prospects (2020) indicated the damage to graduate employment following the Covid-19 Pandemic, citing two-thirds of graduates will not find work in the year after graduating, and the increased impacts upon isolation within young adults. This programme will involve targeted recruitment of a younger cohort of volunteers who in the current economic situation have significantly reduced opportunities for employment related to their training.
- The cultural programme aims to give members their own collective skills, independence and momentum to ensure that the coordination of future cultural programmes is self-sufficient. A programme of cultural activities will continue beyond the end of the cultural programme and will encourage new members to join. This aspect is integrated into a detailed memorandum of understanding agreed with all members.
- The combination of improvement works, new physical installations and events will aim to inspire confidence for businesses and creatives to invest in this area long term, and to generate a circular economy-related to cultural activities within the area.

A cultural programme that will act as a catalyst for change to restore and enhance the town centre:

- The majority of the programme events (activities outdoor theatre events and music performances) will be held within the HSHAZ centre area creating immediate short-term transformations that aim to catalyse longer-term changes to vacant areas but also suggest new uses for the pedestrian areas. Historic images reveal the significance of public events and street life to the character and convivial spirit within the town centre of Kettering. This programme aims to revive this spirit.
- Increased footfall, new cultural activity and new visitor types would encourage vacant retail units to be occupied for new creative uses by local

businesses and initiatives. This would perpetuate the perception of the high street as a vibrant place to be. The Grimsey review⁴ illustrates the power of innovative initiatives where creative ideas have thrived following temporary events. This includes examples such as Altrincham where existing cinema buildings were repurposed as local food markets, and pop-up shops have become places where once again in history local creatives and cooperatives (rather than national chains) can showcase their wares.

- New art installations and an elevated sense of value associated with the streetscape has been demonstrated to lead to more investment in built heritage by private individuals and businesses⁵ This will encourage a greater sensitivity toward new high-quality ground level frontages.
- As with many events programmes, 'fringe' events out-with this programme are anticipated and will actively be encouraged and supported where possible.

Enabling community co-creation of the programme

- Community co-creation is facilitated by a range of projects that seek content, stories and involvement from local people, in addition to interactive events. A community consultation exercise will be undertaken within year 1 to establish formats in which this can be carried out; this will be adaptive dependent upon the physical constraints that may or may not be in place to control the Pandemic.
- The programme will include openings for the public to input and generate meaningful content, and access a more diverse representation of heritage through local memories, particularly from harder to reach communities. This will avoid a reductive or top-down view of Kettering's history and aims to counteract the perception that the HSHAZ project or other larger capital projects are being led from the top without involvement.
- Amongst others, the consortium has engaged delivery partners (Made with Many) who have experience in targeting communities with a record of low engagement and running accessible community events both digitally and in-person

Accessible for all: Bringing awareness of Kettering's heritage and creative content to new audiences

- The existing members of the consortium currently have a significant reach in the area (please refer to appendix G's illustration of reach) and cover a very diverse range of communities and audiences. When brought together, this includes youth organisations, local artists, special needs groups, families and special interest groups.
- The cultural project aims to complement this by targeting hard to reach audience areas, where engagement is currently low in relation to heritage and culture. These include lower-income groups and those at a higher disadvantage or with additional needs, LGBTQ groups and minority communities within the Kettering area. In order to obtain this expanded reach, the consortium has specifically chosen delivery partners (Made with Many, Tresham college, Youth works, The UK Film School) who have experience in engaging these groups. The benefits of including these groups as part of the creative production process will integrate diverse voices into the storytelling process, and in a reciprocal manner, improve skills, knowledge and build social capital.

⁴ <http://www.vanishinghighstreet.com/wp-content/uploads/2020/06/Grimsey-Covid-19-Supplement-June-2020.pdf>

⁵ https://www.local.gov.uk/sites/default/files/documents/5.33%20Town%20Centre_04_web.pdf

- New delivery partners will help other members of the network to develop the capacity also to reach audiences, that were not previously possible. The new audiences will benefit from existing content, and existing audiences will benefit from a greater network, new content and increased creative activity.

The future: A re-energised creative high street that the local community can be proud of and nurture for years to come.

- The cultural programme aims to transform perceptions of Kettering's high street and its history but also that an appreciation of 'heritage' is a shared and accessible phenomenon. Through community involvement, this programme aims to represent everyday memories of the community and re-frame forgotten parts of Kettering in a fun and engaging way. The programme will cultivate increased civic pride and enable the community to further become the custodians of their high street.
- The programme will change perceptions of the town centre, not only as a secondary retail space but as a place that people visit to experience an offering unique to Kettering that cannot be replicated online or in a shopping mall.

3.3 Stakeholders and Partners

Please note – the term stake-holders are used here to mean any interested parties as well as anyone who has a financial relationship with the project or wider scheme.

Members:

Kettering Borough Council– Accountable body.

