

## **CABINET**

### **29 June 2016**

**REPORT TITLE: Support for capital development of Culture venues, with particular focus on Colston Hall**

**Ward(s) affected by this report: Cabot Ward / citywide**

**Strategic Director: Barra Mac Ruairi - Strategic Director Place**

**Report author: Alistair Reid, Service Director – Economy, Abigail Stratford, Service Manager - Major Projects and Laura Pye, Head of Culture**

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#### **Purpose of the report:**

The report seeks approval to continue to support the Bristol Old Vic, St Georges and Colston Hall Phase II capital projects and create a City with world class cultural venues.

The redevelopment of Colston Hall, Bristol's largest concert hall aims to transform the Hall into a resilient fit for purpose music venue for the 21st Century and enhance the Cultural offer of the City. As freeholder of the building, the Council will lead and be responsible for delivering Colston Hall Phase II.

The report specifically seeks approval for a £1.6m investment in the Colston Hall Phase II to progress design work to enable a detailed planning application to be submitted.

#### **RECOMMENDATION for the Mayor's approval:**

- 1. To provide the financial support for the delivery of the further capital projects at both Bristol Old Vic and St George's, in accordance with the terms set out at Appendix 1.**
- 2. To approve a deed of variation to the out of date Service Level Agreement between Bristol City Council and Bristol Music Trust in order to reflect revised arrangements.**
- 3. To authorise a £1.6m investment in Colston Hall Phase II to commission the original design team to prepare, submit and progress a detailed planning application.**
- 4. A further report will be presented to Cabinet no later than May 2017 (including a full business case) identifying what additional Council investment in the project might be required if the project is to progress.**

## **1. Background**

- 1.1 Bristol is renowned for its thriving and innovative cultural life. This is central not only to the city's economic future but to the way Bristolians feel about where they live. A strong, vibrant and diverse cultural offer is a fundamental ingredient in the 'infrastructure' of any healthy economy. To stand out and get ahead it needs to be authentic & distinctive. To do this we have to support our major organisation to ensure culture is thriving in the city and these organisations and their building are fit for the 21<sup>st</sup> century.
- 1.2 Many of Bristol key cultural institutions operate in buildings which are no longer fit for purpose and are in need of significant capital investment. The majority have plans for capital improvement projects of varying scale and cost over the next 10 years. These institutions are key to ensuring Culture continues to thrive in the city. The capital projects are required to enable the organisation to alter their business models and survive in a new economic climate for the arts.
- 1.3 Over the coming months the Council will develop an overview of this position so the strategic investment required to build the Cultural Infrastructure of the City can be identified. In advance of the Cultural Capital Infrastructure overview the Council has identified, in partnership with Arts Council England (ACE) that the capital projects at Bristol Old Vic, St Georges and Colston Hall Phase II are in need of immediate support.

## **2. Bristol Old Vic**

- 2.1 The Theatre Royal Bristol, home of Bristol Old Vic, is the oldest, continuously working theatre in the UK and will celebrate its 250th anniversary in 2016. Since re-opening the refurbished auditorium in September 2012, it has enjoyed unprecedented success on the stage but its front of house facilities have lagged behind what is required to be a major creative hub for the South-West of England.
- 2.2 The "Anniversary Works" project is to rebuild the Front of House and studio and is due to start in Summer 2016 and be finished early in 2018. The theatre will stay open throughout, with the public coming through the back door, into a Backstage Bar. Once reopened, the theatre will be operating as heritage destination and a commercial events space, as well as a theatre.
- 2.3 The Council owns the freehold reversion to the part of the theatre buildings known as Cooper's Hall. This is already subject a lease to 2070 to Old Vic with a rent of £1. It is intended as a condition of support to transfer this freehold to Old Vic in return for the Council ending its repair obligations. The form and terms of the support the Council provide to the project are set out at Appendix 1.
- 2.4 The Bristol Old Vic Outreach Department is dedicated to creating diverse, innovative and contemporary forms of theatre that engage with a variety of audiences, not only within the Bristol Old Vic but also in schools, communities and organisations across Bristol and the South West. It offers high quality and unique participatory experiences for audiences who have a desire to engage creatively with others and the world around them, either as participants or spectators. Over the past 12 months they have been engaged in a range of projects to

diversify their audiences which have resulted in 1500 new attendees to the theatre thanks to targeted ticketing and their audience demographic including Bristol postcodes of Stockwood and Withywood for the first time in 2015/16.

