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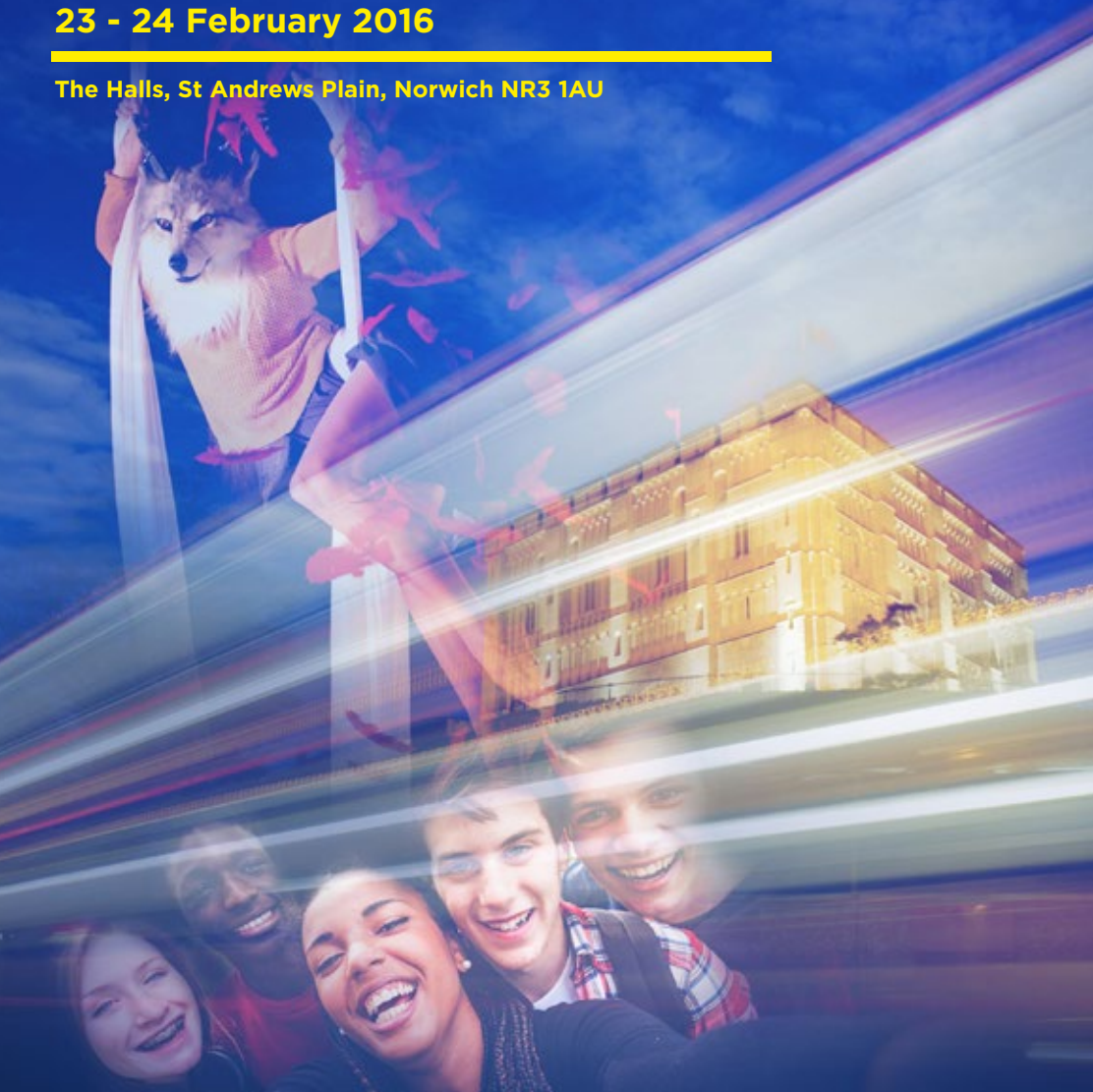
Voluntary Arts

**ADUK Conference Programme 2016**

# **Our Cultural Commons**

**23 - 24 February 2016**

**The Halls, St Andrews Plain, Norwich NR3 1AU**



**NORWICH**  
City Council



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**an**

ADUK Conference Programme 2016

# Our Cultural Commons

New ways to explore, develop and sustain the diverse, creative lives of communities.