Wicksteed Park (WP)

Wicksteed Park is wholly owned by Wicksteed Charitable Trust, established in 1916 by Charles Wicksteed, a successful engineer, entrepreneur, and inventor, and it is a Grade II English Heritage Listed Park & Garden. Wicksteed Park has played a significant role in people's daily lives for almost 100 years, having officially opened in 1921, it offers free access to its rich 147 acres of heritage landscape and invites over 850,000 volunteers per year.

Picture the Difference (PtD)

Picture the Difference (PtD) is a Kettering-based, community interest company offering the creative and performing arts to young people and adults with additional needs. They take their work into the community, giving participants the chance to volunteer, skill share and to develop both personally and professionally.

Their core values focus on people, places, purpose and participation.

Friends of the Art Gallery and Museum (FOAGM)

The Friends of Kettering Art Gallery and Museum is a registered charity founded in 1951. Its main purpose, and central to its constitution, is to provide assistance to the Alfred East Gallery and Manor House Museum in Kettering by way of funds for the acquisition, conservation and restoration.

Friends of the Kettering Library (FOKL)

The Friends of Kettering Library (FOKL) plays an active role in promoting and supporting the Library Service in Kettering.

Kettering Civic Society (KCS)

Kettering Civic Society is a voluntary organisation with charitable status that was established 51 years ago. Throughout these years the Society has collaborated with Kettering Borough Council, the local community, businesses and organisations to fulfil the following aims and objectives in its constitution

- To promote high standards of planning and architecture in or affecting the area of Kettering.
- To educate the public in the geography, history, natural history and architecture of the area of Kettering.
- To secure the preservation protection development and improvement of features of historic or public interest in Kettering and promote civic pride.

3.4 Project Plan

- Please refer to Appendix A for the full overview of the programme and Appendix E for the project summary task list.

3.5 Outputs

- The combined projected audience reach over the course of the programme is in excess of 150,000.
- The total number of events totals 578
- Please refer to Appendix B for outputs and a breakdown of information for each event audience numbers against each event.

3.6 Communication and Marketing

- The communication and marketing strategy aims to build upon existing communications structures within the consortium, expanding these and enhancing their reach. A new consortium brand and active social media channel will be dedicated to the programme, led by new resource secured through this programme and in addition to members existing channels.
- The strategy will involve a mixed methodology to mitigate digital exclusion and will include member and council websites, social media, flyering and the local and national press network, including the local 'What's on' publication and local community radio station. This strategy will ensure that no sectors of the community will be excluded through a lack of access to digital platforms. Younger audiences who are more digitally adept will be targeted as part of the technological events that are proposed with messaging and branding targeted to attract their involvement.
- The communications strategy will also aim to use existing business platforms and town centre partnership communications networks. These complimentary links will be established during the first year. Kettering Borough Council will also support the events through 'this is Kettering' Twitter (currently 2629 followers, and Facebook 9042 followers), and its own Twitter account (5065 followers). The GlaM project communications will be linked to the programme of events, and the Art gallery and Museum currently have over 1700, and 1900 twitter and Facebook followers respectively, a number which is set to increase when they services are re-launched in 2022.

3.7 Community Engagement

- A programme of community consultation was undertaken by Kettering Borough Council in 2019 which received over 700 responses, this indicated unanimous local interest and support for enhancements to be made to the town centre area and cultural quarter comprising the art Gallery, Museum

and Library. Further consultation that was carried out through KBC's website in 2018 and 2019 received 300 responses indicating a clear alignment between the HSHAZ projects and priorities identified by the community. A summary of consultation to date includes:

- Town Centre Conference Oct 2017 which informed the development of the TC Delivery Plan 2018–25
 - Summer 2019 – Town Centre Public Survey – results fed into a series of recommendations which the councils approved at committee
 - Dedicated HSHAZ engagement conducted in Winter 2019 (included, heritage trail pilot with children)
 - Feb 2020 Town Centre Conference #2 which re-engaged stakeholders, provided progress update and engaged people re cultural-led plans
 - KBC has launched a further survey in December 2020 which aims to help the consortium to understand frequency of usage
- To date significant consultation has been conducted with the local community, this has been positive and it is intended that the consultation strategy for the cultural programme will build upon the foundations of this, but also seek to reach groups of the community that have not actively participated so far. In addition to ongoing community engagement being undertaken by Kettering Borough Council, the consortium is already consulting existing members of the volunteer pool with regards to what specific training is needed and consulting their audiences on aspects of the cultural programme.
 - The cultural programme will include a number of opportunities for the public to feed into the programme to develop content, but also through the volunteering network directly participate in the delivery of the events. (refer to Appendices A and B). Our community pop up delivery partners Made with Many are experienced at developing strategies that ensure broad and meaningful participation.
 - Specific areas where the community will be involved include both temporary events and permanent artworks, examples include the community pop-up shop where MWM will consult via a community panel made up of local business owners and focus groups, the art trail community panels and engagement on the theme of the exhibitions within the town centre during years 2/3.