2.5 They have also delivered a series of targeted workshops and events including a schedule of workshops with Addiction Recovery Agency, Pilot workshops with Terrence Higgins Trust, workshops with 100 young people through Company Schools and have started conversations with St Mungo's Homeless Charity and Young Carer's Support with a view to future projects. Their young and adult companies also continue to grow with the Young Company maintained at 350 membership.

2.6 Their development project will:

- Develop a new, state of the art studio theatre which will accommodate more performances and a broader than ever programme
- Remove all barriers- physical or otherwise- the theatre access, whilst improving visibility and creating a familiar, welcoming theatre for all to enjoy

### **3. St George's**

3.1 St George's Bristol is one of the country's most acclaimed concert halls. However, the physical restrictions of the building have been severely restraining its future artistic development, further audience growth and overall accessibility. The 'Building a Sound Future' capital project will improve, extend and upgrade St George's to make it fit-for-purpose in the 21st century, offering facilities for audiences and artists commensurate with the high quality of artistic work presented here.

3.2 A new two-storey extension will make St George's Disability Discrimination Act (DDA) compliant for the first time in its history and provide new, flexible spaces that will be used to run activities for local schools, colleges, community groups and the general public. It will also house a new café that will be open during the day as well as evening. All this will help St George's to be financially sustainable with a robust business model that offers increased scope for self-generated income streams and a decreased reliance on external funding.

3.3 St Georges believe education and learning should inform everything they do and therefore run events for audiences of all ages running alongside and underpinning the main artistic programme. They have been involved in pioneering work with groups such as the Cosmos Choir, whose young members are drawn from some of the most disadvantaged communities in South Bristol and work with around 4,500 young people every year. They have also undertaken new strategic partnerships with the University of Bristol, Bristol Festival of Ideas, Watershed, Asian Arts Agency, Bristol Old Vic, Platforma Arts & Refugee Network and BBC Radio 3 and Radio 4, as well as many smaller organisations to diversify their audiences.

3.4 Their development project will:

- Transform the visitor experience for audiences, artists, staff and other participants; making St George's fully DDA compliant for the first time;

- Ensure our future financial sustainability, with a robust business model that offers increased scope for self-generated income streams and a decreased reliance on external funding. The new spaces and improved facilities resulting from this project will enable us to achieve this;
- Enhance the delivery of our core charitable objectives in the areas of music and education, and support wider audience engagement.

3.5 The form and terms of the support the Council provide to the project is set out at Appendix 1.

#### **4. Colston Hall**

4.1 Colston Hall is Bristol's largest concert hall. Bristol City Council and Bristol Music Trust aspire for it to become a modern, sustainable world class music venue.

4.2 In 2003 Bristol City Council's Cabinet ('Cabinet') agreed to support the redevelopment of Colston Hall. At the time it was envisaged the redevelopment would incorporate three distinct phases;

Phase I: New Foyer Building

Phase II: Improvements to main auditorium (Hall 1) and Lesser Hall (Hall 2)

Phase III: Improvement to stage and backstage areas

4.3 Colston Hall Phase I delivered a £20.3m New Foyer Building in September 2009. The Arts Council England ('ACE') contributed £7m to the project with associated funding conditions.

4.4 In 2012 the original Phase I architects, Levitt Bernstein Associates ('LBA'), were commissioned to complete a new options appraisal and feasibility study. The options appraisal study reconsidered how the remaining phases of the redevelopment project identified in 2003 (Phase II & Phase III) could be brought forward to bring the entire complex up to a higher standard.

4.5 The identified preferred option which is now referred to as Colston Hall Phase II ('the project') aims to transform Colston Hall into a modern, sustainable world class music venue by redesigning the interior of the building and investing in the reinstatement of historic fabric of the building. This includes the redesign of the interior of Hall 1, realising the untapped potential of the unused lower cellar by converting it into further spaces for education and creativity, as well as a third performance space of very different and complementary character created in the historic cellars. It also adds much-needed improved access, and creates a new café in the historic spaces and colonnade under a refurbished Hall 2.

