



**PLAY
YOUR
PART**

**LYMM CENTRE FOR THE
PERFORMING ARTS:
PLAY YOUR PART
IN THE EXCITING
NEW VISION FOR
OUR COMMUNITY**

**The case for investment:
strategy and business plan**

“ We want to create a space that offers fantastic professional facilities for the performing arts; that is flexible, affordable and accessible to performers and audiences alike; and which makes a real difference to everyone in our community in Lymm and the wider areas of north Cheshire and Warrington. The doors will always be open, creativity will always be encouraged, and the community will always be welcomed to meet, connect, participate and celebrate.”

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EXECUTIVE SUMMARY

This document sets out our vision for the performing arts in Lymm and the surrounding area. It has been produced by the Lymm Performing Arts Working Group, which brings together key partners from stakeholder organisations. It draws on over 200 responses to an online consultation undertaken in autumn 2021, on many meetings and interactions with people and groups involved in the performing arts in our community, and on invaluable professional advice received from colleagues in Warrington Borough Council and from Pozzoni Architecture. We are hugely thankful to everyone who has contributed to this work to date.

OUR VISION IS TO DEVELOP A CENTRE FOR THE PERFORMING ARTS IN LYMM TO ENABLE CREATIVE ENDEAVOURS IN OUR COMMUNITY TO FLOURISH AND GROW, AND TO IMPROVE THE CULTURAL LIFE, ECONOMIC PROSPECTS AND SOCIAL CAPITAL OF OUR COMMUNITY AND THE WIDER AREA IN WARRINGTON AND CHESHIRE.

THIS VISION IS FOUNDED ON FOUR KEY VALUES:



PARTICIPATION AND INCLUSIVITY



COLLABORATION AND PARTNERSHIP



SUPPORTING AND CELEBRATING EXCELLENCE IN THE ARTS



SUSTAINABILITY AND LONG-TERM GROWTH

There is already a thriving performing arts scene in Lymm and the surrounding areas of Warrington and north Cheshire. For over twenty years, Lymm has had its own arts festival with a packed programme during nearly two weeks in June and with other events during the rest of the year.

Our schools have an outstanding track record in the performing arts. The primary schools have great music tuition provision and active drama groups, an annual Primary Arts Network showcase, and have partnered with Lymm High School on some huge joint musical productions like *Oh What a Lovely War!* and *Oliver!* The high school has fantastic drama and music provision with its big band, brass band, strings group, flute choir, and a history of putting on ambitious school productions such as *Les Miserables* and *West Side Story*. It has a coveted Artsmark Gold award from the Arts Council and in 2017 was one of only ten schools nationally to reach the finals of the National Theatre's Connections festival, taking their production of *Snowdragons* to be performed at the National Theatre's Dorfman Theatre in London.

A recent survey found over 70 local groups large and small working with children and adults on dance, drama, music, visual arts, film/video and pretty much every artistic medium.

We have several large and well-established dance schools; lots of music from new bands to choirs and classical music; amateur dramatics; art, photography and new media; and much more.

But – and it is a very important but – as a community we have very limited facilities for the performing arts for both our schools and the wider community. Our school facilities are poor and not fit for purpose, having had little or no new investment for decades. Church halls, scout huts, local hotels and even the Lymm golf club get pressed into service as venues for rehearsal and performance. This has really limited the growth not only of the Lymm Festival but of the many groups we surveyed, as our consultation responses show. There is real pent-up demand – and huge potential waiting to be unleashed.

In this document we set out the case for investment in new performing arts facilities, to be based at the Lymm High School site, to serve all the schools in our area and our community. We outline the facilities needed and the costs involved, and we set out five main objectives for the new Centre for the Performing Arts:

- To develop a sustainable base of activities in the performing arts for the whole community, making as full use as possible of the new Centre to support existing and new performing arts and developing an attractive ‘offer’ which maximises engagement, inclusivity and wellbeing for the whole community and raises the profile of the Centre in Lymm and the surrounding area.
- To work closely across all the schools in Lymm and the surrounding area to grow both the curricular and extracurricular offer for children and young people from 4 to 18.
- To make proactive outreach efforts to build a sustainable set of partnerships with local, regional and national arts organisations.
- To develop a funding stream through appropriate grant applications to performing arts funders and other charitable funders.
- To ensure the Centre is financially sustainable and maximises both use and impact through regular progress monitoring of a key set of metrics.

We outline the proposed management and governance arrangements for the Centre and provide evidence from our business planning with a range of financial projections based on varying levels of community usage, showing that the Centre will be stable and sustainable in the medium and longer term.

This is an exciting project, which has already captured the imagination and enthusiasm of many stakeholder groups and people across our wider community. It has been striking how readily and positively people have responded to our consultation.

Our next step is to engage with our stakeholders and with partners in local government and with national arts funders to tackle the challenge of raising the capital investment needed for the proposed Centre for the Performing Arts. There are a number of national funding programmes led by the Department for Levelling Up, Housing and Communities which we think provide greater opportunities for securing major public funding. We anticipate drawing on a combination of government funding, private/charitable funders, and community fundraising. We have already established a fundraising group which will lead these efforts, and we are moving to seek outline planning permission for the proposed development

Kieran Walshe

on behalf of the

**Lymm Performing Arts Working Group
March 2022**

1 INTRODUCTION

This document sets out our vision for the performing arts in Lymm and the surrounding area, and for the creation of a new Centre for the Performing Arts. It is focused on making the full range of performing arts available to people and groups in our community; engaging everyone in the opportunities that the performing arts offer; and bringing people together in ways that really impact positively on the health, wellbeing, and social capital of the whole community.

Lymm is a large village of around 12,500 residents, part of the borough of Warrington and about halfway between the town of Warrington and the boundary of the Greater Manchester conurbation. It is a great place to live – with outstanding schools, a thriving local economy, good housing and a very cohesive and active community with many community groups, events and activities. That sense of community and place was vividly demonstrated during the COVID pandemic, when churches, schools, and a host of voluntary groups came together to help people in need, especially in the **Leave No-one Behind in Lymm group**.

That sense of community is also demonstrated through the performing arts and events. For over 20 years, Lymm has had its own arts festival run by a **dedicated charity** with a packed programme during nearly two weeks in June and with other events during the rest of the year. The annual **Lymm Historic Transport Day** was created in 2013, as a celebration of this area's transport heritage and now draws around 8,000 visitors each year. The **Lymm Heritage Centre**, founded in 2017 with the support of the National Lottery Heritage Fund, works to transform engagement with Lymm's unique heritage through the centre, learning resources, a digital archive and exhibitions, and has had over 20,000 visitors since it opened. Even more recently **Lymm Radio**, a volunteer-run not-for-profit radio station (online and seeking a local DAB licence), has been providing a mixture of local news, music, sport and entertainment.