Tuesday 23 - Wednesday 24 February 2016

The Halls, St Andrews Plain, Norwich NR3 1AU

Book now on our Arts Development UK Eventbrite page link  
<http://www.eventbrite.com/e/aduk-conference-our-cultural-commons-tickets-19946851570>

#adukconf16

ADUK's 2016 conference, in association with Voluntary Arts, explores our organisations' joint initiative [ourculturalcommons.org](http://ourculturalcommons.org) which sets out to explore new ways to sustain and develop the creative lives of our communities in all their diversity.

The conference is hosted by Norwich City Council at the historic St Andrews Halls.

## Who should attend?

Conference places are open to all with preferential rates for ADUK members.

Whether you are an artist or an arts officer, an organisation or an independent consultant the ADUK conference offers thought provoking key notes, briefings and break outs on the big issues, relevant case studies and tours alongside forums for discussion and opportunities to network with arts and cultural colleagues from across the country.

For ADUK members this event is CPD Certified, 5 credits for every full day's attendance in 2016: read more at [AD:UK](http://AD:UK) Professional Fellowship programme

## What delegates thought of last year:

*"I love the current mix of getting together & talking & sharing, study tours & presentations. A really good mix of people and a welcoming feel to the conference. Will come again!"*  
conference delegate

*"...a fantastic couple of days getting back in touch with the sector...an invaluable opportunity to discuss issues and learn from colleagues who do the same job as me and reassuring to know they face the same challenges."*

*"... always inspiring to hear about other projects and leave the conference brimming with ideas"*

*"...an invaluable event just to ground me and remind me what I and my team are really for..."*

*"Fantastic networking... really appreciate that the conference is always constructed in such a way as to make this possible"*

*"I feel inspired by the ideas discussed and hope to incorporate some of the learning into future work"*

*"I have only praise for this years' event. The overall content and organisation was excellent and very developmental"*

# Tuesday 23rd February

**9.00 Conference Registration starting at 9.00 with tea and coffee.**

**9.30 Opening Performance**, organised by Norwich CC

**9.40 Chair's welcome and presentation to the Conference:** Jane Wilson: Chair of Arts Development UK

**9.50 Welcome to Norwich:** Welcome from Cllr Alan Waters, leader of Norwich City Council and lead for culture will welcome the conference delegates to the city

**10.00 Our Cultural Commons Keynote presentation: Baroness Beeban Kidron OBE, President of Voluntary Arts**, film director, cross-bench peer, founder of the Film Club charity.

**10.20 Questions from the floor**

**10.30 Refreshment break**

**11.00 Our Cultural Commons Information Forums (repeated at 12.00): essential updates and information on the big issues**

**You can opt for a choice of training sessions and case studies.** Choose any 2 from the list of development forums and case studies below. Each session is an hour long and includes a presentation followed by a discussion and Q&A forum, so be prepared to share your own experience.

**Pick and mix 2 sessions from below:**

**Case Study briefings: Our Cultural Commons**

• **Case Study 1: Norwich Culture & the City Presentation.** This workshop will explore the value of culture to the city and the contribution of key cultural organisations. Presented by Graham Creelman OBE, Pro-Chancellor of Norwich University of the Arts. The session is facilitated by Russell Tennant, Arts Development Manager, Lancs CC.

• **Case Study 2: Creative People and Places Market Place.** A presentation by Kate Hall (Director) and facilitated by Jayne Knight, Arts Development Manager of Suffolk County Council. Market Place is the Arts

Council England Creative People & Places project for Forest Heath and Fenland. - stimulating a shift in arts engagement in these rural districts. Our market towns are our creative inspiration. A key action is establishing Creative Forums in the towns of Newmarket, Brandon, Mildenhall, Wisbech, Whittlesey, March and Chatteris. These voluntary networks are growing their own skills and capacity, and are also piloting new programmes of arts activities which develop new audiences, are sustainable and are exciting for everyone involved. Each Creative Forum is developing its own programme, reflecting on each town's identity and needs, as well as their own points of inspiration. The forums are on the brink of their first commissions, the themes of each town's programme range from Hidden Treasure to Bricks, and will be a combination of ticketed and free events.