4.6 Bristol Music Trust offer a diversity and variety programme aimed at attracting a wide demographic from the local area, they also provide the Bristol Plays Music service which provides Music education across the city to all school aged children and has recently been involved in the "A New Ambition for Inclusive Excellence" programme. This programme aims to develop a sustainable and long-term strategy that delivers a high-quality, inclusive music offer to those in most need, setting a new standard of excellence for all young people's music education in the Greater Bristol area and providing a blueprint for inclusive practice for Children and Young People, Workforces and the sector as a whole. Over the past few years

Bristol Music Trust have developed a wide range of project aimed at increasing access including their Fast Forward programme and the programme of free music events which they programme in their foyer space.

4.7 Their development project will:

- Construct lifelong learning spaces for Bristol Plays Music, including new classrooms and a technology lab, to inspire and educate 30,000 children of all abilities and backgrounds every year
- Provide the only fully accessible and dedicated learning environment and performing space in the South West for children with special educational needs and disabilities
- Establish Bristol as the UK capital of young people's music by 2020 and set a benchmark for other music hubs across the UK.

## 5 Bristol Music Trust (BMT)

5.1 On 22nd July 2010 Cabinet agreed to establish an Arm's Length Trust to develop music across the city and manage Colston Hall in accordance with the ACE aspirations and grant funding conditions. On 3<sup>rd</sup> March 2011 Cabinet agreed to enter into agreements with Bristol Music Trust (BMT).

5.2 BMT is a company, limited by guarantee and a registered charity. It has eight Trustee Board members with a wealth of commercial, financial, legal and music experience between them. BMT has an agreed set of Memorandum and Articles which sets out the objects of BMT are to promote the arts, advancing education in the arts, and running a concert hall.

5.3 **Bristol Music Trust Service Level Agreement:** In 2011 the Council entered into an Entrustment Agreement ('the agreement') with BMT to run the Colston Hall and provide cultural, educational and heritage conservation services. Appended to the agreement, which runs until March 2036 is a Service Level Agreement ('SLA') relating to the provision of 'cultural development and education services'. The service level agreement included the Key Performance Indicators.

5.4 The original SLA ran from 28th April 2011 to 31 March 2014, this has not been renewed. Since 2014 the Music Trust have continued to report against the objective set out in the original SLA and the council has monitored their performance through participation on the Board of Trustees.

5.5 **Bristol Music Trust Grant Funding Agreement:** A funding agreement was also reached with BMT in 2011. A net allocation for the following 3 years was agreed as follows:

2011/12 £1,176,000

2012/13 £1,076,000

2013/14 £ 976,000

5.6 In 2011 BMT requested that the pattern of reduction in payments outlined in the Cabinet Report of 3 March 2011 was delayed to £50k reduction in 2013/14, £100k reduction in 2014/15, £150k reduction in 2015/16 to allow BMT time to grow the business. This was approved but wasn't formally logged as a change to the agreement. Any further reduction was to be negotiated when a new SLA was agreed. It is proposed BMT continue to have a

reduction of £150K per year until they vacate Colston Hall and the new compensation amount is agreed with the new SLA at this time.

## **6. Lease Agreement**

- 6.1 The Council has retained the freehold of the buildings. In 2011 it entered into a lease with BMT for the new foyer building and existing (old) building at a peppercorn rent for 25 years. The lease was granted in exchange for the Trust providing certain cultural, educational and heritage conservation services, ensuring the Council meets its obligations to obtain best value.
- 6.2 As Landlord, the Council continues to have an obligation to maintain the structure and main services of the existing (old) building. Under the lease agreement BMT are responsible for the day to day maintenance and are able to generate additional sources of income to cover these costs.
- 6.3 The Council's current outstanding repair and maintenance (R&M) liability is estimated to be £2.5m. This figure is just to maintain the building in its current state with no enhancement. BMT are responsible for the repair and maintenance of the New Foyer Building.
- 6.4 Upon vacating the old building to facilitate the delivery of the project BMT will relinquish their 25 year lease. Upon completion of the project, the Council will enter into a new full repair and maintenance lease with BMT to run and operate the Colston Hall. The terms of the agreement for lease will be agreed with the Strategic Director Place prior to BMT vacating the building. BMT will need to ensure this is considered and reflected in their 25year business plan.

## **7. New 3 year Service Level Agreement and Grant Funding Agreement:**

- 7.1 The previous SLA and Grant Funding Agreement ended in 2013/14. Advice from our legal team is that we agree a 'variation' agreement with BMT to cover the period between 2015/16 to 2017/18 (or when BMT move out of Colston Hall) The baseline standards and KPI's would largely remain the same although some have been updated and the level of compensation is within the lines of the current agreement. (Please refer to Appendix 2)
- 7.2 The reason for the variation agreement is due to the fact that the responsibility for leading the negotiations rests with the Council and the SLA suggests that these negotiations should be progressed no later than 15 months before the end of the previous agreement. Negotiations regarding the Service Level Agreement for the closed period will commence imminently.