Our schools have an outstanding track record in the performing arts. The primary schools have great music tuition provision and active drama groups, an annual Primary Arts Network showcase, and have partnered with Lymm High School on some huge joint musical productions like *Oh What a Lovely War!* and *Oliver!* The high school has fantastic drama and music provision with its big band, brass band, strings group, flute choir, and a history of putting on ambitious school productions such as *Les Miserables* and *West Side Story*. The school has a coveted Artsmark Gold award from the Arts Council and in 2017 was one of only ten schools nationally to reach the finals of the National Theatre's Connections festival, taking their production of *Snowdragons* to be performed at the National Theatre's Dorfman Theatre in London with all the professional support that entailed.



A recent survey for our online consultation found over 70 local groups large and small working with children and adults on dance, drama, music, visual arts, film/video and pretty much every artistic medium. We have several large and well established dance schools; lots of music from new bands to choirs and classical music; amateur dramatics; art, photography and new media; and much more.

But – and it is a very important but – as a community we have very limited facilities for the performing arts for all the schools in our area and the wider community. Our school facilities are poor and not fit for purpose, having had little or no new investment for decades. Church halls, scout huts, local hotels and even the Lymm golf club get pressed into service as venues for rehearsal and performance. This has really limited the growth not only of the Lymm Festival but of the many groups we surveyed, as our consultation responses show. There is real pent-up demand – and huge potential waiting to be unleashed.

Creating a new Centre for the Performing Arts in Lymm is about much more than a new building or facilities, though those are absolutely crucial assets in which we need

to invest. It is about enabling the whole community to enjoy and engage with the performing arts – whether as performers or audiences or volunteers or in many different ways - and about seeing real and sustainable growth in the performing arts and their contribution both to our community and to the local economy.

This document sets out our strategy and business plan for the proposed Centre for the Performing Arts. It does not present in detail the capital investment case, which is addressed elsewhere, but it does begin by setting out our vision and values; then outlines the local context and background; describes and demonstrates the need; sets out the vision and objectives for the proposed Centre; outlines the proposed governance and management arrangements; highlights the network of stakeholders in the project; provides our outline business plan, metrics and targets for the Centre; and concludes by setting out what happens next.



OUR VISION AND VALUES

Our vision is to develop a Centre for the Performing Arts in Lymm to enable creative endeavours in our community to flourish and grow, and to improve the cultural life, economic prospects and social capital of our community and the wider area in Warrington and Cheshire.

THIS VISION IS FOUNDED ON FOUR KEY VALUES:



PARTICIPATION AND INCLUSIVITY

We want everyone in the community to have the opportunity to experience and be inspired by the performing arts, in whatever ways they choose. Through education and outreach we want every child and young person to engage in cultural life. We believe that the arts can make a huge difference to the health and wellbeing of the more disadvantaged or vulnerable in our community, and we are committed to reach out to such groups.



COLLABORATION AND PARTNERSHIP

We want to work in partnership with key stakeholders large and small to collaborate in promoting and supporting the performing arts. Working with local government, schools, churches, charities, community and voluntary groups we aim to be a hub and build a network connecting our community with wider regional and national arts institutions.



SUPPORTING AND CELEBRATING EXCELLENCE IN THE ARTS

We want to help bring the very best of the performing arts to Lymm, and to support talented and ambitious members of our community to fulfil their potential in the performing arts whether through professional careers or voluntary engagement.



SUSTAINABILITY AND LONG-TERM GROWTH

We are committed to planning for the long-term future of performing arts in Lymm, and that means taking a business-like approach to organising and managing the Centre for the Performing Arts, maximising revenue from a range of funding streams, and being entrepreneurial in our approach. We fundamentally believe that growth in the performing arts in our community supports economic growth and is good for businesses in the area – driving visitor numbers, wider tourism and leisure activities, and the leisure and hospitality sector for example.

3 THE CONTEXT:

A REVIEW OF PERFORMING ARTS IN LYMM AND THE SURROUNDING AREA

PLAY
YOUR
PART

There is already a thriving performing arts scene in Lymm and the surrounding areas of Warrington and north Cheshire. We can only provide a brief summary and overview of activities in this document, but we seek to demonstrate the great foundations on which the proposed Centre for Performing Arts will build, and to feature a selection of highly relevant examples.

DANCE There are a number of well-established dance schools and groups in Lymm and the surrounding area, most catering for children and young people but some also providing tuition and opportunities for adult performance as well. There are also a large number of smaller groups often led by a single tutor or by volunteers, often with a particular focus and some related to both dance and fitness. A common theme in their responses is the near absence of adequate spaces for teaching and rehearsal. There are no dance studios with a sprung floor, mirrors, ballet barre, and proper lighting, and rooms like community centres, church halls and scout/guide huts are used. For performance, the dancers and their families have to travel to use facilities in Warrington, Altrincham, Manchester or Runcorn because there is nowhere to use in or near Lymm. Examples include:

- Enid Wrigley School of Dance
- Lymm Adivas
- Ambitions Dance School
- Appalachian Dance
- Thelwall Morris Men
- Chorus Line Fitness
- Claire Lizzie School of Dance
- Dance Exercise
- Dance Fit
- Fab Feet Dance Academy
- Joanne Elaine School of Dancing
- Social Argentine Tango
- Tapmobility

MUSIC There are many community-based music groups and schools offering music tuition, with great opportunities for children and adults. The extensive programme of music offered by our schools is described below, and this works very much in partnership with organisations large and small. Again, rehearsal space and facilities in community centres and the like is limited and groups need to bring in all their own equipment rather than being able to use facilities ready to go.

Performance is once again a crunch issue – some groups have performed in the main hall at Lymm High School, or Lymm Golf Club, but many have to go elsewhere to perform with all that entails.

Performing in venues like hotels in the area means hiring in or bringing in audio equipment, staging and lighting. Examples include:

- Accent Music Hub
- Cheshire Cat Smiley Tunes and Smiley Tunes Adult Choir
- Dr Jazz and the Cheshire Cats
- Lymm and District Chorus
- Flutival
- Lymm Big Sing
- Lymm Carers Choir
- Lymm Concert Band
- Lymm Folk Club
- Lymm Music School
- Lymm Pop Choir
- Jelly Music Management
- River Reeves Foundation
- Vale Royal String Orchestra
- North Cheshire Wind Orchestra

DRAMA We have a number of small-to-medium sized groups and organisations offering drama tuition (often also including singing and dancing lessons) particularly for children and young people, and they once again make use mainly of community centres and village halls for rehearsal space, as there are no proper drama studios available. There are rather fewer opportunities for adults in drama and performance – the long-established Bridgewater Players rehearse and perform at Thelwall Village Hall having left Lymm many years ago because of the absence of facilities. The famous and highly popular annual Lymm Rugby Club Christmas pantomime and summer variety shows have been a rare example of community amateur dramatics. Examples include:

- Bridgewater Players
- Curtain Call Theatre Group
- Express Arts
- Funstar Academy Stage School
- Latimer Hulse Theatre Arts
- Little Stars Stage School
- Minerva Arts Theatre
- Stagecoach Performing Arts
- Lymm Rugby Club Panto and Variety Show

LYMM FESTIVAL For many, the Lymm Festival is synonymous with performing arts in Lymm, and the charity which organises this event in June each year (and a series of other performing arts events during the rest of the year) has been fundamental to building and sustaining interest in the performing arts, giving opportunities both for community groups to perform and showcasing Lymm’s talented community, and bringing performers and audiences into Lymm.