3.8 Impact and Evaluation

- We understand that the monitoring and evaluation of the impacts and effective reach of the project are fundamental to its success. This process will be undertaken at annual, quarterly and monthly intervals and will relate to the programme outcomes, which will be developed into a series of key performance indicators.

Refer to Appendix A for the project plan, and Appendix B for the programme outputs. The following is the anticipated output:

- There is a projected total of 578 events over the three-year period.
- There is a projected total audience of 151,407 representing an investment per head for historic England of £0.79, with match funding; this is uplifted to a spend of £1.13 per head.

Data Collection to allow quarterly review

- An evaluation template is being developed for use by all members to provide a consistent means to collate information from audiences, participants and cultural professionals across the programme (in line with data protection guidelines). KBC has town centre footfall monitoring capacity to provide feedback on the anticipated numbers within the high street. Made with Many

will utilise 'The Audience Agency 'to collect key data to understand further who our audience is during the community pop up shop in year one which will, in turn, be analysed in terms of reach, comparison and inform the subsequent years programming.

- The recruitment and training of volunteers will also be monitored; an outcome is that the volunteer programme will strengthen the capacity of members to deliver against outcomes and that the pool of volunteers will develop an enhanced range of skills. The variety of skills and experience obtained through training but also involvement in events will be recorded to quantify how capacity is being developed and inform how the programme will be adapted in years 2/3.

The management of this information and how it will be reviewed is explained in 3.12 performance management.

3.9 Related Projects and Programmes (Interfaces)

- Kettering High Street Heritage Action Zone
- The programme of capital works being delivered via the HSHAZ project team.
- The community engagement strategy, (Linked to the cultural programme)
- The Public realm / mosaic project, (linked to the cultural programme – refer to Appendix A)
- Community pop up shop/Kett-fest coordinated with public realm programming
- GLaM programming in general once open in 2022
- Kettering's town centre delivery plan 2018–2025 has 19 projects targeted
- Kettering Town Centre Partnership to act as a key link to local business and consortium will continue to identify key stakeholders.

GLaM The Alfred East Gallery, Library and Museum

This project was awarded £3million: Funding will revitalise and extend GLaM by creating flexible work/exhibition space, engaging with educational institutions, and developing a programme of events to strengthen community links. The total project is worth £3.6m and over the next two years will deliver transformational improvements to the facilities. The project's objective is to revitalise and extend GLaM to become a creative and cultural anchor for North Northamptonshire, which provides a blend of cultural amenity space and teaching facilities while protecting and enhancing the historic fabric of the buildings. GLaM is one of 12 projects funded in the South East Midlands (SEMLEP) region.

Kettering Town Centre Delivery Plan;

The Town Centre Delivery plan is designed as a high-level plan that sets out the priorities for investment in the Town Centre going forward to 2025. The 19 projects in the Delivery Plan reflect feedback from consultees at the Town Centre conference in September 2017, take advantage of emerging development opportunities as key sites become available and prioritise investment plans for the future. This strategy was pivotal in building the foundations for securing the HSHAZ funding from Historic England and the GLaM funding from SEMLEP.

3.10 Sustainability and Legacy

An integrated network of cultural organisations and local businesses that drive footfall to enhance people's experiences of the town centre as a means of contributing towards a secure future for the town centre.

The sustainable legacy of the cultural programme will be built upon the enhanced capacity through training and strong networks that will be created. A detailed memorandum of understanding was agreed (reviewed bi-annually) with all members and commits to an ongoing programme of cultural activities and encourages new members to join. The programme aims to normalise a collective drive and momentum rather than one lead by any one party to ensure that future coordination is self-sufficient. In summary, alongside this rich, connected cultural network, the legacy will be as follows:

- An established consortium network with the capacity to secure future funding
- Interactive Heritage Trail
- Art in the town semi-permanent installations
- Restored mosaic and accompanying documentary
- An active developed volunteer network with a new cohort of younger volunteers

3.12 Performance Management

- A Memorandum of understanding (appendix F) sets out a clear governance structure. This will be lead through monthly consortium meetings where members will review progress and make decisions. Kettering Borough Council will act as the accountable body and will facilitate this process.
- Key performance indicators will be established collectively through the consortium and will relate directly to the aims listed in section 3, graded against cost, time and quality metrics. These indicators will be reviewed quarterly as a means to ensure that the aims of this project and those of the HSHAZ cultural programme funding are substantively met.
- Milestones and progress reports will be established (see task list Appendix E) in relation to a detailed programme. These will be monitored, and a critical path evaluated at regular intervals.
- See Appendix C for the budget and Appendix D for the risk register. Risk and budget review updates will be undertaken on a monthly basis.

3.13 Please confirm all Consortia members and delivery teams have:

- Health and Safety Policy Statement ☒
- Equal Opportunities Policy Statement ☒
- Where relevant that all Disclosure and Barring checks have been undertaken ☒

3.14 Please confirm you are enclosing the following supporting documents with your application:

These documents are required elements which should be submitted along with your application for grant funding

- Programme Timeline ☒
- Risk Log ☒
- Task List ☒
- Cost Breakdown ☒
