

Culture and Education District Programme Board (CEDPB) Terms of Reference

Status: The Culture and Education District Programme Board has been established to provide strategic direction and oversight of the Culture and Education District development on Queen Elizabeth Olympic Park, on behalf of the project partners and funders of the Culture and Education District - HMG and the GLA. The CEDPB will take decisions within its terms of reference (see 4 & 5 below).

Membership: The membership of the Board consists of representatives of each of the partner organisations and the new charitable trust:

- London Legacy Development Corporation (LLDC)
- University College London (UCL)
- Victoria & Albert Museum (V&A)
- University of the Arts London (UAL)
- Sadler's Wells
- Smithsonian Institution
- Foundation for FutureLondon (FFL)

Also represented are additional funders' of CED:

- Department for Communities and Local Government (DCLG)
- Infrastructure UK (IUK)
- Greater London Authority (GLA)

Chair: The Chief Executive of the LLDC shall chair the meeting. In their absence, another LLDC representative approved by the Chair shall chair the meeting.

In attendance: Attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting.

Frequency of meetings

1. The CEDPB will meet on a monthly basis in the first instance, in consideration of the need to provide programme oversight, co-ordination and decisions. The frequency of the meetings will be reviewed and where necessary Programme Board will meet more or less frequently. Meetings of the CEDPB shall be convened by the Secretary at the request of its Chair.
2. As required, meetings of the CEDPB may be arranged at short notice to respond to specific issues requiring urgent attention.

Purpose of the Board

3. To provide oversight and direction for the overall Culture and Education District programme, resolving any issues from the relevant project boards as necessary and referring any critical decisions, including major changes to the programme timeline or budget, to the individual Board(s) or Council(s) of the relevant organisation(s) or institution(s), as required for approvals.

Terms of Reference and Delegated Authority

4. The CEDPB will focus primarily on co-ordination of the programme, budget review and communications management within and beyond the partnership. It will only take decisions in relation to the programme and budget that are within the delegated authorities of the individuals representing the partner organisations. Where necessary decisions requiring higher levels of authorisation will be referred to the appropriate Board(s) or Council(s) as required.
5. The main areas of focus for the CEDPB will be to:
 - a. Monitor programme, costs and funding issues against the baseline report;
 - b. Ensure regular financial review and management;
 - c. Monitor and oversee risks and mitigation, supported by the Risk and Assurance Board;
 - d. Oversee stakeholder management and communications planning;
 - e. Co-ordinate and oversee governance arrangements;
 - f. Monitor and oversee the integrated assurance strategy, supported by the Risk and Assurance Board;
 - g. Report to relevant internal Boards and Councils.
6. The CEDPB will be supported by the Risk and Assurance Board (RAB). The RAB provides assurance to Programme Board in relation to the stated aims of the Integrated Assurance: deliverability, transparency, control and value for money. A quarterly report will be issued providing assurance of the process and status of the Culture and Education District Programme against the integrated assurance aims.

Procedural and reporting arrangements

7. Unless otherwise agreed, notice to each CEDPB member confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each CEDPB member and any other person required to attend, no later than five days before the date of the meeting (unless the meeting is called as a matter of urgency). Supporting papers shall be sent to
8. CEDPB members and to other attendees at the same time.
9. The Secretary or a nominated deputy shall minute the proceedings and resolutions of all CEDPB meetings, including recording the names of those present and in attendance.
10. The Secretary or a nominated deputy shall promptly circulate the minutes of the meetings to all CEDPB members (within five working days).

Amendments

11. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the CEDPB. Notice shall be given of the proposed alteration(s) in a paper for the meeting of the CEDPB at which they are to be discussed.

Confirmed members at 7th July 2016:

- [REDACTED] (CEO, LLDC) **CHAIR**
- [REDACTED] (Executive Director of Development, LLDC)
- [REDACTED] (Executive Director of Finance & Corporate Services, LLDC)
- [REDACTED] (Director of Communication, Marketing & Strategy, LLDC)
- [REDACTED] (Head of Programme Management & Governance, LLDC)
- [REDACTED] (Commercial Director, Finance & Business Affairs, UCL)
- [REDACTED] (Head of Development, UCL)
- [REDACTED] (Chief Operating Officer, V&A)
- [REDACTED] (Director of Estates, UAL)
- [REDACTED], Programme Director (Major Capital Projects, UAL)
- [REDACTED] [As available] (Vice Chancellor, UAL)
- [REDACTED] (Chief Operating Officer, Sadler's Wells)
- [REDACTED] (Chief Finance Officer, Smithsonian Institution)
- [REDACTED] (Director of Finance, GLA)
- [REDACTED] (DCLG)
- [REDACTED] (IUK)
- [REDACTED] (DCMS)
- [REDACTED] (CEO, Foundation for FutureLondon)
- Assurance rep (as required)

Secretariat

Provided by LLDC.