Over more than 20 years, the Festival has brought a diverse range of performances and performers to Lymm – from the Rocky Horror Picture Show to outdoor Shakespeare in the park; from John Hegley and Roger McGough to Giles Brandreth and Tim Brooke Taylor; and from Stuart Maconie to the Revd Richard Coles. But the largest available venue seats only 250 people and requires all AV equipment and staging to be hired in – fundamentally limiting the commercial opportunities and meaning large events may actually run at a loss. The Festival is essentially self-funding with very limited grant support from Lymm Parish Council.

COMMUNITY GROUPS There are many other community groups which are not specifically focused on the performing arts but which do provide important opportunities in this field. The recently established Lymm Radio station provides a broadly based programme of music, news and entertainment including programming specifically for (and involving) children and young people.

The Lymm Heritage Centre, established with support from the National Lottery Heritage Fund, works to transform engagement with Lymm’s unique heritage by developing learning resources, running a range of thematic exhibitions, producing books and other publications, and creating a digital archive and exhibitions. Lymm Youth and Community Association runs youth groups and a seniors programme including a film club. The Lymm and Thelwall University of the Third Age (U3A) group runs programmes in areas like music appreciation. And other groups (Scouts and Guides; Women’s Institute and Ladies Circle; Lions, Rotary and Round Table; History Society; Photographic Society; Book Club; etc) have varying involvements in the arts.



PERFORMING ARTS AT LYMM'S PRIMARY SCHOOLS

There are four primary schools in Lymm, and five others (in High Legh, Latchford, Thelwall, Little Bollington and Grappenhall) which are partner primary schools with Lymm High School, so most of their children transfer to the high school. The primary schools have great music tuition provision and active drama groups, with many children involved in music, dance and drama. However, the performing arts facilities for schools are limited. There are limitations on space especially with the multifunctionality of the school halls – which also impacts on the size of audience and opportunities for staging. Lymm schools participate in the annual Primary Arts Network, which is an opportunity to showcase children's talents through a collaborative Art exhibition held at the Pyramid as well as a collaborative public performance held at the Parr Hall. Some primary schools have also utilised local churches and the local community centre as performance spaces.

The primary schools together with Lymm High School have worked on a number of joint musical productions (the first one being *Oh What a Lovely War!* and more recently *Oliver!*). Both of these productions have had to be staged at the Parr Hall in Warrington to accommodate the size of the cast and the audience of parents and friends from all the schools.



PERFORMING ARTS AT LYMM HIGH SCHOOL

With over 1,900 students aged from 11 to 18, drawn from Lymm and the surrounding area, the high school believes in providing all students with the opportunity to excel through performance and to experience the buzz of the theatre as part of a collaborative ensemble. Through shared experience and an exploration of our world through the arts, they encourage students to become emotionally articulate and empathetic individuals. In 2021, the school produced a fantastic **short video** which really gives a sense of the depth and breadth of its performing arts.

The annual school production gives over one hundred students each year the chance to shine either as performers or as members of the backstage or technical teams. Previous shows include *Les Miserables* and *West Side Story* and the school has worked collaboratively with the partner primary schools in large-scale productions at the Parr Hall in Warrington. Most recently, a joint production of *Oliver!* had over 400 young people from all across the community involved in singing, dancing and acting.

The popular Key Stage 3 drama club and dance club run each week for lower year groups and enable students to work towards a showcase evening or small production. These have included *Alice in Wonderland* and *Midsummer Night's Dream*. Key Stage 4 and Key Stage 5 students have the opportunity to be involved in the National Connections festival which is run by the National Theatre. Students have produced powerful performances of several plays commissioned for the festival, including *These Bridges* by Phoebe Eclair-Powell, *Blackout* by Davy Anderson and *The Changing Rooms* by Chris Bush, performing at professional theatres such as The Crucible in Sheffield and The Lowry in Salford. In 2017, Lymm High School was selected as one of only 10 schools nationally to perform at the National Theatre in London with its production of *The Snowdragons* by Lizzie Nunnery. It was an incredible experience for all involved, working alongside industry professionals including directors, sound and lighting designers, stage managers and choreographers.

There is also great breadth and depth of talent in music at Lymm High School. The string and brass ensembles have a tradition of producing exceptional quality performances and their achievements have been recognised with regional and national success at prestigious competitions such as the Music for Youth festival, playing at venues across the country. Several students have been members of the Halle Youth Orchestra and the Liverpool Philharmonic Youth Orchestra. One-to-one instrumental lessons are provided by in-house and peripatetic teachers and each year we have over fifty students achieving their grades 1–8. The school ensembles offer regular performances at venues in and around Lymm and international music tours have taken them to perform in Spain, Italy and France. There is also a range of bands and clubs who rehearse intensely for the termly concerts, including the Big Band, a percussion ensemble, a flute ensemble, the pop choir, and a guitar group. There is also a rock school and a music tech club.

All of this takes place in performing arts facilities at Lymm High School which are not fit for purpose and have seen little or no investment for decades. There is a very traditional school main hall seating 300, with a small proscenium arch stage but no backstage facilities at all, and poor lighting, sound and air conditioning equipment. The performing arts faculty are based in what was originally the stable block of the Oughtrington Hall, a Victorian brick building with cramped music and drama classrooms, a small dance studio, and scattered individual practice rooms. Overall, the facilities are far less than those recommended in Department for Education area guidance for school buildings. There is no doubt that the scale of activities at Lymm High School is fundamentally constrained by current facilities.

WHAT PEOPLE TOLD US We had over 200 responses to our online consultation on performing arts in Lymm, from both organisations and individuals, and the box below provides an illustrative selection of what people said about our current performing arts facilities and the opportunities they seek.

Their words speak volumes.

“This is an excellent idea. The area is crying out for a purpose built performance space. We have so much talent in Lymm and the benefits of studying the creative arts can not be underestimated. The impact that performing, dancing, drama and creative expression can have on wellbeing is huge. It would encourage more students to get involved in the arts and even if they don't follow it up with a career in performance, the enhanced confidence it gives is a hugely beneficial skill. It would be a venue in high demand.”

