



To: Executive Councillor for Community, Arts and Recreation: Councillor Richard Johnson  
Report by: Head of Arts & Recreation  
Relevant scrutiny committee: Community Services Scrutiny Committee 16/10/2014  
Wards affected: ALL

## **REVIEW OF OUTDOOR AND OTHER ENTERTAINMENT EVENTS Not a Key Decision**

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### **1. Executive summary**

The report examines the profile and cost of the Council's outdoor events programme and considers opportunities for refreshing this and making efficiencies within the context of the Cultural Trust. The Executive Councillor for Communities, Arts & Recreation has clarified that the Cambridge Folk Festival is outside the scope of this review.

### **2. Recommendations**

The Executive Councillor is recommended:

2.1. To continue the general profile of the programme of events as now

2.2 That the programme should consider ways to offer more support via expertise to neighbourhood events

2.3 To carry these recommendations forward into the new cultural trust model if approved by the Leader of the Council and Executive Councillor for Strategy and Transformation, Councillor Lewis Herbert, at the meeting of Strategy and Resources Committee on 20<sup>th</sup> October 2014.

2.4. And if approved:

a) To establish the process outlined in point 3.14 to enable Council input and influence to the event programme

b) Acknowledge that:

- § Along with other external organisations, the Trust may bring forward new ideas for events for the Council to consider.

- § The Council may request support from the Trust for additional events such as major sports events.
- § The Council can consider additional activity and investment into the events programme in discussion with the Trust.

c) To agree a saving of 21% will be made against current net costs by year 5 through potential for greater operating efficiency and increased fund-raising in the Trust model

d) Note that the arrangements for monitoring the trust and the outdoor events in point 3.15.

### **3. Background**

3.1 In March 2014, the then Executive Councillor for Community Well-being took a decision to approve in principle the establishment of a Trust to run Cambridge Corn Exchange, Cambridge Folk Festival and other events, and to authorise work to progress this, subject to further decisions required, including a recommendation to:

- § Bring forward proposals to the autumn 2014 committee cycle for a refreshed programme of outdoor events.

3.2 Since then, the Arts & Recreation team, and specifically, the Arts and Events team, have successfully delivered a diverse programme of events, including:

- § Much of the local work involved in hosting the world's largest annual sporting event, the Tour de France, in Cambridge
- § The iconic 50<sup>th</sup> Cambridge Folk Festival
- § The Big Weekend
- § Midsummer Fair
- § The Mayor's Day Out
- § Other activities such as Jazz and Brass in the Parks and Tea Dances
- § Bonfire Night on 5<sup>th</sup> November

3.3 The Council is relatively unique in authorities of its size in retaining an in house events team which has substantial industry expertise in planning and managing a wide range of public event activity.

3.4 The arts & events team work across all the events although the major events have individual officer leadership. The Business and Marketing section of Arts & Recreation provides financial and promotional support across the programme. Other areas of the Council are also involved, such as Streets and Open Spaces (for example, in relation to preparation and use/repair of open spaces) and Refuse and Environment (food traders, noise monitoring). Each event is managed as a project with a workflow stream and budget which is overseen by the Arts & Events Manager. Each event has a comprehensive event management document which outlines

every aspect of the planning and operation, and this is presented to the Local Resilience Forum (which used to be called the Safety Advisory Group) for comment. These arrangements will continue under the Trust.

3.5 The City Council outdoor events programme provides accessible opportunities for a broad cross section of local people to come together and celebrate their shared social and cultural lives, adding to the overall quality of life in the City and in particular providing events that are genuinely open and diverse. The events also provide a platform to celebrate equality and diversity in the City. The purpose of the outdoor events programme is to meet the Cambridge City Council vision: “One Cambridge – Fair for All”.

3.6 The challenge of delivering large scale events, safely and successfully, in a historic city centre, albeit one with significant quantities of open space should not be underestimated. The team’s experience, expertise and professional approach to delivery is crucial in ensuring high quality, well-managed, safe major public events that are visited and enjoyed by thousands.

3.7 The table in Appendix A highlights the significant amount of external funding required to cover the costs of the outdoor event programme. The total of external income required is approximately £189,000 per year. This is raised via sponsorship and donations (£90,000), traders and catering concessions (£85,000), and ticket and parking income (£14,000). There is a significant staff resource implication in raising and managing sponsorship revenue.

3.8 Budgetary constraints, rising costs and the impact of the economic downturn (affecting income from fundraising) have meant that the team has had to focus on delivering the same with less. However, the alliance of major national events such as the Olympic Torch Relay and the Tour de France, to the Big Weekend, has created more external financial interest; and the collective locally business-led approach to fundraising for Bonfire Night has proved successful. The Council is very grateful for the support local businesses have traditionally offered and continue to provide in this respect. Whilst there has continued to be a strong emphasis on meeting strategic goals through the outdoor events, opportunities for growth and development have been tightly constrained, and although valued and developed each year in discussion with partners, the overall programme has remained largely the same for some time.