• **Case Study 3: Knitting Communities Together:**

a presentation by Lisa Pidgeon, Director of Little Bird SOS on a project working with adults with profound learning disability and using wool craft skills. Facilitated by Catherine Rogers: Creative Leicestershire Manager.

## Development Forums

• **Development Forum 4: An introduction to fundraising and strategy:** developing an effective fundraising strategy is crucial in the present economic climate in which we are working. Amanda Rigali (Head of Programming from Arts Fundraising & Philanthropy) will lead a workshop in essential fundraising.

• **Development Forum 5: Cultural Education Challenge and Local Cultural Partnerships:** The Arts Council England Cultural Education Challenge encourages the formation of Local Cultural Education Partnerships to ensure all children and young people can access and participate in high quality arts and cultural opportunities and pathways - and to make best use of the resources available. Bridge organisations are playing a key role in helping to establish the Partnerships and representatives from two regional Bridge

organisations: Royal Opera House and Norfolk and Norwich Festival will explore with delegates how we can all respond to the Challenge and share examples of Local Cultural Education Partnerships in development. Roxie Curry will Chair a development forum giving delegates an opportunity for cultural organisations and bridge organisations to come together and discuss the cultural education challenge.

• **Development Forum 6: Cultural Commissioning Outcomes and Toolkit:**

This forum will give delegates an opportunity to discuss outcomes arising from the Cultural Commissioning Programme, and includes a short presentation of the Kent Toolkit, helping people to learn how to navigate it, with tips on how to approach setting up your own commissioning programme, introduced by Tony Witton, Kent CC and a more informed discussion of the outcomes of the cultural commissioning programme by Jessica Harris (NCVO).

**12.00 Information Takeaways Session 2**

(a second choice of the sessions above)

**13.00 Buffet Lunch**

**14.00 Study Tours.** Tours will depart from the side of The Halls promptly at 14.00 and include:

• **Tour 1: Norwich walking tour:** showcasing Norwich University of the Arts, voted by its students as the best specialist arts, design and media university in the UK, including the university's new exhibition space, East Gallery NUA, followed by a visit to Writers Centre Norwich a literature development agency based in Norwich's historic Dragon Hall.

• **Tour 2: Education & Involvement in Norwich:** Visit two learning establishments which are open to the public, The Sainsbury Centre of Visual Arts which is one of the most prominent university art galleries in Britain, and Norwich Castle Museum & Art Gallery regarded as one of the leaders in the museum sector.

• **Tour 3: Creative Communities Consortium Tour:**

A visit to The Garage and Future Projects who are both Consortium members who work with communities using the arts to change lives. This includes a presentation about the Consortium and the Norfolk Arts, Health and Wellbeing Programme at the Garage by Natalie Jode of Creative Arts East.

• **Tour 4: Arts & Regeneration:** a coach trip to Gt Yarmouth to see how arts, culture and heritage are being utilised to regenerate this seaside resort and port town. With a heritage of a herring industry, oil and cargo trade, circus and seaside tourism, Great Yarmouth has a fascinating history and public space. It also has many different immigrant communities and there is significant deprivation due to declining industries. Seachange Arts, a new NPO (who run the successful annual Out There Festival and are developing a specialist circus skills centre at the Drill House, currently being refurbished) will lead this tour which will include visits to St George's Theatre, Hippodrome Circus, historic King Street and the celebrated Time & Tide Museum. The journey from Norwich and back includes a drive through Halvergate Marshes and the Broads with stunning views of this distinctive coastal countryside.

**18.00 End of session**

**19.15 (for 19.30) Arts Development UK AGM at The Forum** followed by a light buffet/social event and bar at Café Bar Marzano. The Forum, which opened in 2001, is one of the most successful Millennium Projects in the UK and has become an iconic landmark and meeting place in the historic centre of Norwich.

**AGM:** The Auditorium at The Forum: The AGM will be held in this state of the art auditorium with tiered seating and cushioned seats for weary delegates!

**Evening get together Café Bar Marzano The Forum:** If you are looking for a space after the AGM to network and socialise, you can grab a pizza whilst enjoying panoramic views of Millennium Plain, St Peter Mancroft Church and the city's market area, or head into the city to make your own plans.