UCL East Project Board (UEPB) Terms of Reference

Status

The **UCL East Project Board (UEPB)** has been established to provide strategic direction and oversight of the UCL East development on Queen Elizabeth Olympic Park, on behalf of the project partners and the key funders of the project – UCL, HMG and the GLA. The UEPB will formally sign off project Milestones and take decisions within its terms of reference (see 8 and 9 below).

Membership

The membership of the Board consists of representatives of each of the partner organisations:

- London Legacy Development Corporation (LLDC)
- University College London (UCL)

Chair and attendees

The Executive Director of Development of the LLDC and UCL Project Director shall chair the meeting on an alternating basis. In their absence, other LLDC or UCL representatives approved by the relevant alternating Chair (for the next UEPB) shall chair the meeting. Attendance of other officers, advisers or other persons shall be by agreement with the relevant alternating Chair (for the next UEPB) for all or part of the meeting.

Quorum

A minimum of two representatives from each organisation will be present. One from each organisation can be a nominated delegate representing the official member of the Board.

Frequency of meetings

1. The UEPB will meet on a fortnightly basis in the first instance, in consideration of the need to provide project oversight, co-ordination and decisions. The frequency of the meetings will be reviewed and where necessary the UEPB will meet more or less frequently. Meetings of the Board shall be convened by the Secretary at the request of the Chair.

Purpose of the Committee

2. To oversee and deliver the UCL East project plan, mitigate risks, resolve any project level issues and provide guidance to the in-house project teams as required.
3. To co-ordinate and report activity across all aspects of the UCL East project, including: design and planning; procurement and construction; financial monitoring; stakeholder management; marketing, communications and fundraising.

4. To support the development and delivery of the education, skills and employment strategy for the Culture and Education District and implementation of the benefits requirements set out in the OBC.
5. To monitor risks and issues in relation to the development of UCL East and escalate as appropriate to the Cultural and Education District Programme Board (CEDPB). It will also support the Culture and Education District assurance function as appropriate.
6. To formally sign off project Milestones as defined in the Agreement for Lease between LLDC and UCL and or as separately agreed as appropriate by the UEPB
7. Approve project level changes that can be contained within project level tolerances [please refer to the Change Board Terms of Reference].

Terms of Reference and Delegated Authority

8. The UEPB will focus primarily on the co-ordination of the overall programme for UCL East within and beyond the partnership. It will only take decisions in relation to the programme and budget that are within the delegated authorities of the individuals representing the partner organisations. Where necessary decisions requiring higher levels of authorisation will be referred to the CEDPB or the appropriate Board(s) or Council(s).
9. The main areas of focus for the UEPB will be:
 - a. Management and oversight, including: programme, design, planning, procurement and construction - consistent with the authority of the individuals representing each of the partners;
 - b. Financial review and management;
 - c. Stakeholder management and communications planning;
 - d. Reporting to the Cultural and Education District Programme Board and relevant internal Boards and Councils;
 - e. Formal sign off of project milestones as defined in the Agreement for Lease.

Procedural and reporting arrangements

10. Unless otherwise agreed, notice to each UEPB member confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each UEPB member and any other person required to attend, no later than five working days before the date of the meeting. Supporting papers shall be sent to UEPB members and to other attendees as appropriate at the same time
11. The Secretary or a nominated deputy shall minute the proceedings and resolutions of all UEPB meetings, including recording the names of those present and in attendance.
12. The Secretary or a nominated deputy shall promptly circulate the minutes of the meetings to all UEPB members (within five working days)

Amendments

13. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the UEPB and with the agreement of the CEDPB. Notice shall be given of the proposed alteration(s) in a paper for the next meeting of the CEDPB.