## **8. Project Delivery; The Current position**

- 8.1 An OJEU compliant procurement process was undertaken to procure an architecturally led design team to undertake the production of detailed proposals for Phase 1, 2 & 3 of the development of the Colston Hall Bristol. A design team led by LBA were appointed and delivered Phase 1.
- 8.2 To date, the project costs have been met by an R&M budget of £750k, which was set aside to keep the building open for trading from the inception of BMT to completion of the redevelopment project. It is no longer sustainable to fund the project from the R&M budget

as this will expose the Council to risk should any major maintenance defects occur to the building.

8.3 The total project cost is estimated to be circa £50,000,000. The total project cost assumptions will be tested and confirmed during the design development process.

## 9. Project Funding

9.1 BMT are currently preparing a 25 year business plan confirming how they would run the Colston Hall with no grant subsidy from the Council once the project is completed.

9.2 BMT have developed a funding strategy to support the delivery of the project. A summary of the funding strategy, based on the total project costing 8.3 above, is set out below;

Sources of funds	£m
Borrowing	5.0
Naming Rights	3.3
Bristol City Council (Tier 2)	10.0
Government	10.0
Corporates	0.5
Individual & Events	2.2
Trust & Foundations	3.0
Heritage Lottery Funding (HLF)	4.8
Arts Council England (ACE)	10.0
<b>Total</b>	<b>£48.8</b>

9.3 Since BMT developed their funding strategy the anticipated total project cost has increased to circa £50m due to construction inflation.

9.4 In the 2015 Government's Autumn Spending Review confirmation of £5m funding for the project was announced. BMT are continuing to fundraise to seek an additional £5m investment from central government.

9.5 On 5th January 2016 ACE confirmed a £401,913 Development Grant. ACE also invited BMT to apply to make a Stage Two application for the Capital Project up to £9,598,087. This funding is based on an assumed £10m capital investment from the Council.

9.6 Colston Hall Phase II is currently a Tier 2 Project within the Council's Capital Programme. As a Tier 2 project, it is not currently included in the medium or long term financial plan for the Council. At present rates, £10m over 25 years would have an annual revenue cost of £570k to the Council.

9.7 The Stage Two ACE application is predicated on progressing the design to RIBA Stage 3. The £1,600,000 investment from the Council will allow the design to progress to RIBA Stage 3, a

detailed planning application to be submitted and a Stage Two ACE application. This forms part of the Council's total £10m contribution to the project and would not be repaid. There is a risk the Council could invest £1,600,000 in the project and it does not progress because the necessary funding is not secured. However not investing in the project now would increase the risk of failing to secure further external funding.

9.8 A full business case to confirm and support the Council's total investment in the project is still under development. This will be presented to Cabinet no later than May 2017 for approval once clarification of other external funding has been secured to support the Stage Two ACE Application. The business case will be predicated on the assumptions set out at Appendix 3.

## **10. Project Governance**

10.1 As the freeholder of the building, the Council will lead and be responsible for delivering the project.

10.2 The project governance arrangements are summarised at Appendix 4.

### **Consultation and scrutiny input:**

#### **a. Internal consultation:**

Mark Williams – Human Resources  
Mike Allen – Finance  
Eric Andrews – Legal Services  
Michael Bonnicks – Legal Services  
Robert Orrett – Property Services  
Laura Pye – Culture

#### **b. External consultation:**

Bristol Music Trust  
English Heritage  
Arts Council England  
20<sup>th</sup> Century society  
Theatres Trust  
Stakeholders – including key promoters and orchestras

### **Other options considered:**

#### **Do Nothing;**

The Council could wait for confirmation of identified external funding sources and secure approval for a full business case prior to investing additional money in the project. This would mean design work could not progress in line with the project programme and result in additional inflation uplift on the estimated construction costs potentially compromising project delivery. In addition BMT would not have the necessary information to progress a Stage 2 bid to ACE.

**Secure Approval for £10m Investment and ongoing revenue grant funding;**

The Council could agree to invest £10m in the project now and commit to an annual funding revenue contribution. However a full business case has not been developed to support the requested level of capital or revenue investment in the project. The full business case may identify an alternative investment package is recommended.