“There are so many arts and performance groups within the community who could potentially benefit. Local dance schools have to hire theatres in Altrincham & Runcorn for their performances which is a massive undertaking. Primary school performances are often oversubscribed due to limited capacity meaning parents are limited to 2 tickets each, siblings and grandparents often never have the opportunity to attend. If, as proposed, the capacity is 400-500, it would be an attractive option for professional touring artists too.”

“It would give a performance venue for all the talented performing arts people in the community. It would also hugely raise the profile of the performing arts within education. I imagine it would also be somewhere for professional companies to visit for performances and workshops.”

“A centre would be a real encouragement for the pupils of our schools to get involved and develop skills in all areas of the arts. On top of this, local people/groups such as a new drama group may well be established, embracing many parts of our community bringing people together.”

“A centre as proposed would act as a focal point and be purpose built for performances (concerts, drama, dance etc), offering facilities for the schools, the annual Lymm Festival, and the variety of groups in the community.”

“It gives children an activity to focus on, rather than other activities (including anti-social behaviour). Performing arts helps children develop into decent people, it gives them life experience, an amazing work ethic, helps them understand themselves emotionally and gives them confidence, amongst many other vital qualities. Lymm does not currently have any good performing arts facilities at all. School halls are NOT enough, we need correct facilities to unleash the real potential in performing arts students and give them better opportunities and training.”

“Lots of young people in Lymm, so theatre, dance, and other groups could use it for their shows; schools could use it for their end of year/Christmas productions, making the children feel more social and important. Lots of other groups locally could use this for presentations. There is nothing like it locally, so it would be beneficial to all. There is not much public transport from Lymm, with local buses stopping at 7pm. This means young people whose parents can't take them to classes & facilities in Warrington/ Altrincham/Manchester miss out on these opportunities. The same for adults who can't drive.”



“It could give the school music ensembles a performance space of a decent size, which they currently lack. It could allow greater flexibility for school drama productions. It could possibly accommodate a larger audience than the school hall currently holds. It could provide a venue for community groups. (I know from my time on the Warrington Youth Orchestra committee that suitable performance spaces for large ensembles are very difficult to come by locally.) It could facilitate joint performing arts activities with feeder primary schools.”

“Massively! There is a huge amount of talent in Lymm and it just needs the facilities to match. The opportunities it would open up for those who want a career or those who just enjoy the arts would be immense.”

“The school needs a quality performing arts facility, especially when you note that the school achieves so highly yet with some of the worst facilities. This is testament to the teachers and students at Lymm High. Imagine what would be possible if a cutting edge facility was their playground. In addition the arts centre would create a valued arts hub (galleries were mentioned too) and an area for small groups to gather and maybe do evening art classes, yoga, meditation. Everyone would benefit from this.”

CREATING A NEW CENTRE

FOR THE PERFORMING ARTS FOR THE WHOLE COMMUNITY

There was overwhelming support from our online consultation for the need for new facilities for the performing arts in Lymm, and the difference they would make to both our schools and the whole community. In this section we draw on the consultation to summarise what we think is needed, and then outline proposals for a new building on the Lymm High School site which would serve as a multipurpose facility for schools and the wider community.

It is crucial that these new facilities are designed from the outset for inclusivity in all its forms – to maximise access for example for people with disabilities, those who may not have their own transport, and groups who may not be actively involved in the arts but who have real potential to benefit from greater engagement. We see the development as fitting closely with current thinking on green travel and sustainability in Lymm and Warrington. We also think it will provide fantastic new opportunities for volunteering and community support – many similar arts centres draw on a wider pool of members of their local community who both gain from involvement in volunteering and provide an essential contribution to providing and extending performing arts provision.

We think a new Centre for the Performing Arts should as a minimum contain the following key facilities:

- A large multi-functional performance space of around 250 sq m – with a substantial stage area, and space to accommodate a seated audience of around 400–500 on high quality retractable seating, while a larger standing audience or flat seating in various configurations could be used for other events. Ways to make the large space more intimate for smaller events (such as curtaining or space dividers), and potentially to split the stage and audience area so they can be used separately should be explored. There should be a high quality sound and lighting system, and proper facilities for film/video projection. Behind/off the stage area should be adequate changing rooms, dressing rooms, equipment storage space etc. The stage area could be permanently raised, or flat with moveable staging. A control room should be suitably situated for sound, lighting and video projection control.
- Two drama studio spaces – rooms of approx. 100 sq m equipped with sound, lighting and curtaining systems and suitable for both teaching drama/performing arts and for group rehearsals and practices. If there were two adjacent spaces it would be worth exploring using a moveable divider to allow them to be opened up into a larger performance or exhibition space flexibly, though soundproofing considerations need to be taken into account. Although these rooms would not have sprung floors, they could be made suitable for dance tuition and related fitness activities.
- Two large music studio spaces – rooms of approx. 85 sq m with equipment for music teaching/tuition and with breakout spaces adjoining to accommodate groupwork. Soundproofing is clearly important though line of sight from larger rooms to breakout spaces is also necessary.
- One further room of about 62 sq m should be equipped particularly for music tech teaching and multimedia work, and there was strong support for expanding provision to support video production, digital and social media and a wide range of new media opportunities.
- About five music practice rooms – for individual practice, 1:1 tuition, and small group practice, and an adjacent recording studio, with facilities for digital media production.

- A large dance studio of approx. 100 sq m with a sprung floor, ballet barre, mirrors, sufficient headroom/height, sound system, and professional lighting – suitable for teaching and group rehearsals/practice and potentially for smaller performances. Again, the capacity to open up into an adjoining space for flexible use would be important.
- A reception/lobby area for the building, large enough to be used flexibly for pre-performance audiences and potentially for exhibitions as well. It should have facilities for providing catering (including a licensed bar, drinks and some food – an important source of revenue generation).

- Faculty office space, chair/furniture store, equipment and props/instrument/other storage and ancillary/service space.