3.9 The Executive Councillor for Communities, Arts & Recreation has clarified that Cambridge Folk Festival is outside the scope of this review. The ruling group’s manifesto contained a commitment to retain the Big Weekend. Midsummer Fair takes place under statute. The Executive Councillor has advised he wishes to see the Bonfire Night and Mayors Day

Out events retained in the programme. Therefore this review will not recommend changes to the profile of the programme. It will instead examine opportunities for refreshment, a sharper focus on Council priorities, and given the Council's financial constraints, identify opportunities for savings.

3.10 There are opportunities to develop the programme, at one end of the scale by working with smaller, existing community led events, and at the other with more high profile events, such as the recent visit of the Tour de France, and the hosting of the Olympic Torch Relay.

3.11 The move to the Cultural Trust offers the following benefits:

- § Operating efficiency leading to financial saving for the Council
- § Greater capacity for fundraising to support the events
- § Reduction in risk to the Council in continuing to manage the services directly
- § More opportunity to innovate and develop the existing programme, both creatively and financially, at the same time as continuing to deliver open and accessible events such as supporting the approaches emerging from the Council's Anti-Poverty Strategy work
- § Retention of the connectivity to the other functions in the service (such as box office, marketing, technical), retaining an efficient model in which skills and expertise can continue to be shared

3.12 Three key areas for development are set out below:

**a) A Coherent City Wide Programme**

Continue to work with the Council via the Event Management Group on the broader programme of outdoor events regulated by Streets & Open Spaces, bringing together Cambridge Live events, community events and potentially other commercial and professional events into a coherent, highly visible and easily recognised programme of City based outdoor activity

**b) Community Events Capacity Building and Development**

Working with community events to build their skills and aspirations, through targeted professional support and programming

**c) Increased Scope and Quality for Existing Programme**

Development of the existing outdoor event programme, in particular building the scope of the programming to include high quality outdoor arts, funded through external sources such as Trusts and Foundations, Arts Council England lottery funding, and philanthropic giving.

3.13 The business plan for the Cultural Trust highlights that by year 5, savings against the base budget of 21% (£42k) can be made. This will be achieved by a combination of the following:

- § The Trust's enhanced ability to seek external funding

- § Operational efficiencies e.g. procurement
- § Less use of temporary agency staff (more directly employed staff)
- § Developing the use of volunteers - where appropriate and in suitable roles
- § Considering options for maximising use of infrastructure (in discussion with the Council)
- § Examining scope for increasing income for example through traders and partners

3.14 The funding for the outdoor event programme is ring-fenced in the Trust budget, giving the Council visibility and offering opportunity for review. Under this proposal, the Trust will be contracted to maintain existing events, and develop the programme in discussion with the Council and other stakeholders. The current event programme will be maintained with the reduced subsidy, some of which will come from cost savings, and some replaced with additional earned income. Any additional activity not required by the Council would have to be funded via the Trust and or through external sources.

3.15 At present, each autumn the arts & events team consult with stakeholders and community groups to review the summer's programme and begin to collate ideas for the following year. This process will continue under the Trust, with the added formality of a meeting with the Relationship Manager and the Executive Councillor in the autumn at which the Trust will outline the proposed programme for the Council's comment and input. The early planning currently being undertaken to consider a programme in 2015 to commemorate the end of World War Two is a good example of how this opportunity for influence is working now and will continue to in the future.

3.16 The outdoor events will be supported via the Trust's involvement in the Council's Event Management Group; also via the Council's overall performance framework (PMF) which is being established to manage the Council's relationship with the Trust. The PMF will include the following:

**a) Strategic and performance management**

- § Relationship manager – Head of Communities Arts & Recreation
- § Monthly meetings with the Trust's Managing Director (MD)
- § Quarterly Finance & Performance Report with Chair and MD (QFPR)
- § Observer at board meetings

**b) Political engagement and scrutiny**

- § Elected member trustees (2)
- § Executive Councillor invited to QFPR meeting (outdoor events programme will be an agenda item)
- § Annual Report by Chair to Council (proposed half yearly initially)

### c) Public scrutiny

- § Minutes of Board meetings published
- § Open aspect to AGM
- § Annual report published
- § Public can apply to be Trustees through open process

### d) Service Outcomes

- § Contractual performance indicators agreed in respect of outdoor event programme relating to Council priorities
- § Branding of events and civic/political engagement to be determined by the Council

### e) Contractual levers

- § The use of Council buildings and assets will be controlled through leases and licences. This will identify the duration of arrangements, responsibilities of each party and financial relationships
- § The contract will establish Council requirements for the outdoor event programme and opportunity for input and monitoring, as well as compliance with regulatory and statutory obligations
- § The Council's contracts with the Trust will have termination clauses relating to serious contractual breaches for reputational, financial mismanagement, health and safety reasons
- § Review points – proposed every 5 years, although the first would take place in autumn 2017 to consider requirements and subsidy post 2020/21

## Implications

### (a) Financial Implications

If the outdoor events are managed as part of the Cultural Trust model, it is expected that a saving to the Council of 21% (£42k) on the base budget will be made by year 5. This will be achieved largely through the Trusts operating efficiencies and greater fundraising potential. The saving cannot be delivered if the programme remains within the Council without curtailing it. The Council's overall financial support for the Trust over the next 5 years is detailed below.

