



To: Executive Councillor for Communities:  
Councillor Richard Johnson

Report by: Debbie Kaye  
Head of Communities, Arts & Recreation

Relevant scrutiny committee: Community Services Scrutiny Committee 14/1/2016

Wards affected: ALL

## **CAMBRIDGE LIVE - PERFORMANCE**

### **Non-Key Decision**

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#### **1. Executive summary**

- 1.1 This is the first year of trading for Cambridge Live, an independent charity set up by the Council. Cambridge Live is contracted by the Council to run the Corn Exchange, Guildhall Event Programme, Cambridge Folk Festival and the City Events Programme. This report provides an overview of performance management and proposes new key indicators for the contract.
- 1.2 A review by Cambridge Live of the City Events Programme is shown in Appendix 1
- 1.3 A separate paper from Cambridge Live highlighting the organisation's progress to date is shown at Appendix 2.

#### **2. Recommendations**

The Executive Councillor is recommended to approve:

- 2.1 The key performance indicators shown at 3.4b

#### **3. Background**

- 3.1 This report will cover the following areas:
  - Implementation of the new arrangements
  - Contract management
  - Performance management
  - Financial performance
  - Health & Safety

3.2 Responsibility for the management of the majority of the Council's cultural services transferred to Cambridge Live (CLive) on 1.4.2015. 51 members of staff were transferred to the new charity under TUPE<sup>1</sup>. CLive is governed by a Board of Directors and a Founding Chair, Sara Garnham, was appointed. The Council nominated two elected members to serve on the CLive Board of Directors, Councillors Ratcliffe and Reid. The charity held its first AGM and issued an annual review on 30.9.2015<sup>2</sup>.

CLive has a 25 year lease for the Corn Exchange, Parsons Court, Box Office, Large and Small Guildhall Halls. The Council is responsible for the superstructure, CLive for the internal operational infrastructure. CLive is permitted under Licence to use Cherry Hinton Hall and Coldham's Common for the Folk Festival.

A review into the implementation of the project to transfer services to an arm's length body has been undertaken by the Council's Transformation Office and this will be discussed at a meeting of the reformed Members Working Group. Recommendations arising from this will be shared with Councillors and other services in the Council.

### 3.3 **Contractual performance**

The Council has a 25 year contract for services with CLive. This outlines the Council's requirements for each aspect of the services. The contract is managed through a detail performance framework which includes the following opportunity for scrutiny and input.

- The Contract for Services contains a detailed specification and monitoring arrangements for key aspects.
- The Authorised Officer (AO) is invited to attend the CLive Board meetings as an observer.
- The AO meets with CLive Management each month
- A Quarterly Performance Management Review (QPMR) meeting is held with the Chair and MD of CLive, the AO and the Executive Councillor for Communities.
- CLive submits an Annual Performance Report to the Council. This coincides with its AGM reporting schedule. The AO reports on the performance of the contract to this Scrutiny Committee.
- A working guide to the contract and new arrangements has been prepared and circulated to Council staff.
- Additional meetings are held to facilitate the Council's input into development of the City Events.

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<sup>1</sup> Transfer of Undertakings (Protection of Employment) Regulations 1981

<sup>2</sup> <https://www.cambridgelivetrust.co.uk/sites/default/files/public/wysiwyg/CL%20AGM%20Report.pdf>

### 3.4 Performance management

a) Key performance indicators (KPIs) have been developed with CLive and are based on the Council's strategic aims as expressed in the contract. CLive has its own KPIs relating to different aspects of its business and operations.

b) All year one numerical measures (number and percentage) are baseline measures. Measures for subsequent years will be drawn up by the AO in discussion with CLive, taking into account both feedback and operational plans for the following year. The aim of the indicators is to help demonstrate progress towards the identified outcomes, and they should always be understood in that light, rather than becoming a primary focus in themselves.