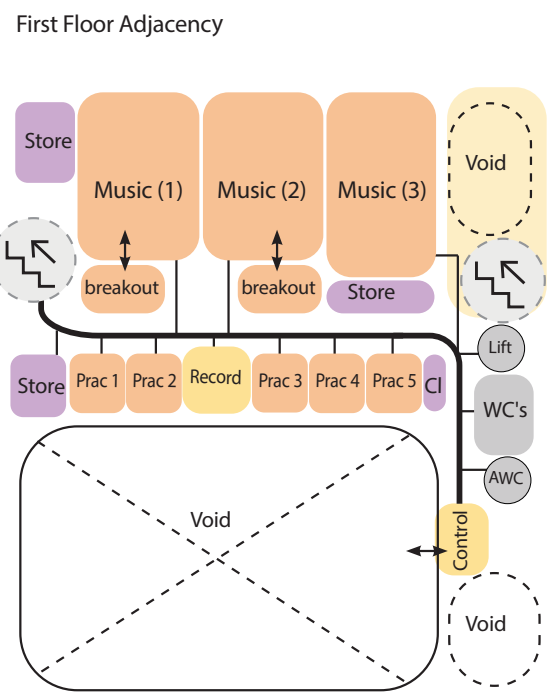
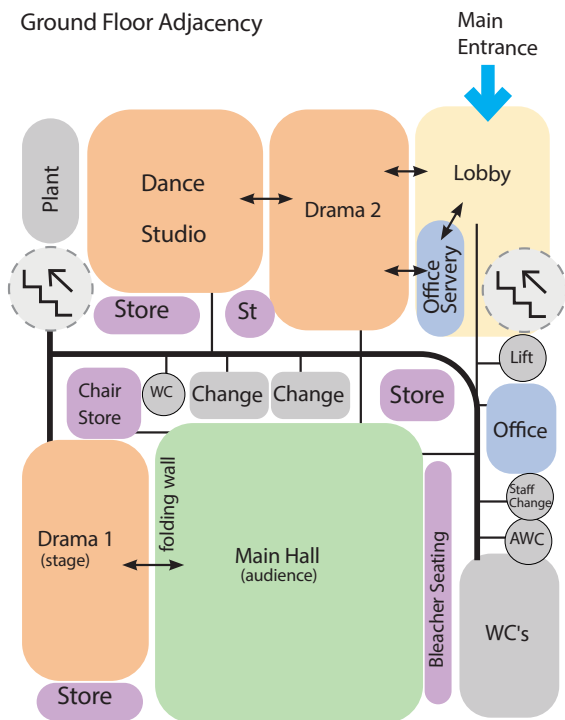
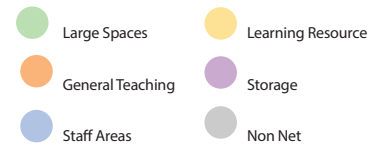
The table below, produced with advice from specialist architects Pozzoni and planners who are experienced in this field, sets out the facilities and suggests we require a two storey, 1,200 sq metre building to accommodate them. Preliminary estimates from quantity surveyors (and estimates based on the DfE National School Delivery Benchmarking Exercise which cites an average new build gross construction cost of £2,380 per sq m) suggest a capital cost of about £2.8 million at 2021 build costs.

ROOM	AREA (sq m)	CAPACITY
Main theatre/hall performance space	254	400-500 seated
Retractable seating in main hall	16	-
Control room	8	3
Drama studio 1	120	30
Drama studio 2	90	30
Dance studio	100	30
Music studio 1 with breakout	85	30
Music studio 2 with breakout	85	30
Music tech room/media room	62	30
Music practice/small group room 1	8	3
Music practice/small group room 2	8	3
Music practice/small group room 3	8	3
Music practice/small group room 4	8	3
Music practice/small group room 5	8	3
Recording studio	8	3
Drama store	15	-
Music store 1	15	-
Music store 2	15	-
Chair store	26	-
Reception and lobby and circulation space at 26% of nett build	244	-
Partitions at 4.1% of nett build	39	-
TOTAL	1214	-

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CREATING A NEW CENTRE FOR THE PERFORMING ARTS FOR THE WHOLE COMMUNITY

Working with our architects, we developed outline plans for the building as shown below - with two floors, and the main drama and dance facilities on the ground floor and the music provision on the first floor.



We had many suggestions through our online consultation about the facilities that are needed - which largely square with the layout and facilities already outlined - and we cite some illustrative responses in the table below.

“A band practice room would ideally need to have a drumkit, amps and mic stands on-site otherwise, the set-up (and down) takes around an extra hour on top of their practice time. It would be normal for a band/artist to bring their own breakable drumkit items such as kick pedal, snare drum and cymbals to any practice but setting up a full kit takes a lot of time so practice spaces would usually have the shells and bigger, heavier equipment on site.”

“Having removable seating would also give versatility to adapt to different types of performances in addition to opening up the main space into a hall if needed. A bar provision to cater for the adult market should be considered especially if looking to attract touring artists as they and their promoters, would want to sell their shows as a rounded night out. A venue's Front of House sales - sweets, popcorn, programmes, drinks etc can be the sole difference between profit and loss so it's worth creating prominent counter/kiosk areas in foyers with that in mind.”

“I would be very interested in the rooms or theatre space available in order to hold classes, rehearsals and produce performances. The convenience of performing locally is obviously a bonus however there is nothing currently suitable with enough equipment, lighting, technical support, backstage area etc unless you go further afield.”

“Recording studios, professional lighting rig, dance studios for dance classes as well as yoga, pilates. Sound studios to give experience of behind the scenes, small rooms for community groups, facilities for local young people to develop interests in this area.”

“Flexible large performing space with appropriate lighting/sound, rehearsal/teaching/workshop rooms. Music performance, plays, community theatre group, community music group, author/poetry readings.”

“A stage! Lessons, equipment and rooms for musical instrument, singing, dancing and acting lessons. Songwriting skills lessons. Information on how to join a band, put on a performance. Recording and filmmaking/videoing facilities.”

“Theatre, dance studios, rehearsal rooms, a cafe, craft rooms, that can all be rented out to different groups, at a reasonable rate so that amateur groups are not priced out of performing.”

“Two things I would like to see in the new Centre would be a music studio for recording and developing musical talent, and a purpose built theatre with stage and seating enabling performances of plays, musicals, dance and music.”

“Evening yoga, meditation, art classes. Art gallery with local and professional works on display. A bar so the art is a conversational meeting place (maybe at the entrance to the main stage).”

“It would create a very flexible space, not only used for the performing arts by the school as the priority, but also local clubs, societies, social events. It's occupation capacity will be unlike anything else in Lymm or surrounding areas and therefore it offers endless opportunities for groups. It will also allow for extended education us both for pupils and adult learning in a state of the arts building with classrooms.”

