

**CAMBRIDGE CITY COUNCIL SERVICE LEVEL AGREEMENT
THE JUNCTION CDC 2009-10**

1. Purpose & Principles

- 1.1 The Junction is a key organisation within the overall pattern of arts and cultural provision in Cambridge. The City Council particularly expects the organisation to provide events in the performing arts, including music, theatre, dance and comedy, appropriate to the scale and nature of its performance spaces. The Council also recognises the organisation's historic connections to provision for young people in the city, and recognises the Junction's decision to focus activity on the 13-30 age range.
- 1.2 Through this agreement the City Council expects the organisation to support the Council's core objectives including:
- 1.3 The **Medium Term Objective** to maintain a healthy, safe and enjoyable city for all, with thriving and viable neighbourhoods:
 - Ensuring Cambridge residents can access a range of arts, recreational and community facilities and activities
 - Supporting a flourishing and diverse voluntary and not-for-profit sector
 - Working in partnership with young people and others to improve services to children and young people
- 1.4 The **Community Strategy Objective** of ensuring the development of communities which are strong, healthy, active, safe and inclusive - where the well-being of people is improved and inequalities reduced, so that people feel a sense of belonging and can fully participate in community life and share in the City's success.
- 1.5 In particular, The Junction can impact significantly on the the following national indicators specified in **Cambridgeshire's Local Area Agreement**:
 - NI 110: Young people's participation in positive activities
 - NI1: % of people who believe people from different backgrounds get on well with each other
 - NI4: % of people who believe they can influence decisions in their locality
 - NI7: Environment for a thriving third sector
 - NI 54: Services for disabled children
- 1.6 This agreement seeks to ensure that Cambridge City Council's investment in The Junction assists in the achievement of these objectives.
- 1.7 In addition the Junction is committed to working in partnership with Community Development to meet a wider range of objectives.

2. Areas of Activity

- 2.1 In order to fulfil its potential in meeting demand for local provision as part of a thriving cultural infrastructure, the Junction will focus on activity appropriate to its three principal spaces –
 - Junction 1 – the original Junction space, with a capacity of up to 1050, particularly appropriate for the presentation of rock bands and other amplified music, and club

nights. It is particularly suitable for touring bands attracting audiences smaller than the Corn Exchange but larger than local pubs etc.

- Junction 2 – principally a flexible studio theatre space with a capacity up to 220, seated or standing, particularly suitable for smaller scale theatre, dance, music and comedy. It is especially appropriate for more adventurous and innovative touring theatre and dance at a scale smaller than the Arts Theatre, for music outside mainstream rock and pop and for more intimate comedy shows.
- Junction 3 – a studio workshop space which can be used for rehearsals, residencies, participatory activity and artistic development.

2.2 Theatre and Dance

Besides presenting challenging and innovative theatre and dance work for adult and young adult audiences, the Junction will also seek to present performance work of a high quality for children and families.

2.3 Participation and Talent development

The City Council recognises the Arts Council's emphasis on talent development with regard to its funding of the Junction, and its regional role in relation to the Escalator programme. The Council hopes that in meeting the Arts Council's expectations regarding its regional role the Junction will also be able to foster and nurture local talent in and around Cambridge in the performing arts.

The Council expects the Junction to play an important part in performance opportunities for local bands, to seek and respond to demand for similar opportunities in relation to theatre and dance, particularly in relation to youth theatre and youth dance provision.

The Junction will ensure the widest participation in the arts through outreach services and holiday schemes which offer taster and beginners sessions, delivered through grant funding or small donations. Young people will have opportunities to develop as artists through the Junction's status as an 'Arts Award Welcome Centre' where it will ensure a programme that enables participants to gain bronze, silver, and gold awards. To ensure that the Junction develops young people's creativity, a high-quality participation programme will also be available that develops potential through working alongside high quality national and international artists. This will largely be funded by direct subscriptions and by developing an ethos with resident and touring companies that learning, development, and access are key values of The Junction.

2.4 Relationship to Companies

The City Council welcomes the relationship which the Junction has had with a number of local performance groups in the past, acting as an administrative and/or creative base for them, and looks to see this role sustained in the future.

2.5 Community Use

It is expected that the Junction will continue to provide facilities, support and advice for non-professional local groups, including affordable rehearsal and performance opportunities for local drama companies.

2.6 Age range

The City Council welcomes the Junction's focus on the age range 13-30, and looks forward to the organisation playing a developing role in relation to the city's provision for

young people. At the same time it also recognises that while this age group provides a focus, the organisation will also offer a range of activity which will attract people outside this age band, both younger and older.