**Risk management / assessment:**

<b>FIGURE 1</b>							
<b>The risks associated with the implementation of the (subject) decision :</b>							
No.	RISK  Threat to achievement of the key objectives of the report	INHERENT RISK (Before controls)		RISK CONTROL MEASURES  Mitigation (i.e. controls) and Evaluation (i.e. effectiveness of mitigation).	CURRENT RISK (After controls)		RISK OWNER
		Impact	Probability		Impact	Probability	
1	There is a risk the Council could invest £1,600,000 in the project and it does not progress because the necessary funding is not secured	High	High	A cost benefit analysis will be undertaken to align BMT business case with facilities requirements. If the scope for the scheme needs to be reduced to align with a new project budget (because the anticipated additional external funding is not secured). The cost benefit analysis will be used to revise the scope of the project to a revised project budget clearly identifying any implications on BMT's business case.	Med	Med	Bristol City Council
2	There is a risk the external funding is not secured and there is not enough funding available to deliver the project to the agreed anticipated scope.	High	High	A cost benefit analysis will be undertaken to align BMT business case with facilities requirements. If the scope for the scheme needs to be reduced to align with a new project budget (because the anticipated additional external funding is not secured). The cost benefit analysis will be used to revise the scope of the project to a revised project budget clearly identifying any implications on BMT's business case.	Med	Med	Bristol Music Trust

<b>FIGURE 2</b>							
<b>The risks associated with <u>not</u> implementing the (subject) decision:</b>							
No.	RISK  Threat to achievement of the key objectives of the report	INHERENT RISK (Before controls)		RISK CONTROL MEASURES  Mitigation (i.e. controls) and Evaluation (i.e. effectiveness of mitigation).	CURRENT RISK (After controls)		RISK OWNER
		Impact	Probability		Impact	Probability	
1	There is a risk the total project costs will increase due to additional inflation on construction costs associated with programme delay. BMT funding strategy will not cover the additional costs making the project unviable	High	High	A request for development funding at risk as be made to progress design works to RIBA Stage 3.	High	Medium	Bristol City Council
2	There is a risk BMT will not be able to submit a Stage Two application to Arts Council England as they will not have the design and cost	High	High	A request for development funding at risk as be made to progress design works to RIBA Stage 3.	High	High	Bristol City Council

### **Public sector equality duties:**

A full equality impact assessment is not needed. The project will significantly improve access for disabled people and usability for young people. However given the size of the funding and reputational importance of the building, the detailed design needs to be checked by a qualified consultant in access issues.

**Advice given by**      **Wanda Knight / Equalities and Community Cohesion officer**

**Date**                      **12th May 2016**

### **Eco impact assessment**

This proposal concerns project initiation and development to design stage, ready for submission of a planning application. Whilst there are no significant environmental impacts arising at this stage, there will be highly significant issues related to the proposed works. Mitigation measures will be outlined in a future Cabinet report.

**Advice given by**      **Giles Liddell/ Environmental Programme Manager**

**Date**                      **13<sup>th</sup> May 2016**

### **Resource and legal implications:**

#### ***Finance***

#### **A. Financial (revenue) implications:**

The current proposal is for £1.6m of new money to facilitate a more certain view of the cost of the proposed Colston Hall refurbishment. The investment of such a sum will also allow time to research and recommend the funding resources required for a £50m project. The £1.6m would form part of the proposed £10m investment from the council as match funding which is required if ACE is to provide £10m of grant funding.

The key risk, as noted above, is that in the event of the project not proceeding, this would become an immediate revenue cost, rather than being capitalised as part of the overall project costs.

**Advice given by**      **Mike Allen / Finance Business Partner**

**Date**

#### **B. Financial (capital) implications:**

#### **Colston Hall**

The funding strategy set out above includes sources of funds which are “at risk” including those

from Corporate, Individual donors and Trusts. Any uncertainty over funding may require the council to underwrite these sources of funding as well as committing to providing the £10m of match funding to facilitate the ACE grant.

£10m of council funding would need to be from prudential borrowing. This has not been incorporated into the MTFP at this time.

The funding strategy from BMT includes further “borrowing” of £5m which would be paid for out of surpluses generated by BMT whilst operating Colston Hall. An initial review of potential sources of funding secured in this way suggests that they would not offer value for money and would be considerably more expensive than the cost of council borrowing. If this source of funds is not considered appropriate for this project, which is my advice at this time, a source for £5m of funding will need to be identified.

