



Cambridge Live

Report on performance: Year 1 to date (1st April 2015 – 30th November 2015)

This is a report as an appendix to the report from Cambridge Live's Authorising Officer and has been prepared for the Community Services Scrutiny Committee of Cambridge City Council. The report covers the performance of Cambridge Live, which was set up following the decision by Cambridge City Council to spin out its cultural programme to protect the delivery of key events for the city as reported to this committee, the Strategy and Resources Scrutiny Committee and full council in 2014:

(<http://democracy.cambridge.gov.uk/documents/g2572/Public%20reports%20pack%2016th-Oct-2014%2014.30%20Community%20Services%20Scrutiny%20Committee.pdf?T=10> and <http://democracy.cambridge.gov.uk/documents/g2550/Public%20reports%20pack%2020th-Oct-2014%2017.00%20Strategy%20and%20Resources%20Scrutiny%20Committee.pdf?T=10>)

and

<http://democracy.cambridge.gov.uk/documents/g2494/Public%20reports%20pack%2006th-Nov-2014%2018.00%20Council.pdf?T=10>. The report is part of the joint programme of accountability and transparency.

Cambridge Live (Registered Company No 9034452 and Cambridge Live Trading Ltd (Registered Company Number 9038201) were established in May 2014 as part of the preparation for the transfer of part of Arts and Recreation team to this new company limited by guarantee, which also secured registration as a charity earlier this year (No 1159593).

At the date of this report Cambridge Live has been in existence for less than 9 months. During that short period of time a huge amount of work has gone into ensuring the new organisation has the best possible start and has robust governance, business infrastructure and policies and procedures in place to build on previous success.

The report covers performance in a number of key areas:

- Identity of the new organisation
- Delivery of the projects and events across the full range of activity
- Establishment of robust and stable organisation
- Setting up and developing the governance and infrastructure to ensure the business can operate successfully
- Developing partnerships
- Focusing on finance and risk
- Plans for the future

Vision, Mission and Values

The identity of the organisation was developed to reflect an inclusive, multi-stranded concept embracing a range of genres, audiences and has proved an excellent visualisation of the organisation

In order to progress this and develop the strategy for the new organisation staff, managers and board members have all contributed to the development of Vision and Mission statements and Values for Cambridge Live



Vision: ALL CAMBRIDGE LIVES ENRICHED THROUGH CREATIVE EXPERIENCES

Mission - IT'S CAMBRIDGE...
IT'S LIVE...

IT'S A CATALYST INSPIRING SHARED CULTURAL EXPERIENCES THAT EVERYONE CAN BE PART OF

Values:

Surfing the CLive wave:
Fresh Thinking, Collaboration,
Inclusivity, and Zing!



This work now informs the further development of Cambridge Live's strategy and reinforces the organisation's ambition for itself, the city and its partners.

Delivery of Projects

As we stated at the Cambridge Live AGM in September and is demonstrated in the Cambridge Live report on the City Events programme, since 1st April Cambridge Live has committed to delivering the highest quality customer service and artistic credibility across its whole range of activities whilst ensuring that the organisation is focused on its commercial and business objectives:

City Events

- Reach of City Events – c.53,750 attendees from across the city of all ages
- Participation – over 300 different organisations from Anglia Ruskin University to the BBC and Sanskruti School of Dance to the Pink Festival
- Partnerships – nearly 100 organisations partnered with us to deliver the programme, excluding suppliers
- Commitment – over 100 volunteers and 30 Cambridge Live staff involved in City Events
- Media – working with local radio, TV and press on site and in the studio as well as extending social media engagement
- Leveraging City Events investment by 100%

Folk Festival

We also presented the sold-out 51st Cambridge Folk Festival. This year's Festival was very well received by festival goers and by the industry press.

“For sheer class and integrity it can't be beaten”

The Independent (Cambridge Folk Festival)

“I wanted to make sure that you are congratulated on a festival well organised.

It was the first time that my friend and I attended this festival and were blown away by the camp site, festival and transport”

Folk Festival audience member

“Thank you Cambridge - we had a ball”

Folk Festival audience member

“Awe-inspiring... the perfect festival”

Mark Radcliffe

Corn Exchange

The Corn Exchange continued to develop its programme of high quality arts and entertainment. A brand new Comedy Live strand was introduced and the Cornex:discover strand received a boost when Darren Henley Chief Executive of Arts Council England attended a performance of Asian Dub Foundation's live soundtrack to George Lucas film THX1138. This project was delivered in partnership with The Festival of Ideas.

“Thank you very much for the ADF evening. The band absolutely loved the date and how they were looked after”

Music Beyond Mainstream consortium (Corn Exchange)

As our first year unfolds we are keen to build on the diverse activities and excellent reputation already established

- Internationally renowned percussionist Evelyn Glennie has been appointed as Artist in Residence including commissioning a major education/outreach project in partnership with the Royal Philharmonic Orchestra.