2.7 Audience Development

As an organisation which presents both ‘serious’ and challenging performing arts activity and also rock bands and club nights for young people, the Junction in principle has the scope for exciting and relatively unusual opportunities in terms of audience development. The City Council expects it to aim to introduce its various audiences to new cultural experiences.

3 Services to be Delivered

Objective 1: The provision of a varied and innovative programme of events and performances covering a range of art forms, which attract both existing and new audiences with a particular emphasis on young people

- The Junction will provide a programme of events and projects to include live music gigs, clubs, theatre, dance, and comedy.

| Programme Area | Description | Perfs | Attendance |
|---------------------------|---|--------------|-------------------|
| Theatre Performances | A mixed programme of national and regional companies. | 20 | 2,000 |
| Dance Performances | A mixed programme of national and regional dance artists. | 10 | 800 |
| New Writing Festival | In partnership with Menagerie a 10 day new writing festival | 20 | 1,000 |
| Junction Sampled | Two weekends one exploring Live Art and on Contemp. Dance | 60 | 2,100 |
| Junction 1 Promoted Bands | Artists promoted by The Junction or co-promoted with regional or local promoters. | 46 | 20,700 |
| Junction 1 Hires | Working mainly with national promoters (e.g. Live Nation and SJM). | 37 | 20,350 |
| Junction 2 Promoted Music | A more diverse programme including world music folk and contemporary jazz. | 31 | 4,185 |
| Saturday Clubs | A diverse programme of music led clubs in Junction 1 presenting the leading DJ's. | 43 | 28,350 |
| Burlesque | The Junctions Burlesque Club will continue to present leading burlesque and live artists. | 8 | 1,760 |
| Junction 2 Specials | More “niche” events presented in Junction 2. | 6 | 1,500 |
| Junction 2 Programme | Regular comedy programme, mainly on Friday nights | 32 | 4,640 |
| Comedy Festival | The Junction will host the Cambridge Comedy Festival | 15 | 1,800 |

- The Junction will ensure delivery of high quality participatory opportunities for local communities with a focus on young people.

In particular, The Junction will:

- Provide scope for local young people to engage with local and visiting professional touring companies.

| Programme Area | Description | Perfs | Attendance |
|------------------------------|--|--------------|-------------------|
| Performance Linked Workshops | Delivered by companies performing at The Junction as part of the prof. programme | 10 | 200 |

- Provide after-school and holiday educational activities for children and young people.

| Programme Area | Description | Perfs | Attendance |
|-------------------------------|--|--------------|-------------------|
| Regular Term time workshops | Mainly delivered in partnership | 108 sessions | 1,620 |
| Special Projects | A number of more focused holiday projects. | 90 sessions | 1,360 |
| Cambridge Youth Dance Company | Managing this county wide initiative | 20 sessions | 450 |

Objective 2: To contribute to the development of a strong creative economy in Cambridge

- In meeting Arts Council England's expectations regarding its regional role in delivering the Escalator programme, the Junction will also demonstrate a commitment to the fostering and nurturing of local talent in and around Cambridge in the performing arts.
- The City Council welcomes the relationship which the Junction has with a number of local organisations and looks to see this role sustained in the future through the provision of office space, partnership opportunities and showcasing of work.

In particular, The Junction will:

- Seek to support other cultural organisations based in Cambridge.

| Programme Area | Description | Perfs | Attendance |
|-----------------------------------|--|-----------------------------------|-------------------|
| Masterclasses | Mainly delivered by companies / artists who are performing at The Junction | 8 classes | 100 |
| Rehearsal and Development Support | The provision of free, or subsidised rehearsal space to enable regional artists to develop work. | 100 days of rehearsal space. | |
| Subsidised Office Space | Three offices available to emerging Cambridge based companies. | 36 months subsidised office space | |

- Continue to provide opportunities for local bands

| Programme Area | Description | Perfs | Attendance |
|------------------------|---|--------------|-------------------|
| Junction 1 Local Bands | The Junction will promote local and regional bands on two or three Fridays a month. | 28 | 8,400 |

- Provide opportunities for learning and skills development to service users wherever possible including Creative Apprenticeships

Objective 3: The development of audiences including people who have not previously attended arts events or have limited access

- The Junction is well placed to reach new audiences and service users who have not previously engaged with arts events in Cambridge through its innovative programmes and youth appeal. Cambridge City Council expects the Junction to continue to focus on attracting new service users to its events and encouraging cultural engagement of young people, working strategically with the City Council's Arts and Entertainments and Community Development services.