Confirmed members as at 14 April 2016:

- [REDACTED] (Executive Director of Development, LLDC), **Alternating Chair**
- [REDACTED] (Commercial Director, Finance & Business Affairs, UCL)
- [REDACTED] (Head of Delivery (Partners), UCL), **Alternating Chair**
- [REDACTED] (PMO Manager, UCL Estates, UCL)
- Other reps (as required)
- Assurance rep (as required)

Secretariat

- Provided by LLDC.

Stratford Waterfront Project Board (SWPB) Terms of Reference

Status: The **Stratford Waterfront Project Board (SWPB)** has been established to ensure effective management of the Stratford Waterfront project on Queen Elizabeth Olympic Park. It provides strategic direction and oversight of the project on behalf of the partners and the key funders of the project - Her Majesty's Government and the Greater London Authority. The SWPB will take decisions within its terms of reference (for details see 2 – 8 below).

Membership: The membership of SWPB consists of representatives of each of the partner organisations so far confirmed as:

- London Legacy Development Corporation (LLDC)
- Sadler's Wells
- University of the Arts London (UAL)
- Victoria & Albert Museum (V&A)

Chair: The Executive Director of Development at LLDC shall chair the meeting. In their absence, another suitably qualified LLDC representative shall chair the meeting.

In attendance: Attendance of officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting.

Frequency of meetings

1. The SWPB will meet on a monthly basis in the first instance. The frequency of the meetings will be reviewed and where necessary the SWPB will meet more or less frequently. Meetings of the Board shall be convened at the request of the Chair.
2. The SWPB meetings will be scheduled on the first Thursday of the month, to accommodate the requirements of the reporting calendar, including the Culture and Education District Change Board.

Purpose of the Project Board

3. To oversee and deliver the Stratford Waterfront project: mitigating risks, resolving project level issues and providing guidance/feedback to project team as required.
4. To oversee activity across all relevant aspects of the Stratford Waterfront programme, working in collaboration to drive the project forward and agree any issues for resolution in accordance with the Board's delegated authority.
5. It will also be responsible for supporting the effective delivery of the strategic objectives as set out in the Outline Business Case submitted to government in October 2014.
6. It will monitor risks and issues in relation to the development of Stratford Waterfront with a view to mitigating and managing these risks and issues. Where necessary, risks and issues will be escalated to the Culture and Education District Programme

Board (CEDPB). The SWPB will be required to support the Culture and Education District assurance function as appropriate.

7. Approve project level changes as per the agreed change process that can be contained within project level tolerances to be noted at the subsequent CED Change Board¹.
8. The Working Group will support project delivery and will report to the Project Board.

Terms of Reference and Delegated Authority

9. The SWPB will focus primarily on the co-ordination of the overall programme for Stratford Waterfront. It will only take decisions in relation to the programme and budget that are within the delegated authorities of the individuals representing the partner organisations. Where necessary, decisions requiring higher levels of authorisation will be referred to the CEDPB or the appropriate Board(s), Committee(s) or Council(s) within the partner organisations.
10. The main areas of focus for the SWPB will be:
 - a. Programme management and oversight, including: design, planning, procurement and construction consistent with the authority of the individuals representing each of the partners;
 - b. Financial review and management;
 - c. Oversight of the delivery of the strategic objectives as set out in the Outline Business Case submitted to government in October 2014;
 - d. Reporting to the CEDPB and relevant internal Boards and Councils;
 - e. Approval of project level change as defined in the Culture and Education District change control process.

Procedural and reporting arrangements

11. Unless otherwise agreed, notice to each SWPB member confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each SWPB member and any other person required to attend, no later than two days before the date of the meeting.
12. An LLDC representative shall minute the proceedings, actions and resolutions of all SWPB meetings, including recording the names of those present. The minutes of the meetings will be circulated promptly to all SWPB members (within five working days). Matters arising and actions will be reviewed at each SWPB meeting.

Amendments

13. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the SWPB and with the agreement of the CEDPB. Notice shall be given of the proposed alteration(s) in a paper for the next meeting of the CEDPB.