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# Wednesday 24th February

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9.00 – Registration and refreshments  
9.30

9.45 Conference introductions: Robin Simpson: Chief Executive of Voluntary Arts

9.50 Keynote Presentation: A major keynote presentation from Jane Wilson, Chair of ADUK and Culture & Community Manager with Cambridge City Council discussing Our Cultural Commons and the role of local leadership in developing and sustaining creative communities.

10.15 Questions from Delegates

10.25 Refreshment Break

10.55 World Café at ADUK Conference: Facilitated by Fran O'Hara of Scarlet Design

This year's World café will provide an open forum for delegates to share issues and will provide for a lively conference dialogue and debate. This is your opportunity to raise and discuss key issues and topics that affect arts development in the UK with an experienced facilitator to guide the way. Expect to engage in collaborative dialogue, sharing knowledge and creating possibilities for action in groups of all sizes. You choose a table which holds a question relevant to the overall theme of the conference and your current practice. There you meet like-minded people and have a conversation around a topic. You'll then have the opportunity to join another table and contribute to further conversations. Everyone will be able to survey the collected wisdom of the group and together we will reach an opinion on the key issues facing us – and the actions we can take. To create a campaigning agenda for ADUK to take up in 2016/17.

Fran O'Hara of Scarlet Design will also be drawing and scribbling throughout producing a large scale graphic recording of the session.

12.30 Hot Fork Buffet and Regional Networking: take your lunch with other members from your region use the round tables to hold regional discussion forums

13.30 Keynote Presentation: Bobsie Robinson: Cultural Policy & Strategy Manager at Bradford Council. The value of local arts development and Our Cultural Commons.

Bobsie has a long and varied history of working with BAME communities on various regeneration initiatives and has established new groups and organisations particularly in the African and Caribbean community in areas such as Education, Health, Young and Older people. Through her current position Bobsie also leads on equalities and has developed a number of initiatives to engage BAME communities particularly around events and festivals within the arts and culture sector. On a regional and national level she has been involved with various Arts Council England steering groups to engage and develop BAME artists and organisations such as Verb (a network for BAME artists across the region); Sustain Theatre (a network of BAME theatre practitioners and organisations nationally). Bobsie is currently leading on a joint DCLG and Arts Council England Arts in Communities programme where she is developing a number of community arts networks across various localities and interests groups to enable grassroots communities to participate and engage in the arts. Bobsie is a member of the Voluntary Arts BAME Advisory Panel.

13.50 Our Cultural Commons Information Forums (repeated at 15.15): essential updates and information on the big issues You can opt for a choice of training sessions and case studies. Choose any 2 from the list of training sessions and case studies below. Each session is an hour long and includes a presentation followed by a discussion and Q&A forum, so be prepared to share your own experience.

Pick and mix 2 sessions from below:

Case Study briefings: Arts and Communities

• **Case Study 1: Creative Encounters (Liverpool):** Collective Encounters is a Liverpool based Theatre Company specialising in using theatre as a tool for social change through collaborative practice. Since 2007 the company has worked with the homeless community in Liverpool and across the Greater Merseyside region. The company works predominately in homeless settings: day services, hostels and other temporary accommodation to deliver participatory workshops with those accessing the services. Presentation by Project Director, Abi Horsfield. The case study will include a sharing of the short animated opera for social change, Poets of Loss. The session is facilitated by Psyche Hudson, Arts & Culture Service Manager at Telford & Wrekin Council.

• **Case Study 2: Made in Clayton West:** Clayton West is a village of 2,000 people in West Yorkshire with no voluntary arts activity, yet people living here travel to take part in the arts elsewhere. 'Made in Clayton West', is a voluntary arts development initiative in the village using an Asset-Based Community Development approach. We've begun connecting people who share the same passions: new relationships are forming and new activity is starting to happen. There's a lot of interest in singing, music, perform arts, visual arts and arts events. Presentation by Jo Cove and Vicki Stratford and facilitated by Sharon Scaniglia, Principal Arts Officer at Nottingham City Council.