4

CREATING A NEW CENTRE FOR THE PERFORMING ARTS FOR THE WHOLE COMMUNITY

We propose that the new Centre for the Performing Arts should be located on the Lymm High School site, for four main reasons. Firstly, the 29 acre site which is owned by Warrington Borough Council and the Lymm Grammar School Trust and leased to the Lymm High School Academy Trust, has space available on a number of locations within the site for a new building. We understand all those partners would be supportive of building on the Lymm High School site, subject of course to securing the necessary planning and other permissions. Secondly, Lymm High School would be a significant (though not the only) user of the facilities during the school day, and the school would be able to base its performing arts faculty and teaching in the building, and to cover the operating costs of the building attributable to school use. This would not be possible if the building was offsite, and it

would provide substantial financial security for the Centre. Thirdly, the location of Lymm High School on the eastern side of Lymm means that most of the village population would lie within a 1 mile/20 minute walk of the new Centre. It is also very close to existing bus routes to Warrington, Altrincham, Partington, Thelwall, Grappenhall, Stretton, Appleton Thorn, Dunham, Warburton, Knutsford (see **bus timetables** for services 5A, 39, 39A, 40, 40B, 41, 41A, 41B, 42, 42A, 43) and so access to the Centre from a much wider geography will be enabled. The school also has substantial existing onsite parking facilities for those travelling from further afield by car. Fourthly, there would be opportunities for shared usage, staffing and support with the existing Lymm Leisure Centre community provision which would again help to both manage costs and to promote community use of the facilities.

The pictures below provide some illustrative visualisations of the proposed new Centre for the Performing Arts produced by our architectural advisors..



Visualisation of the exterior of the building



View from top of the bleacher seating



Entrance Lobby



View from Drama Studio (stage location)



**Close up view of Entrance/Dance Studio
(possible night shot)**

5 THE NEW CENTRE:

AIMS AND OBJECTIVES

We set out below five main aims for the Centre which will guide its work programme in the first five years of its existence. They are closely tied to the vision and values set out in section 2 of this document, and reflect an appropriate balance of realism and ambition.

- **To develop a sustainable base of activities in the performing arts for the whole community, making as full use as possible of the new Centre to support existing and new performing arts and developing an attractive 'offer' which maximises engagement and footfall and raises the profile of the Centre in Lymm and the surrounding area.** Aim for many performing arts organisations to see the Centre as their natural 'home' in north Cheshire and Warrington and a base for both rehearsal/practice and performance. Provide an Arts Incubator package to help new performing arts groups to set up and grow. Work very closely with the Lymm Festival to maximise their use of the Centre both during the Festival and across the year. Work with community groups to build a programme of engagement activities creating a broad health, wellbeing, leisure and participation portfolio.
- **To work closely across all the schools in Lymm and the surrounding area to grow both the curricular and extracurricular offer for children and young people from 4 to 18.** Aim for all children and young people to have some participation in the performing arts. Work with partners such as Accent Music Hub to develop the music tuition offer. Work with specialist performing arts schools and colleges to maximise the opportunities for young people to pursue further education and a career. Create and link to opportunities for young people in all areas of the performing arts through volunteering, internships, placements and routes to qualification-based programmes.
- **To make proactive outreach efforts to build a sustainable set of partnerships with local, regional and national arts organisations.** At a local level, this means a large number of relatively small performing arts groups (both volunteer-run and for-profit). At a regional level, it means Warrington Council and its associated organisations Livewire and Culture Warrington; Arts Council National Portfolio Organisations and others in the north west; and commercial providers in the arts and entertainment sector. Aim to draw performing arts provision into Lymm and establish the Centre for the Performing Arts as an attractive venue of choice.
- **To develop a funding stream through appropriate grant applications to performing arts funders and other charitable funders.** For example, consider making a project application for an Arts Council for England National Lottery Project Grant based on developing a new programme of participative theatre work with groups in the community such as the elderly or those with health and wellbeing concerns. Work towards a future National Portfolio Organisation application to the Arts Council for England, alongside other Warrington organisations, recognising that Warrington (and Cheshire) is currently one of the five lowest funded areas in England for Arts Council for England funding on a per capita basis.
- **To ensure the Centre is financially sustainable and maximises both use and impact through regular progress monitoring of a key set of metrics.** Measure the impact of the new Centre through a range of hard and soft metrics – usage, uptake, engagement and performing arts expansion, plus wider contributions to community wellbeing, health improvement and the development of social capital. Plan for the long-term financial sustainability and renewal of the Centre including developing a sinking fund to provide for the eventual renewal of equipment and facilities.

GOVERNANCE

AND MANAGEMENT ARRANGEMENTS

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This initiative is led by the Lymm Performing Arts Working Group (LPAWG), which is a partnership bringing together representatives from Lymm High School, Lymm's primary schools, the Lymm Festival, Lymm Parish Council and Warrington Borough Council. It is chaired by Kieran Walshe, a governor (and former chair of governors) at Lymm High School who is also chair of the Lymm Grammar School Trust, which is a registered charity and the school's foundation charity. The membership of the Lymm Performing Arts Working Group is listed in the table below, and more details can be found on our **website**.

- Eleanor Blackburn, Head of Inclusive Growth and Partnerships, Warrington Borough Council
- Steve Broomhead, Chief Executive, Warrington Borough Council
- Andy Carter, Member of Parliament, Warrington South
- Liz Green, Chair of Governors, Lymm High School
- Rebecca Knowles, Vice Chair of Governors, Lymm High School
- Ian Marks, Chair, Lymm Festival; Councillor, Lymm Parish Council and Warrington Borough Council
- Maureen McLoughlin, Councillor and Cabinet Member for Housing, Public Health and Wellbeing, Warrington Borough Council
- Jane Rooney, Headteacher, Statham Primary School and primary schools performing arts lead
- Kieran Walshe, Chair, Lymm Grammar School Trust

In line with the values of inclusivity and partnership outlined earlier, it is important that the governance and management arrangements we put in place for the Centre for the Performing Arts give a voice to key stakeholder organisations and to the community. It is also important that they are fit for purpose in managing the sustainability and long-term growth of the Centre. As the proposed location for the Centre is on the high school site, it is worth noting that the land and buildings are owned by Warrington Borough Council and the Lymm Grammar School Trust and are jointly leased to the Lymm High School Academy Trust (which is an exempt charity established under the Academies Act 2010). The Lymm Leisure Centre on the school site is operated by a separate limited company, which is wholly owned by the Academy Trust.

We plan that the new Centre for the Performing Arts will be run by a company limited by guarantee (CLG) which is the model already used for the Lymm Leisure Centre, with whose management and operation it could be linked or

combined. The ownership, board/trustee membership and governance, and the financial arrangements/implications need to be clearly articulated. These arrangements could affect eligibility for sources of capital and revenue funding, and have tax/VAT implications.

Because the new Centre for the Performing Arts will be used primarily by Lymm High School and primary schools during the school day/term, much of the routine operating costs would be met by the LHS Academy Trust budget and this would provide a high degree of financial sustainability.

However, the Academies Financial Handbook and Education and Skills Funding Agency guidance make it clear that the school budget cannot subsidise community use of facilities, so the governance and management arrangements put in place need to recognise that requirement and ensure that community use of the Centre is funded appropriately. We return to these issues in section 8.