Ref	Indicator
<b>Outcome 1</b>	<b>Arts and Cultural Activity Builds stronger Communities in Cambridge</b>
1.a	Number of community and resident groups taking part in Cambridge Live consultations
1.b	Number of community and residents groups taking part in Cambridge Live events
1.c	Number of community festivals and events provided with advice and support
1.d	Audience reach by Lower Super Output Area. (LSOA) For ticketed events this is to be based on postcode data. For non-ticketed events audience survey data should be used.
<b>Outcome 2</b>	<b>Diversity and Equality are valued and recognised</b>
2.a	In addition to audience reach by LSOA, comparative audience reach for BAME and for disability measured by audience survey
2.b	% staff with up to date diversity and equality training
2.c	% of programme designed to support diversity and equality
2.d	% events with identified opportunities for people on low incomes to attend
2.e	% take up of opportunities for people on low incomes to attend
<b>Outcome 3</b>	<b>Cambridge is internationally recognised for the quality and diversity of its arts and cultural life</b>
3.a	An education and participation strategy is in place by autumn 2016
3.b	An artist talent development strategy is in place by autumn 2016

c) The Council has a particular interest in the performance of the City Events, as these large scale, free public events play an important role in the cultural life of the city. CLive produce a detailed report on the events and a summary of this is attached at Appendix 1. In October this year, CLive presented a detailed report on the City Events to the Executive Councillor and AO. From a Council perspective the events have been very successful, with significant positives in respect of numbers of attendees, customer feedback and new programming (such as the Pink Festival at the Big Weekend).

d) Much of the planning and programming for the Cambridge Folk Festival took place in advance of the transfer. The event was critically acclaimed and operated to the same high standards as in previous years.

e) The programmes at both the Corn Exchange and Guildhalls continue to evolve positively in terms of quality, diversity and volume.

### 3.5 Financial performance

a) The CLive board has a dedicated sub group that monitors financial matters. The AO is provided with a monthly update on financial performance in the regular meeting with CLive management. At the quarterly performance meetings, end of quarter financial reports are considered. Following the most recent end of Q2 meeting, the AO and Council Accountant were able to make the following observations:

- The detailed accounts analysis showed that new financial systems are working well and produce clear, user friendly reports.
- Financial performance is broadly on track and there is cautious optimism about the end of year projection.
- A detailed variance monitoring mechanism is in place.
- There is transparency in respect of the City Event financial reporting.

b) Outstanding set up costs

CLive accrued £124,760 in costs prior to 1.4.2015 which were met by the Council. The Business Transfer Agreement states (on page 15, 5.7):  
*...These funds are repayable to the Council and the Council will deduct such funds from the Price payable under the Contract for Services in instalments to be agreed or in default of agreement to be determined by the Council's Chief Finance Officer, beginning in Year 2017/18.*

c) Capital funds

A residual sum of £98,000 remains allocated on the capital plan for work to improve the Corn Exchange. CLive will submit detailed plans to complete the works by 31.3.2017. The funds will be released upon the satisfactory completion of the project.

d) The contract provides for a five year contract fee payment schedule:

- Year 1 £506,000
- Year 2 £431,000
- Year 3 £383,000
- Year 4 £298,000
- Year 5 £238,000

CLive will submit a five year business plan to the Council in 2017 to outline any future funding requirements. This will be considered at Community Services Scrutiny Committee and in the budget setting cycle.

### 3.6 **Health and safety**

An incident occurred on Midsummer Common on 4.11.2015 during the set-up of the funfair for Bonfire Night in which a member of the public was seriously injured. The Health and Safety Executive is conducting an investigation in which all parties are cooperating. The Council is reviewing its internal arrangements in a parallel process.

## 4. **Implications**

- (a) **Financial Implications** – See 3.5 b, c, d.
- (b) **Staffing Implications** - None
- (c) **Equality and Poverty Implications** - None
- (d) **Environmental Implications** - None
- (e) **Procurement** - None
- (f) **Consultation and Communication** - None
- (g) **Community Safety** - None

## 5. **Background papers** - None

## 6. **Appendices**

Appendix 1 – City Events Report by Cambridge Live

Appendix 2 – Cambridge Live year 1 to date report on progress

## 7. **Inspection of papers**

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

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