• **Case Study 3: Lincolnshire One Venue (LOV) Lincolnshire One Venues (LOV)** is a network of ten visual and performing arts venues in Lincolnshire, established to create a more coherent arts offer across a large and predominately rural county, to focus specifically on developing young audiences and engaging young people aged 12-25 from across the county as audiences, participants and decision makers. We have achieved a lot and learnt a lot over the past three years, not only about how we can work with young people but also how we can work together as a network. Presented by Emily Bowman: Projects Manager; Lincolnshire One Venues (LOV) Young People's Programme and facilitated by Katherine West, Museums & Arts Manager at Chester & Cheshire West Council

Development Forums

• **Development Forum 4: Digital Development:** A session looking at practical applications of social media, chaired by Lucia Masundire (chair of ADUK's Communications & Marketing WP) and considering ways that social media is used as a tool for coming together through Our Cultural Commons. Presentation by Guy O'Donnell, Sherman 5 Coordinator at the Sherman Theatre, Cardiff on the Young Critics Scheme.

• **Development Forum 5: Fun Palaces:** a lively presentation from Sarah-Jane Rawlings and Stella Duffy, co-directors of Fun Palaces with a challenge for delegates to host their own events in 2016. More than just a weekend at the beginning of October every year, Fun Palaces' mission is to widen arts & science participation, to strengthen communities through empowering individuals and supporting local partnerships, and to change the way the arts and sciences are currently owned and created. This presentation will tell the story of the Fun Palaces campaign, how it came about, what lies behind it, the success of our first two years and where it is going. It will issue a call to action to all to make a Fun Palace, to 'build communities not audiences' and to join our search for the democratisation of culture. The presentation will be a provocation to buildings, to individuals, to everyone, to join our simultaneous shout for culture at the heart of community and to ask whether cultural activism really can change the world. Facilitated by Symon Easton, Head of Culture Commissioning at Birmingham City Council.

• **Development Forum 6: Enterprise Tools:** A workshop with Diana Pasek-Atkinson and Peter Ptashko, UnLtd Associate. UnLtd is the UK foundation for social entrepreneurs and funding and supporting between 2 and 3 thousand social entrepreneurs to set up or scale up a social venture each year. The workshop will focus on toolkits to support social entrepreneurs and creative industries.

14.50 Refreshment Break

15.15 Our Cultural Commons Information Takeaways session 2 (further choices as above)

16.15 Conference summing up: Jane Wilson, Chair of ADUK.

## Graphic Recording with Fran O'Hara, Scarlet Design

Fran O'Hara is the founder and MD of the Scarlet Design, a strategic design, training and visual facilitation company based in Cardiff. At the conference Fran and her team will be graphic recording live 'visual minutes' of the presentations and world café, drawing large scale image maps capturing the key messages using images and text. Fran brings a wealth of expertise, gained from 4 years at Disney in Hong Kong and Los Angeles (including dressing up as Tigger in Disneyland!) and 16+ years working with multi-sector clients. These range from global giants such as The Walt Disney Company, Unilever, Shell and Vodaphone, to the Welsh Government, NHS Wales and local authorities. She specialises in working with organisations to identify their stories and to co-create the most effective and accessible communication tools to engage with their audience - both on and off-line. This could be print... a media campaign... an infographic... a hand-drawn video or live 'visual minutes'. Fran is also Co-Director of the 'Working with Not To' Co-Production project which designs and delivers events, resources and training in co-production.



[www.franohara.com](http://www.franohara.com)  
@fran\_ohara

[www.scarletdesign.com](http://www.scarletdesign.com)

[www.workingwithnotto.com](http://www.workingwithnotto.com)  
@workingwithnot2

## Conference Fees

We welcome anyone with an interest in arts development to our conference.

**Arts Development UK members, as part of their membership benefits receive preferential rates. The membership rate is for one corporate or individual place only.** You can book to attend the whole conference or just one day. A discounted double ticket offer is also available.