Further review of funding options will be carried out whilst the work to achieve RIBA Stage 3 is underway, in conjunction with BMT and council officers. The aim will be to ensure that funding proposals offer VFM, fit with BMT business plan proposals and is affordable. A recommendation on funding will form part of the proposed Cabinet Report for June 2017.

### **Bristol Old Vic and St Georges Hall**

Redevelopment of these cultural venues are subject to successfully concluding fund raising. This fund raising includes certain thresholds needing to be reached to trigger key funding from the Arts Council England. In order that these cultural venues can go ahead with the works required as soon as possible and secure ACE funding, it is proposed that the council will underwrite the funding such that the thresholds are reached. With regards to Bristol Old Vic, the record of fund raising to date provides comfort to the council that the risk of actually having to supply funding in the long term is low, the main risk may be the need to provide a short term loan on a cash flow basis whilst additional funds are raised to pay the council back. St George’s will require either a grant or long term loan.

The choice of support for St George’s depends upon the impact of that choice on the ACE grant and the impact upon the council’s medium term financial plan. A loan would clearly need to comply with the requirements of the ACE grant. The other option is to provide a grant. A grant of £600k as suggested would either need to be funded as a one off cost to the Council or come from borrowing. The cost of borrowing over 25 years is in the region of £35k per year. Were a grant to be provided, guidance would be required from Corporate Finance on its preferred option and for it to be incorporated into the council’s overall financial plan

**Advice given by**        **Mike Allen / Finance Business Partner**  
**Date**                    10/6/16

### **Comments from the Corporate Capital Programme Board:**

The paper is going to Corporate Capital Programme Board for approval on 24<sup>th</sup> May 2016.

### **c. Legal implications:**

In respect of the Colston Hall project the principal legal risks are, firstly, that BMT will fail to meet their obligations for fundraising under the proposed Collaborative Agreement and leave the Council committed to underwriting BMT's funding commitment as well as its own.

Secondly, given the proposed length of the lease, the risk that BMT year on year will fail to ensure that Colston Hall operates without additional financial burden on the Council.

It is anticipated that both of these risks can be substantially mitigated in the detailed drafting of the Collaborative Agreement, although as with any contractual arrangement where total funding is not secured at the outset, risk cannot be eliminated entirely.

In respect of the Old Vic and St Georges projects, the Council is providing separate legally binding undertakings of financial support, (ie underwriting any shortfall in project funding). The Councils exposure under each of these is wholly dependent on the success of the respective organisations fund raising activities and securing funding from other sources. The report sets out the potential maximum exposure. In the event that there is any call on the Councils undertakings consideration will have to be given to the potential impact of state aid rules.

**Advice given by** Eric Andrews / Solicitor & Michael Bannock / Legal Officer  
**Date**

**d. Land / property implications:**

Old Vic – property implications are limited to the Council owning the freehold reversion to the part of the theatre buildings known as Cooper's Hall. This is already subject a lease to 2070 to Old Vic with a rent of £1. It is intended to transfer this freehold to Old Vic in return for the Council ending its repair obligations.

St George's – there is no land/property involvement for the Council.

Colston Hall – is owned freehold by the Council. There is an existing lease at a peppercorn to Bristol Music Trust, which excludes the trust from responsibility for any major repairs. Either party may end the lease if repair issues are not capable of resolution. Having regard to the existing condition, listing and use it is considered that the Council's current property interest has nominal value. The terms including rent of any future lease will need to be negotiated in light of the business case and funding.

**Advice given by** Robert Orrett / Service Director: Property  
**Date** 9/6/16

**e. Human resources implications:**

There are no HR implications arising from the recommendations.

**Advice given by** Mark Williams/ HR Business Partner  
**Date:** 17th February 2016

**Appendices:**

St Georges and Bristol Old Vic Project Support – Key Principles and Terms	Appendix 1
Bristol Music Trust Deed of Variation	Appendix 2
Colston Hall Phase II Business Case Commercial Assumptions	Appendix 3
Colston Hall Phase II Project Governance	Appendix 4

**Access to information (background papers):**

Cabinet Report: Bristol Music Trust 3rd March 2011  
Cabinet Report: Colston Hall Governance Options 22nd July 2010