In particular, The Junction will:

- Actively promote opportunities for involvement by disadvantaged young people e.g. through the County Council's G2G card scheme.

| Programme Area | Description | Perfs | Attendance |
|------------------------|---|-------|------------|
| A Night Less Ordinary. | Free theatre tickets to those under 26. | | 300 |

- Produce work for children and families in addition to events for adults and young people.

| Programme Area | Description | Perfs | Attendance |
|-------------------------------|--|-------|------------|
| Children's and Family Theatre | A regular programme of Children's and Family Theatre | 32 | 1,920 |
| Christmas Show | A new Christmas show for a family audience. | 36 | 3,600 |

Objective 4: The provision of support, advice and facilities for non-professional/community users

- The Junction will provide facilities, support and advice for non-professional local groups, including affordable rehearsal and performance opportunities.

| Programme Area | Description | Perfs | Attendance |
|-----------------|--|----------|------------|
| Community Hires | Performances and events run by community groups and initiatives. | 25 perfs | 3,250 |

Objective 5: The commitment to meet the needs of a diverse community that may have additional or different cultural, learning and access needs so that they can fully participate in Junction workshops or events.

- The Junction will develop a participation and audience programme that is accessible to all members of the community.
- The Junction will ensure that its buildings are accessible to people with disabilities
- The Junction will ensure that all aspects of its programme encourage the participation of all members of the community, regardless of ability or circumstance.

- The Learning and Access service will build strong partnerships with statutory and voluntary services that provide, support, learning, and information to young people so that the Junction builds a profile within the community.
- The Junction will provide outreach arts activities in partnership with youth and community services from the County and City Councils, and the wider voluntary sector in Cambridge aimed at disadvantaged groups who do not have the opportunity to engage in the arts.

| Area | Description |
|------------------------|--|
| Outreach | The Junction has been awarded £50,000 over two years to develop arts and cultural activity across the Cambridge City area partnership. The precise groups that this provision will target will be negotiated with the Cambridge and South Cambs Children and Young People's Strategic Partnership. |
| Work with disabilities | Key delivery partner Inspire Arts has been identified to deliver arts work with and at the Junction. |
| Fundraising | The Junction will approach trusts and foundations to increase the funding for outreach, using the £50,000 to match fund against other initiatives |

Objective 6: To ensure environmental sustainability in the running of the Junction

- The City Council expects that the Junction will continue to put in place measures to minimise waste, maximise energy efficiency and contribute to environmental sustainability.

In particular, the Junction will:

- Promote the use of public transport and alternatives to car travel.
- Reduce the organisation's carbon footprint and increase energy efficiency:

| Area | Description |
|---------------------------|---|
| Reduce energy consumption | In 2009 reduce energy consumption by 11% by installing a voltage optimiser. |

- Explicitly discourage fly-posting by both the Junction's own staff and independent promoters.

The Junction's Detailed Programme 2009/10 is attached as Appendix 1 of this agreement.

The Junction's Environmental Policy and Energy Management Plan are attached as Appendix 2 of this agreement.

4 Monitoring & Evaluation

The Head of Arts & Entertainments or his deputy will meet with staff of the organisation quarterly to monitor performance against these objectives.

The organisation will produce a report in September 2009 evaluating its performance against its agreed targets. Whilst the function of the report is primarily to gauge the

success of the organisation in delivering the agreed targets, the report will include qualitative as well as quantitative analysis.

This analysis will inform any subsequent funding agreement or SLA.

5 Conditions

- 5.1 The Council's support should be acknowledged on all publicity and publications pertaining to the work of the organisation. This includes posters, leaflets, programmes, booklets, catalogues, etc. It also includes film and video credits and cassette, video, CD and vinyl record covers. The acknowledgement will include the Council's logo.
- 5.2 A full set of the organisation's annual accounts (2008-2009) should be submitted by December 2009.
- 5.3 The Junction is expected to comply with and advocate where necessary all legislation relating to public performance and facility management including health and safety, disability discrimination, disclosure rules relating to child protection and licensing.
- 5.4 Up to five elected members and the Head of Arts & Entertainments will be given observer status on the managing board of the organisation. These members and the Head of Arts & Entertainments will be given advance notice of board meetings and will receive copies of relevant meeting papers and minutes.
- 5.5 If changes are made to the detail of the activity for which the grant is offered, the Head of Arts & Entertainments must be informed immediately. Failure to comply with any of the above conditions may result in the offer of grant aid being withdrawn and may jeopardise the award of future grants.

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Richard Oyarzabal, Chief Executive Officer
Signed on behalf of The Junction

date

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Nigel Cutting, Head of Arts and Entertainments
Signed on behalf of Cambridge City Council

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