Place Type	Members	Non-members
<b>Full 2 day Conference period</b> (for organisations trading above £25,000pa)	<b>£295</b> (£354 inc VAT)	<b>£395</b> (£474 inc VAT)
<b>Full 2 day Conference period</b> (for individual members or small organisations trading below £25,000pa)	<b>£195</b> (£234 inc VAT)	<b>£300</b> (£360 inc VAT)
<b>2 day double ticket</b> (2 persons from the same organisation or a member bringing a person from another organisation who has not attended the conference previously)	<b>£395</b> (£474 inc VAT)	<b>£495</b> (£594 inc VAT)
<b>Unemployed or student rate</b> (2 days)	<b>£125</b> (£150 inc VAT)	<b>£185</b> (£222 inc VAT)
<b>One person Thursday or Friday only</b>	<b>£145</b> (£174 inc VAT)	<b>£195</b> (£234 inc VAT)
<b>One day double ticket</b> (two persons for Thursday or Friday only)	<b>£225</b> (£270 inc VAT)	<b>£350</b> (£420 inc VAT)
<b>Unemployed or student rate</b> (single day)	<b>£85</b> (£102 inc VAT)	<b>£125</b> (£150 inc VAT)
<b>2 Day Training Bursary</b> (a restricted number of training bursaries are available)	<b>£50</b> (£60 inc VAT)	<b>£75</b> (£90 inc VAT)

### Early-Bird bookings: Delegates who book prior to 30th December will qualify for an early-bird discount of 10%

Please note that organisations local to the Eastern Region are able to book using the member rates. *Discounts may be available for 5 or more bookings from one authority/organisation. Please call us to discuss this.*

### Display areas & community stands

Display spaces are available at the conference over the 2-day event, which also includes a free conference place. Display spaces include a trestle table and 2 chairs. Please note that there are no display screens available, so please bring your own. Places are limited, so to book a place for your group or organisation, please contact Arts Development UK at [artsdevUK@aol.com](mailto:artsdevUK@aol.com)

<b>2-Day Community stand area</b>	<b>£350</b> (£420 inc VAT)
<b>2-Day Professional stand area</b>	<b>£450</b> (£540 inc VAT)
<b>Additional Delegates (per person)</b>	<b>£100</b> (£120 inc VAT)

### Leaflet Circulation

We can accept literature for circulation in the delegate pack at just £40 (£48 inc VAT) per leaflet batch (200 leaflets).

### Refund policy

In the regrettable circumstance of delegates having to cancel bookings, ADUK reserves the right to levy a 20% cancellation fee for cancellations up to 2 weeks before the Conference. Cancellations in the 2 weeks prior to the Conference will not be refundable.

### Accommodation

There are a number of medium range hotels that are quite near to the conference venue.

These include:

**Premier Inn (Duke St)** [www.premierinn.com](http://www.premierinn.com)

**Maids Head Hotel** Tel 01603 209955  
[www.maidsheadhotel.co.uk](http://www.maidsheadhotel.co.uk)

**Premier Inn (Nelson)** [www.premierinn.com](http://www.premierinn.com)

**Travelodge (Norwich Central Riverside Hotel)**  
[www.travelodge.co.uk](http://www.travelodge.co.uk)

**Travelodge (St Vedast St, Norwich)**  
[www.travelodge.co.uk](http://www.travelodge.co.uk)

Each has a selection of rooms available at different rates and the earlier you book, the cheaper the room usually is. You can also book your room using a number of late booking websites ([www.lastminute.com/hotels/](http://www.lastminute.com/hotels/), [www.laterooms.com/](http://www.laterooms.com/), [www.hoteldirect.co.uk/](http://www.hoteldirect.co.uk/), [www.trivago.co.uk/](http://www.trivago.co.uk/)) where you may be able to pick up good deals.

### Conference Activities

Arts Development UK conference also includes other events and activities, including artist residencies, exhibition and display stands, and a major opportunity to network. We also intend to include interactive arts activity with access to computer and video displays from regional and national arts organisations.

### Need some advice or a sounding board to help you address a particular issue on your CPD?

Sue Isherwood of C3 Creative Consultancy will be available at the conference this year offering free 30 minute CPD development surgeries. You can pre-book sessions by contacting Sue at 01749 871110 or email: [sue@creative3.co.uk](mailto:sue@creative3.co.uk). Alternatively, make an appointment at the conference - first come, first served!