7. KEY

STAKEHOLDERS AND RELATIONSHIPS

The new Centre for the Performing Arts needs to bring together a coalition of existing interests and stakeholders across the community in a shared endeavour – to promote the vision and values set out in section 2, and the aims and objectives articulated in section 5 of this document. We have been hugely encouraged by the unanimous support these proposals have commanded so far through our extensive consultation, and the appetite for the challenge to make a real and sustained difference to performing arts in Lymm and the surrounding area. We are confident of our community support.

Our key stakeholders include:

- Lymm Parish Council, Lymm Festival, and many other organisations large and small involved in the performing arts in Lymm and the surrounding area.
- Warrington Borough Council and its arms length organisations Culture Warrington and Livewire.
- Lymm High School and its nine partner primary schools (Ravenbank, Oughtrington, Statham and Cherry Tree Primary Schools in Lymm; High Legh Primary School; Thelwall Junior School; Bradshaw Primary School; Grappenhall St Wilfreds Primary School; and Little Bollington Primary School).
- Lymm High School, the Lymm Grammar School Trust and Warrington Borough Council who between them own/lease the Lymm High School site into which the Centre will be incorporated.
- Performing arts organisations in the north west including Arts Council National Portfolio Organisations in Liverpool, Manchester and the north west region.
- Schools and colleges in the north west with a performing arts specialism and specialist institutions such as the Royal Northern College of Music, Chetham’s School of Music and other institutions involved in education, training and development in the performing arts.
- Funders of the arts both public and private, including the Arts Council for England, and private charitable foundations.



Many of these organisations have already provided letters of support for the proposed Centre for Performing Arts. The table below provides some short excerpts and the full text of letters of support are on [our website](#).

<p>Accent Music Hub</p>	<p><i>“Accent works closely with Lymm High School, to facilitate a Junior Accent Ensemble linked to Foden's Brass Band, and delivers provision in local primary schools, including instrumental, vocals and combined arts lessons. We have a positive relationship with the Head of Music, and recognise the excellent standard of Music education that takes place, both in and out of school.... Lymm has a thriving arts and culture scene, with Lymm Festival attracting huge interest, and it would be of huge benefit to Accent Music Education Hub, students, schools and the wider community to have access to a high quality venue, which compliments facilities offered in Warrington town centre.”</i></p>
<p>Lymm Parish Council</p>	<p><i>“As you will be aware Lymm has a very strong record in the performing arts. Aside from the High School's excellence, rewarded by an Arts Council Gold Artsmark and the many outstanding theatrical and musical performances that Lymm residents enjoy at the High School, there is a long history of performing arts in the community.... a Performing Arts Centre in the village would be very well used. High School students would be encouraged to follow in the footsteps of illustrious predecessors who have received national recognition and have performed Lymm productions nationally, such as Snowdragons, at the National Theatre. It would also stimulate the creative urge in the community even further in an appropriate setting. The Parish Council is pleased to support this project to create an ambitious new facility to be shared by the school with the community.”</i></p>
<p>Lymm Festival</p>	<p><i>“The Lymm Festival has become a regular event and a major part of Lymm's calendar of activities. There is an eleven day Festival in the summer but events are put on at other times of the year... A larger venue would enable us to sell more tickets and make a modest surplus to subsidise other events. It would also enable us to mount more expensive acts and expand our geographic reach beyond Lymm and its immediate environs. A performing arts centre with a range of flexible and different size spaces would also benefit us in other ways. It would provide venues for smaller events and provide rehearsal space for other local groups who might wish to perform at the Festival in the future... My committee is very excited about the prospect of the facility operating in a few years' time and members will also give support as and when the opportunity arises.”</i></p>
<p>Liverpool Institute for the Performing Arts</p>	<p><i>“We want to support this initiative. I have spoken with the organisers. They are not just well meaning, but prepared to devote their energies to do what they can to enable this to happen. Inevitably, this will involve money so this will be a long haul; it always is. Key is perseverance and the organisers not only know this, but have it. I hope there's no need to recite the benefits of their proposal and effect the creative and performing arts can have on people's lives in Warrington - an effect that can last a lifetime.”</i></p>

<p>Ambitions Dance School</p>	<p>“At Ambitions we teach pupils from the age of 2 to adults in ballet, modern, tap, contemporary, street dance, musical theatre, funky jazz, conditioning and pointe. Pupils have the opportunity to take RAD (Royal Academy of Dance) and ISTD (Imperial Society of Teachers of Dancing) examinations and we hold regular presentations and performances, our biggest being Ambitions Dance Spectacular. Lymm is crying out for a purpose-built performance venue. We have so much talent in Lymm and the benefits of studying the creative arts can not be underestimated. The impact that performing, dancing, drama and creative expression can have on wellbeing is huge. It would encourage more students to get involved in the arts and, even if students don't follow it up with a career in performance, the enhanced confidence it gives is a hugely beneficial life skill. Therefore, students and adults from the local area would greatly appreciate what the project can bring to enhance their experience and opportunities within the arts. A local venue with appropriate performances spaces, tech support, lighting, sound, backstage areas, comfortable audience seating, rehearsal spaces and studios would be a venue in high demand.”</p>
<p>Lymm Primary Schools</p>	<p>“Lymm High Feeder Primary Schools unanimously support the proposal of a purpose built performing arts centre which would not only benefit the local community but will provide much needed creative and performance space for students. Local primary schools value the importance of the arts in enriching children’s experiences of the world. We have a history of close collaboration with Lymm High and local primary children have benefitted from collaborative performances with older students. We participate in a number of local arts events but the lack of a large and flexible performance/exhibition space can be a barrier for some children whose families are unable to transport children to and from the centre of Warrington. The creation of a purpose built venue would support our educational development of the arts but would also attract other arts facilitators into the area to enhance the extra-curricular opportunities for all of our children.”</p>
<p>Northern Film Orchestra</p>	<p>“The development of a new Performing Arts Centre located at Lymm High School would fill a void that the local community would hugely benefit from. To echo the proposal, the centre would provide Warrington and the surrounding areas with opportunities to learn, grow and most importantly, to enjoy a wide array performing arts. Northern Film Orchestra strives to champion providing opportunities to budding composers, musicians, conductors, technicians and content creators. Such prospects in the North of England are rare and we would look forward to working with Performing Arts Lymm to create even more opportunities. An acoustically fine room within the region would also be a huge pull to organisations like NFO. I can envisage having a brilliant time putting on family orchestral concerts.”</p>
<p>A-Class Dance</p>	<p>“We are writing this letter to support the performing arts project we are so excited to potentially be involved moving forwards and hope this helps. We would see the following as positive impacts for the local community: high quality dance and fitness sessions available throughout the week and weekends; opportunities for local children and adults to get fit, learn a new skill, compete as part of a team, build confidence and self-esteem as well as healthy habits for life; opportunities for local families to come together and get to know each other through dance; positive publicity for the facilities and the local community as pupils achieve success at national events; and dance classes for those who have special needs and wellbeing classes within the community.”</p>

BUSINESS PLAN:

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FINANCIAL PLANNING, DELIVERY TARGETS AND METRICS

Writing a business plan for the proposed Centre has required us to draw up projections for the use of the Centre by a variety of groups and audiences including both existing ones and new ones whose creation or expansion would be stimulated by the Centre, and to estimate costs for its operation. We have developed an activity, revenue and cost model into which we can factor a range of assumptions (for example, about grant income, charges, levels of use, staffing models and costs, etc).