Confirmed members as at May 2016:

¹ LLDC is preparing a proposal on the Change process to discuss and agree with the Partners at a forthcoming meeting

- [REDACTED] (Executive Director of Development, LLDC), **CHAIR**
- [REDACTED] (Chief Operating Officer, Sadler's Wells)
- [REDACTED] (Director of Estates, UAL)
- [REDACTED] (Programme Director Major Capital Projects, UAL)
- [REDACTED] (Director of Design, Exhibitions & FuturePlan)
- [REDACTED] (Senior Curator, V&A)
- [REDACTED] (Head of Projects, V&A)
- [REDACTED] (COO, V&A)
- [REDACTED] (Project Director, LLDC)
- [REDACTED] (Head of Planning, LLDC) (as required)
- [REDACTED] (Director of Design, LLDC)
- Assurance rep (as required)
- Other partner organisation(s) TBC

Optional attendees to provide updates from working groups as necessary:

- [REDACTED] (Consultant, Sadler's Wells)
- [REDACTED] (Director of Technical Resources and Learning Environments, UAL London College of Fashion)
- Smithsonian rep (TBC)
- [REDACTED] (Senior Development Manager, LLDC)
- Design Team/consultant representatives as appropriate

Secretariat

- Provided by LLDC.

Culture and Education District Board (CEDB) Terms of Reference

Status: The Culture and Education District Board (CEDB) has been established to provide strategic direction for the Culture and Education District development on Queen Elizabeth Olympic Park, ensuring that the shared vision of the Mayor of London and the project partners is effectively honoured and maintained throughout the design, development, delivery and operational stages. The CEDB will take decisions within its terms of reference (see 5 and 6 below).

Membership: The membership of the Board consists of representatives of each of the partner organisations and the new charitable trust:

- Foundation for FutureLondon
- London Legacy Development Corporation (LLDC)
- Sadler's Wells
- Smithsonian Institution
- University of the Arts London (UAL)
- University College London (UCL)
- Victoria & Albert Museum (V&A)

Chair: The Chair of the LLDC shall chair the meeting. In their absence, another LLDC representative approved by the Chair shall chair the meeting.

In attendance: Attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting.

Frequency of meetings

1. The Culture and Education District Board will meet on a quarterly basis in the first instance, in consideration of the need to maintain direction of the project and effective working relationships across the partnership. The frequency of the meetings will be reviewed and where necessary the Board will meet more or less frequently. Meetings of the Board shall be convened by the Secretary at the request of its Chair.
2. As required, meetings of the Culture and Education District Board may be arranged at short notice to respond to specific issues requiring urgent attention.

Purpose of the Board

3. To maintain the vision for the Culture and Education District and honour the strategic objectives as set out in the Outline Business Case (OBC), approved by the DCLG Finance Sub Committee (FSC) in October 2014, and included in the Chancellor of the Exchequer's National Infrastructure plans in December 2014.
4. The Board will have oversight of the entire programme through presentations and reports from the other Boards, ensuring that the programme remains deliverable. The

Board will have a particularly important role to play in supporting the FFL in their endeavours to fundraise for the different elements of the capital build programme, as well as other opportunities for the partners to work with donors or supporters and collaborate on specific areas of research, development and innovation.

Terms of Reference and Delegated Authority

5. The Board will focus primarily on maintaining the vision for the overall scheme, as well as ensuring that opportunities for collaboration are maximised. It will provide strategic direction for the partnership within the delegated authorities of the individuals representing the partner organisations.
6. The main areas of focus for the Board will be to:
 - a. Maintain and develop further the vision for the Culture and Education District;
 - b. Ensure that collaboration opportunities are maximised through effective co-ordination and co-operation across the partnership;
 - c. Support the Foundation For FutureLondon to achieve its fundraising objectives;
 - d. Support effective stakeholder management and communications planning.

Procedural and reporting arrangements

7. Unless otherwise agreed, notice to each Board member confirming the venue, time and date, together with an agenda of items to be discussed shall be forwarded to each Board member and any other person required to attend, no later than five days before the date of the meeting (unless the meeting is called as a matter of urgency). Supporting papers shall be sent to Board members and to other attendees at the same time.