“Having an opportunity for an artist residency at Cambridge is something that really speaks to me, knowing how crucial it is to continue planting seeds for future generations”

Evelyn Glennie Artist in Residence 2015/16

- Supporting the international reputation of the City through the development of large scale conference business in the Corn Exchange and Guildhalls.

“The client is delighted with the event and this is in no small way due to the dedication and commitment from the team at the Corn Exchange. It is a massive group effort and your support is hugely appreciated.”

Global Management Consultancy

“You have a great team that is very helpful, well briefed and very patient. The venue is lovely and the all our delegates enjoyed their Cambridge experience. Thank you and to your team for making ISHA 2015 our best conference yet.”

Annual Scientific Meeting of ISHA (Society for Hip Arthroscopy)

- Presenting the biggest names from all corners of the performing arts and entertainment world including Nicola Benedetti, Sara Millican, James Morrison, Ben Folds, James Bay, Marcus Miller, Philharmonia Orchestra, Bill Bailey, Prof Brian Cox, Will Young, Diversity, Vladimir Ashkenazy, Joan Baez and Passenger.

“The guys had a great time and loved being in Cambridge!”

Agent for Marcus Miller (Corn Exchange)

- Engaging young people in education and participation projects including commissioning new work from a young composer to be performed by the Philharmonia Orchestra and young musicians from Cambridgeshire Music.

“Another great night courtesy of Cambridge Live. Really enjoyed the evening and the concert, more importantly so did our guests.”

Andy Irving, Boldfield.com (Philharmonia concert and education project sponsor)

- Working with community organisations across the city through the Council’s programme of free City Events.

“Thanks so much for glitch free organising of the Mela yesterday. We had a fabulous time.” Meghana

The Cabaret Marquee was a huge success thank you for letting us be part of it. We had fantastic feedback from people attending and the artists. We were particularly packed out in the Cabaret Marquee from the start. Has definitely helped Pink Fest, given everyone a boost and renewed enthusiasm for it.”

Jo, Pink Festival

People and Organisation

Culture

Cambridge Live has worked with a range of professionals, guided by the strategic HR specialist on the board to develop appropriate structures, policies and procedures to support the organisation and the development of its culture as it transitioned out of the council this includes:

- Negotiation of trade union recognition agreement
- Development of staff committee
- Staff representation on the board
- Board staff interaction opportunities
- Regular staff engagement including two staff surveys
- Development of a full suite of HR policies and procedures
- Review of staff structure to plan for appropriate resourcing
- Implementation of agreed CLive/City Council logo and PR arrangements
- Corn Exchange bars operation has been taken in house requiring a complete package of new operating procedures

Infrastructure

Key to establishment of a company that could support the TUPE transfer of 56 staff and the recruitment of additional employees was the rigorous planning that was undertaken to create the new organisation. Since January 2015 key resource and financial investment has been completed including:

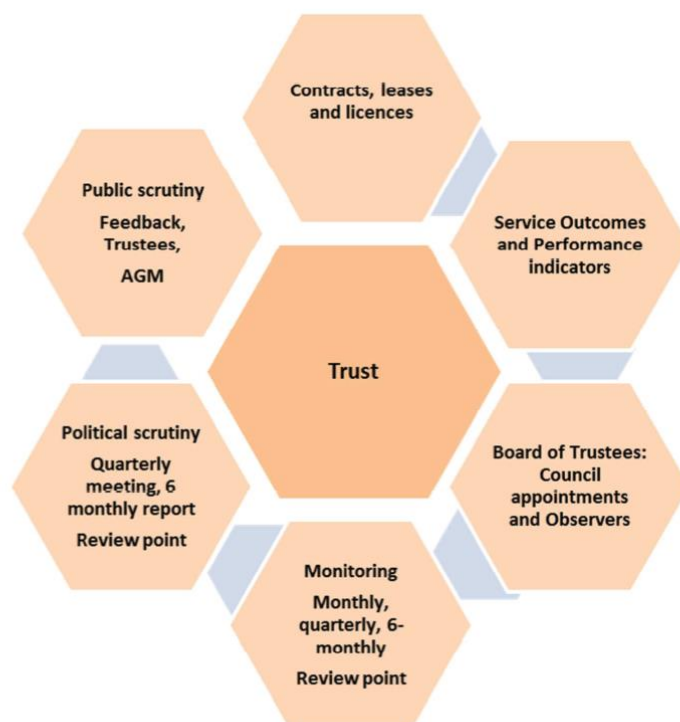
- Development of procurement strategy
- New identity for Cambridge Live
- New IT system implemented including data transfer from City Council
- New finance software implemented
- Launching new integrated website for Cambridge Live
- New branding for Cambridge Live Tickets launched
- New ticketing software launched
- New telephony system implemented

Governance

In May 2014 the council, Arts Council East of England and professional advisers started a recruitment programme to identify a new voluntary, unpaid chair for the new organisation. Sara Garnham was confirmed in post as chair in August 2014. During this period the chair reported to the working party monthly meetings on progress. Key achievements to date include:

- Establishing regular pattern of monthly board meetings, with additional board strategy events, staff/board joint meetings and other more focused activity

- Recruiting and appointing 11 board members/trustees in three tranches; November, February and April (2 are nominees of the council) using open recruitment process with wide ranging reach <https://www.cambridgelivetrust.co.uk/about/board-trustees>
- Development of half day induction programme for the board
- Establishing register of interests
- Incorporating and defining two board observer roles; Cambridge City Council and elected staff representative
- Developing key range of board policies and procedures including code of conduct
- Established key board sub committees and working groups including Finance and Audit, People, Risk Management, Marketing, Fundraising, Box Office and Folk Festival
- Identifying board champions across a wide range of portfolios including People, Box Office, Partners, Technology, Health and Safety, Festivals, Arts, Fundraising/Sponsorship, Inclusion and Equal Opportunities, Property, Commercial Opportunities, Partners, Finance, Press/Marketing, and Creative Industries
- Delivering public access 'Annual General Meeting' to present the Annual Review <https://www.cambridgelivetrust.co.uk/sites/default/files/public/wysiwyg/CL%20AGM%20Report.pdf>
- Appointed bankers, accountants and solicitors
- Board appraisal framework established
- Governance framework established using Charity Commission tool kit 15 key questions; <https://www.gov.uk/government/publications/charity-trustee-meetings-15-questions-you-should-ask>





Developing Partnerships

Cambridge Live has been integrating with existing city networks, developing partnerships and creating new relationships with:

- Arts Council England and ACE East including hosting Darren Henley, CEO of ACE to Science Festival performance of Asian Dub Foundation THX 1138 at the Corn Exchange in October
- Cambridge Arts and Cultural Leaders Network
- Cambridge Arts Network
- Music beyond Mainstream Consortium
- Cambridgeshire Music
- Cambridge Bid
- Orchestra's Live
- Cambridge Network
- Cambridgeshire and District Chamber of Commerce

As part of building credibility in the city Cambridge Live is also in discussion with both universities, other cultural organisations, businesses and their network to ensure that Cambridge Live is established as a key player in the city's cultural landscape.

Focusing on Finance and Risk Management

Two key committees have been established; finance and audit and risk management which include professional trained accountants, lawyers and insurance specialists. Development of appropriate, robust policies and procedures and a risk register is ongoing. Cambridge Live monitor compliance against their contractual obligations across the suite of legal agreements covering property leases and licences, contract for services and the overarching business transfer documents which includes arrangements for the Local Government Pension Scheme.

Following the transfer, Cambridge Live has successfully implemented a completely new financial processes and procedures including an extensive accounting software package and new payroll system. Cambridge Live has worked closely with the council to ensure a smooth transition and manage the handover effectively. This is reported to have worked very well. The finance team has also been strengthened to replace the central services resources lost on transfer.

Detailed reporting and forecasting mechanisms are now in place and are provided to the Board monthly and to the City Council on a quarterly basis. Current forecasts indicate the business is broadly on track to meet Year 1 Business Plan targets, and to prepare for the October 2017 business plan review.

City Council Investment	2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000	2019/20 £,000
Core Support	299k	236k	199k	124k	73k
City Events Funding	207k	196k	185k	175k	165k
City Council Investment as a % of total Cambridge Live turnover	11%	10%	8%	6%	5%

Planning for the future

As the organisation looks to the end of its first year of operation in March it is already clear that the brave decision taken by the city council is paying dividends. Audiences, partners and commentators alike have noted the aspiration of Cambridge Live expressed through new ideas and collaborations that have already taken place and which are flagged up for this coming including a partnership with the Addenbrooke's 250th celebrations bringing the hospital community into the city for the Big Weekend, working with partners in the 'cultural quarter' in Cambridge to support the vibrancy and development of the city and reaching out to new communities in the north west and south city to take arts activities and community events to support their integration into Cambridge.

Work is beginning looking even further ahead at ways Cambridge Live can lead the way in ensuring everyone's lives are touched by inspirational, shared cultural and creative experiences. This work reflects the three key areas for development set out by the city council and reflected in our objects and charitable registration:

- A coherent city-wide programme
- Community events capacity building and development
- Increased scope and quality for existing programme

Whilst reflecting on the other key goals of the business plan including:

- Enhanced external funding
- Operational efficiencies
- Development of volunteer programme for 2017
- Leveraging the infrastructure to deliver greater reach
- Development of new and existing income streams

The work has just begun and there is much more to come. The board and staff of Cambridge Live have the passion, skills and vision to enrich Cambridge through inspiring shared cultural experiences.

"The launch of Cambridge Live realising an exciting new cultural landscape for the City"

Sara Garnham Chair of Cambridge Live

Steve Bagnall
Managing Director

Sara Garnham
Chair