Our basic working assumption is that the Centre must cover its costs overall and provide for an accumulating fund to cover the future renewal of equipment and facilities. We have already noted the advantages of locating the Centre on the Lymm High School site and using it during the school day for school use (both primary and secondary) because this means a substantial share of the running costs will be met from the school budget. But we have also noted that DfE and ESFA regulations and guidance mean that community use of the facilities must be self-funding, and must not be funded or subsidised from the school budget. This is not an unusual situation – indeed, the school already operates Lymm Leisure Centre through a separate company and Sport England produces guidance for schools in relation to business planning for the community use of sporting facilities.

SCHOOL AND COMMUNITY USE

We work on the basis that the schools (both primary and secondary) will use the facility during the school day (Monday to Friday, 8am to 4pm) and that community usage will take place after school on weekdays (Monday to Friday, 4pm to 10pm) and at weekends (Saturday and Sunday, 9am to 9pm). This gives an approximate cost split of 40 hours of school use and 64 hours of community use (or approximately 38% to school use and 62% to community use). In practice, these usage figures would be likely to be adjusted to take account of extended school use after 4pm on weekdays and at weekends, and these opening hours for community use might be adjusted to take account of demand. We do not assume

that during school holidays the level of community use would increase because we think that apart from holiday clubs or similar activities it would be difficult to find community users who would increase their use just during holiday periods.

We work on the basis that staffing and other costs associated with school use of the facility will be borne by the school during the normal school day as outlined above. But community use will both involve charges to users (groups and individuals) and costs (staffing and other costs) to make facilities available.

CENTRE FIXED COSTS

We have estimated the base running costs of the new building housing the Centre for the Performing Arts using existing Lymm High School costs for utilities (gas, electricity, water), consumables, cleaning, maintenance and refuse collection costs. We have allowed for additional costs for cleaning and consumables. The new build will be approximately 1,200 sq m and the cost per sq m is £36.64 – equating to an annual running cost of around £45,000.

COMMUNITY USE CHARGES AND INCOME

We base our estimated user charges on an assessment of market hourly hire rates from other providers in the north west – working on the basis of an hourly rate for a dance/drama studio of £25; an hourly charge for a music/group practice room of £20; and an hourly charge for the large performance space of £90. We have not assumed a separate income stream from individual practice rooms (which might be used/hired in combination with group practice rooms) or of the recording studio. This gives a theoretical maximum hire income (e.g. with all rooms hired) of £205 per hour but it is important to recognise this is a theoretical maximum figure – in practice, we think usage is likely to be higher at some weekday and weekend times, and the practicalities/logistics of usage mean we have modelled usage/income and costs on a wide range of potential levels of use.

For the large performance space – accommodating major drama/music events – an additional source of income will be catering/refreshments and we have assumed that provision for a licensed bar will be made. We have conservatively estimated nett income (after costs of sales and staffing) on a per event basis based on numbers attending and likely pricing. We have not assumed any other catering income though we think that either through sales or vending machines there would be an important additional income stream.

COMMUNITY USE COSTS: STAFFING AND MANAGEMENT OVERHEADS

The main cost of staffing the Centre will be to have reception and facilities staff on hand to deal with centre users and hirers during the period of community use. In our modelling we have used a staffing model which is variable to levels of use but which assumes an average of two staff on site during community use periods. We have taken a typical employment cost of £20 per hour (including employer oncosts) while recognising that actual costs will vary (e.g. for admin, caretaking, AV technician or other staff). In practice, a shared staffing model with the Leisure Centre would maximise flexibility and efficiency particularly at times/periods when community use was low, but as community use increased there would be a need for dedicated Centre staff.

In addition, we will need to cover the costs of staffing overheads to provide facilities management, HR and finance support, communications, booking administration and community liaison from within the school establishment. We make an allowance for this based on school estimates. We also estimate non-staffing costs based on existing school and Leisure Centre costs for phones, website, licences, printing/postage, etc.

COMMUNITY USE: GRANTS AND PROJECT FUNDING

We plan there will be a substantial income stream from grants and project funding – as outlined earlier – but in our business plan we have deliberately not factored in any contribution to general running costs from such grants/projects. In other words, we have assumed that projects aimed at, for example, improving health and wellbeing, tackling mental health through performance, or improving access for less well-served groups in the community would in general be cost-neutral in that grant income would cover activities/staffing directly attributable to the project only. In practice we think this is a conservative assumption as such projects would make use of facilities at community rates.

SUMMARY

Overall, our assumptions outlined above are intentionally quite conservative. Even on this basis, our projections suggest that the Centre will be financially sustainable even at relatively low levels of projected community use, and that at quite reasonable levels of usage as the Centre develops we anticipate the Centre will be able to make a sufficient surplus to cover future eventualities and provide for future investment in facilities.

CONCLUSIONS AND NEXT STEPS

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This is an exciting project, which has already captured the imagination and enthusiasm of many stakeholder groups and people across our wider community. It has been striking how readily and positively people have responded to our consultation.

Our next step is to use this strategy and business plan to engage with our partners in local government, central government, and national arts funders to tackle the challenge of raising the capital investment needed for the proposed Centre for the Performing Arts. There are a number of national funding programmes and initiatives (mostly led from the Department of Levelling Up, Housing and Communities) aimed at promoting investment in local communities, improved facilities and infrastructure, and building both economic and social capital. We anticipate drawing on a combination of government funding, private/charitable funders, and community fundraising. The Lymm Performing Arts Working Group has been advised that we should now move to seek outline planning permission for the proposed Centre, as this will considerably strengthen our bids for capital investment.

We have already established a fundraising group which will lead our community fundraising, and had some early discussions with potential funders. We have had a very positive and supportive response in these discussions, but it is clear that securing a substantial public investment from government in the proposed Centre will be essential to unlock access to wider charitable funder contributions.

The timescale for the Centre depends fundamentally on the progress of our capital investment plans and proposals, but if we are able to raise the necessary funds for building the Centre during 2022, we would aim to see construction commence in 2023 with a likely building timeline of 12-18 months.



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