Amendments

8. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the Board. Notice shall be given of the proposed alteration(s) in a paper for the meeting of the Board at which they are to be discussed

Confirmed members at October 2015:

- [REDACTED] (Chair, LLDC) **CHAIR**
- [REDACTED] (CEO, LLDC)
- [REDACTED] (Executive Director of Development, LLDC)
- [REDACTED] (CEO & Artistic Director, Sadler's Wells)
- [REDACTED] (Vice-Chancellor, UAL)
- [REDACTED], Vice-Provost (Operations, UCL)
- [REDACTED] (Chair, FFL)

- [REDACTED] (Chief Finance Officer, Smithsonian Institution)
- [REDACTED] (Director, V&A)

Secretariat

- Provided by LLDC.

DRAFT

Marketing and Communication Working Group Terms of Reference

Status: The Marketing and Communication working group has been established to develop and deliver appropriate marketing and communication campaigns for all aspects of the Culture and Education District, as well as co-ordinating and managing stakeholder engagement locally, regionally and nationally. The Marketing and Communication working group will take decisions within its terms of reference (for details see 2-7 below).

Membership: The membership of the Working Group consists of representatives of each of the partner organisations so far confirmed as:

- London Legacy Development Corporation (LLDC)
- Sadler's Wells
- Smithsonian Institution
- University of the Arts London (UAL)
- University College London (UCL)
- Victoria & Albert Museum (V&A)
- Greater London Authority (Mayor's Press Office)

Chair: The Director of Communication, Marketing and Strategy at the LLDC shall chair the meeting. In his absence, another suitably qualified LLDC representative shall chair the meeting.

In attendance: Attendance of officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting.

Frequency of meetings

1. The Marketing and Communication working group will meet on a bi-monthly basis in the first instance. The frequency of the meetings will be reviewed and where necessary the Marketing and Communication working group will meet more or less frequently. Meetings of the working group shall be convened by the Secretariat at the request of its Chair.

Purpose of the Marketing and Communication working group

2. To lead the development of a marketing and communication strategy and delivery plan for the Culture and Education District programme.
3. To ensure effective implementation of all marketing and communication activity for the Culture and Education District programme, working in collaboration with other work streams to drive the project forward.
4. Agree any issues for resolution in accordance with the working group's delegated authority and through Programme Board.

5. It will also be responsible for supporting the effective delivery of the strategic objectives set out in the Outline Business Case to government in October 2014.
6. It will monitor risks and issues in relation to engagement with stakeholders of the Culture and Education District programme with a view to mitigating and managing these risks and issues. Where necessary, risks and issues will be escalated to the Culture and Education District Programme Board (CEDPB).
7. It will also be required to support the Culture and Education District assurance function as appropriate.

Terms of Reference and Delegated Authority

8. The Marketing and Communication working group will focus primarily on developing a marketing and communication strategy for the overall Culture and Education District programme. It will only take decisions in relation to the programme and budget that are within the delegated authorities of the individuals representing the partner organisations. Where necessary, decisions requiring higher levels of authorisation will be referred to the CEDPB or the appropriate Board(s), Committee(s) or Council(s).
9. The main areas of focus for the Marketing and Communication working group will be:
 - a. Develop a marketing and communication strategy for the Culture and Education District up to and including the successful opening of the UCL East buildings, Stratford Waterfront Culture and Education Complex, and the residential development on Stratford Waterfront.
 - b. Deliver effective marketing and communication campaigns to support all of the Culture and Education District priorities including: regeneration, economic development, construction, culture, education and community engagement, at local, regional, national and international level;
 - c. Facilitate engagement with local stakeholders through the Local Stakeholder Forum and other existing groups and networks already managed by LLDC and the project partners e.g. the Park Panel and Youth Panel;
 - d. Support the delivery of the strategic objectives as set out in the Outline Business Case submitted to government in October 2014;
 - e. Report to the CEDPB and relevant internal Boards and Councils.

Procedural and reporting arrangements

10. Unless otherwise agreed, notice to each Marketing and Communication working group member confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each Marketing and Communication working group member and any other person required to attend, no later than two days before the date of the meeting.
11. The Secretary or a nominated deputy shall minute the proceedings, actions and resolutions of all Marketing and Communication working group meetings, including recording the names of those present.
12. The Secretary or a nominated deputy shall promptly circulate the minutes of the meetings to all Marketing and Communication working group members (within five working days). Matters arising and actions will be reviewed at each meeting.

Amendments

13. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the Marketing and Communication working group and with the agreement of the CEDPB. Notice shall be given of the proposed alteration(s) in a paper for the next meeting of the CEDPB.