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Trust Subsidy	275	225	175	100	50
Outdoor events Grant	207	196	185	175	165
<b>Total</b>	<b>482</b>	<b>421</b>	<b>360</b>	<b>275</b>	<b>215</b>

**(b) Staffing Implications**

If the outdoor events are managed as part of the Cultural Trust model, all the staff assigned to this work will transfer to the Trust under TUPE<sup>1</sup>.

**(c) Equality and Poverty Implications**

EQIA's are done for each Council event and will continue to be updated on an annual basis. An EQIA has been done on the proposals for detailed arrangements of the transfer of these services to the Cultural Trust, and this will be considered by Strategy & Resources Committee on 20<sup>th</sup> October.

**(d) Environmental Implications - Nil**

**(e) Procurement**

The outdoor events will transfer with other services to Cambridge Live. The Council has taken advice on the basis of the arrangements from its legal advisors BWB and the Council's Procurement Manager.

**(f) Consultation and communication**

Consultation has been undertaken with the Council's Arts & Events team

**(g) Community Safety - None**

**5. Background papers**

Arrangements for the establishment of the Cultural Trust – report to Strategy & Resources Committee 20.10.2014. Available upon request 8.10.2014

**6. Appendices**

A. Summary of events

**7. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact:

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<sup>1</sup> Transfer of Undertakings and Protection of Employment legislation  
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## APPENDIX A: SUMMARY OF EVENTS

Event	Expenditure 15/16	Revenue projection*	Net Cost to the Council**
Big Weekend	£180,000	£ 76,000	£ 104,000
Bonfire Night	£ 56,000	£ 46,000	£ 10,000
Midsummer Fair	£ 62,000	£ 51,000	£ 11,000
Mayor's Day Out	£ 16,000	£ 15,000	£ 1,000
Tea Dances	£ 3,000	£ 1,000	£ 2,000
Jazz & Brass concerts	£ 3,000	£ 0	£ 3,000
Permanent staff cost	£ 76,500	£ 0	£ 76,500
Total	£396,500	£189,000	£ 207,500

\* Earned revenue such as sponsorship, fundraising, and trading income

\*\* Excludes Cambridge City Council central overhead costs

### Midsummer Fair

Cambridge Midsummer Fair is one of the oldest fairs in England and was granted a charter by King John in 1211. In the sixteenth century the Council and Mayor of Cambridge acquired the rights to the Fair, and today it takes place on Midsummer Common and comprises a traders' market and a fun fair with rides, amusements and catering. The modern day event also aims to reflect traditions and heritage associated with the Fair and begins each year with a formal civic opening. Revenue is generated via income from traders and car parking on the site.

### The Big Weekend

This is the City Council's flagship community event featuring 3 days of large scale arts, cultural, entertainment and sports activity on Parkers Piece. The event incorporates the Cambridge Mela and involves a wide range of partnerships with community groups, local businesses and other stakeholders such as Cambridge University, Anglia Ruskin University and national governing bodies of sport. Across the three days approximately 30,000 people attend from across the greater Cambridge area (plus significant additional numbers when events such as the Olympic Torch Relay or the Tour de France are incorporated into the overall event). It brings together a large, diverse audience; provides a focus for professional city based cultural organisations to introduce themselves to new audiences; and a route for community based groups to raise their profile and perform on a significant platform. The event budget relies on significant levels of external funding, primarily through sponsorship from local business/organisations, also through trader income.

### November 5<sup>th</sup> Fireworks - Bonfire Night

Held on 5<sup>th</sup> November at Midsummer Common, the November 5<sup>th</sup> Fireworks is one of the largest free gatherings of its kind in the region. The central location and easy access by foot, cycle or bus attracts a broad cross section of approximately 25,000 local people and provides a very positive community experience. The event relies upon the generous financial



support from the local business community, trading income and an on-site bucket collection undertaken by volunteers. The event provides a citywide focus for November 5<sup>th</sup> Fireworks, which it is believed results in fewer domestic and small scale events. This reduces the scope for accidents, damage and injury caused by bonfires and fireworks. In the past, it has been suggested the event should make a charge. Officers believe the costs of securing the site and dealing with cash payments would negate any benefit of doing this. There are also issues around access to common land which makes the proposal unworkable. No other site has been identified that could provide the focus and accessibility of Midsummer Common.

### **Other events**

Other events are provided which include

- § The summer programme of Jazz and Brass concert on the City's parks and open spaces
- § The Mayors Day Out ( a civic occasion involving a coach trip to Great Yarmouth and a theatre show enjoyed by 700 older people)
- § Tea Dances for older people held in the Guildhall and other locations.