# ADUK Conference: Our Cultural Commons

If you prefer to pay by credit card, you can also book online at  
<http://www.eventbrite.com/e/aduk-conference-our-cultural-commons-tickets-19946851570>



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NAME

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JOB TITLE

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AUTHORITY / ORGANISATION

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ADDRESS

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POSTCODE

TEL

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EMAIL

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SPECIAL PHYSICAL, ACCESS OR DIETARY REQUIREMENTS (PLEASE SPECIFY):

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### CONFERENCE FEE (PLEASE TICK RELEVANT BOX)

	MEMBERS	NON-MEMBERS
<b>FULL CONFERENCE PERIOD</b>		
Full 2 day Conference period (for organisations trading above £25,000pa)	<input type="radio"/> £295 (€354 INC VAT)	<input type="radio"/> £395 (€474 INC VAT)
Full 2 day Conference period (for individual members or small organisations trading below £25,000pa)	<input type="radio"/> £195 (€234 INC VAT)	<input type="radio"/> £300 (€360 INC VAT)
2 day double ticket (2 persons from the same organisation or a delegate bringing a person from another organisation who has not attended the conference previously)	<input type="radio"/> £395 (€474 INC VAT)	<input type="radio"/> £495 (€594 INC VAT)
Unemployed or student rate (2 days)	<input type="radio"/> £125 (€150 INC VAT)	<input type="radio"/> £185 (€222 INC VAT)
Training Bursary (a restricted number of bursaries are available)	<input type="radio"/> £50 (€60 INC VAT)	<input type="radio"/> £75 (€95 INC VAT)
<b>SINGLE DAY RATES</b>		
One person Tuesday or Wednesday only	<input type="radio"/> £145 (€174 INC VAT)	<input type="radio"/> £195 (€234 INC VAT)
One day double ticket (two persons for Tuesday or Wednesday only)	<input type="radio"/> £225 (€270 INC VAT)	<input type="radio"/> £350 (€420 INC VAT)
Unemployed or student rate (single day)	<input type="radio"/> £85 (€102 INC VAT)	<input type="radio"/> £125 (€150 INC VAT)
If booking for one day only, which day are you attending	<input type="radio"/> Tues 23rd Feb	<input type="radio"/> Weds 24th Feb
<b>DISPLAY RATES (Full conference period)</b>		
Community Stand area	<input type="radio"/> £350 (€420 INC VAT)	
Additional Delegate place with stand (2 days)	<input type="radio"/> £100 (€120 INC VAT)	
Additional person with stand (one day only)	<input type="radio"/> £50 (€60 INC VAT)	

<b>ARTS DEVELOPMENT UK MEMBER</b> <input type="radio"/> YES <input type="radio"/> NO	<b>PLEASE INVOICE ME</b> <input type="radio"/> YES <input type="radio"/> NO	<b>ORDER NO.</b> <input type="text"/>	<b>OR I ENCLOSE A CHEQUE MADE PAYABLE TO "ARTS DEVELOPMENT UK"</b>	<input type="text"/> £
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### PREFERRED STUDY TOUR

**TUESDAY 23RD FEBRUARY**  
14.00 - 18.00

- Tour 1: Norwich walking tour
- Tour 2: Education & Involvement in Norwich
- Tour 3: Norwich community outreach tour
- Tour 4: Arts & Regeneration (Gt Yarmouth).

### CASE STUDY BRIEFINGS & DEVELOPMENT FORUMS

**TUESDAY 23RD FEBRUARY**  
Starting at 11.00 and repeated at 12.00

- Case Study 1: Norwich Culture & the City
- Case Study 2: Creative People and Places Market Place
- Case Study 3: Knitting Communities Together
- Development Forum 4: An introduction to fundraising and strategy
- Development Forum 5: Cultural Education Challenge and Local Cultural Partnerships
- Development Forum 6: Cultural Commissioning Outcomes and Toolkit

For the latest news and updates on the conference go to

[www.artsdevelopment.org](http://www.artsdevelopment.org)

or follow us on Twitter @artsdevuk or use #adukconf16.

### CASE STUDY BRIEFINGS & DEVELOPMENT FORUMS

**WEDNESDAY 24TH FEBRUARY**  
Starting at 13.50 and repeated at 15.15

- Delegates can either choose **two** sessions from following options of case studies or development forums:
- Case Study 1: Creative Encounters
  - Case Study 2: Made in Clayton West
  - Case Study 3: Lincolnshire One Venue
  - Development Forum 4: Digital Development
  - Development Forum 5: Fun Palaces
  - Development Forum 6: Enterprise Tools

We may occasionally share information with other arts and cultural organisations. Please tick the box if you do not wish your information to be shared.

SIGNED



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