Confirmed members as at May 2015:

- [REDACTED] (Director of Communication, Marketing and Strategy, LLDC) , **CHAIR**
- [REDACTED] (LLDC)
- [REDACTED] (Sadler's Wells)
- [REDACTED] (UAL)
- [REDACTED] (UCL)
- [REDACTED] (V&A)
- [REDACTED] (Mayor's Office)
- Other partner organisations (as required)

Secretariat

- Provided by LLDC.

Strategic Objectives Working Group – Terms of Reference

Status: The **Strategic Objectives Working Group (SOWG)** has been established to develop a programme and action plan for the delivery of the benefits table that is identified in the Outline Business Case (OBC), with a focus on education, culture, skills, employment and engagement with the local community. The SOWG will take decisions within its terms of reference (for details see 2, 3, 4 & 5 below).

Membership: The membership of the Working Group consists of representatives of each of the partner organisations so far confirmed as:

- London Legacy Development Corporation (LLDC)
- Sadler's Wells
- University College London (UCL)
- University of the Arts London (UAL)
- Victoria & Albert Museum (V&A)
- Smithsonian Institution

Chair: The Executive Director of Regeneration and Community Partnerships at LLDC shall chair the meeting. In his absence, another suitably qualified LLDC representative shall chair the meeting.

In attendance: Attendance of officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting.

Frequency of meetings

1. The SOWG will meet on a quarterly basis in the first instance. The frequency of the meetings will be reviewed and where necessary the SOWG will meet more or less frequently. Meetings of the Working Group shall be convened by the Secretary at the request of its Chair.

Purpose and terms of reference of the Strategic Objectives Working Group

2. The SOWG will be responsible for leading the effective delivery and monitoring of the strategic objectives as set out in the Outline Business Case (OBC) submitted to government in October 2014. It will foster a spirit of collaboration that enables the Culture and Education District to successfully achieve the agglomeration benefits of co-locating the project partners on QEOP.
3. It will ensure that a comprehensive programme of activity is developed before, during and after the capital build programme, in such a way that it successfully delivers the key objectives and measures set out in the OBC benefits table: mitigating risks, resolving issues and providing guidance to the partners.
4. It will work collaboratively with the Project Boards and FFL to drive the project forward and agree any issues for resolution in accordance with the working group's delegated authority.
5. It will monitor risks and issues in relation to the implementation of the strategic objectives and benefits for the Culture and Education District with a view to mitigating and managing these risks and issues. Where necessary, risks and issues will be escalated to the Culture and Education Programme Board (CEDPB). This working

group will also be required to support the Culture and Education District assurance function as appropriate.

Delegated Authority

6. The SOWG will only take decisions in relation to the programme and budget that are within the delegated authorities of the individuals representing the partner organisations. Where necessary decisions requiring higher levels of authorisation will be referred to the CEDPB or the appropriate Board(s), Committee(s) or Council(s).

Procedural and reporting arrangements

7. Unless otherwise agreed, notice to each SOWG member confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each SOWG member and any other person required to attend, no later than two weeks before the date of the meeting.
8. The Secretary or a nominated deputy shall minute the proceedings, actions and resolutions of all SOWG meetings, including recording the names of those present.
9. The Secretary or a nominated deputy shall promptly circulate the minutes of the meetings to all SOWG members (within five working days). Matters arising and actions will be reviewed at each working group meeting.

Amendments

10. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the SOWG and with the agreement of the CEDPB. Notice shall be given of the proposed alteration(s) in a paper for the next meeting of the CEDPB.

Confirmed members as at January 2016:

- [REDACTED] (Executive Director of Regenerations and Community Partnerships)
CHAIR
- [REDACTED] (LLDC)
- [REDACTED] (UCL)
- [REDACTED] (UCL)
- [REDACTED] (Pro Vice Chancellor / Head of College, UAL London College of Fashion)
- [REDACTED] (Sadler's Wells)
- [REDACTED] (Sadler's Wells)
- [REDACTED] (Sadler's Wells)
- [REDACTED] (Smithsonian)
- [REDACTED] (Smithsonian)
- [REDACTED] (V&A)

Optional attendees

- [REDACTED] (LLDC)
- [REDACTED] (Sadler's Wells)
- [REDACTED] (UAL)

DRAFT