



# **CAMBRIDGE LIVE; WHERE WE ARE AND WHAT NEXT FOR CITY EVENTS**

## **1. Executive summary**

- 1.1 Next year Cambridge Live will open discussions with Cambridge City Council about the opportunities for continuing the relationship and joint delivery of the Council-funded City Events programme (Big Weekend, Bonfire Night, Jazz and Brass in the Parks, Tea Dances, Midsummer Fair and the Mayor's Day Out) from 2020 for five years. In preparation for this we have completed a strategic review and are now ready to engage more widely to talk about future options for the city. Cambridge Live will: report on its first year; outline the forward strategy; and detail how it will engage with councillors, local organisations and Cambridge residents in discussions about future City Events programmes
  
- 1.2 This report provides an overview of Cambridge Live's performance and is the starting point for an engagement process to inform future plans for the City Events programme which it runs on behalf of the City Council. Cambridge Live is an independent charity set up by the Council to run the Cambridge Corn Exchange and Guildhalls and Cambridge Folk Festival alongside the City Events programme.
  
- 1.3 Cambridge Live's Report and Accounts and Annual Review documents for 2015/2016 and the 2015 City Events report are attached as appendices to this report.

## **2. Notification**

The Area Committee is asked to support and promote the wide ranging engagement process including presentations at all area committees, engagement with community groups and residents, and through social media, which feed in to the 2017 discussions with the City Council for the programme arrangements 2020 to 2025.

## **3. Background**

- 3.1 Responsibility for the management of the majority of the Council's cultural services transferred to Cambridge Live on 1<sup>st</sup> April 2015. On that date 51 members of staff were transferred to the new charity under TUPE.

Cambridge Live is governed by a Board of Directors and a Founding Chair, Sara Garnham, who was appointed together with independent board members. The Council also nominated two elected members to serve on the Cambridge Live Board of Directors, Councillors Ratcliffe and Reid for 2015/2016, replaced by Councillors Smith and O'Connell for 2016/17.

The charity held its second AGM and issued an annual review on 9<sup>th</sup> September 2016 (the report and accounts and annual review can be found here <https://www.cambridgelivetrust.co.uk/documents>).

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

#### **4 Contractual and performance management**

- 4.1 The Council has a 25 year contract for services with Cambridge Live. This outlines its requirements for each aspect of the services. The contract is managed through a detail performance framework which includes regular engagement and monitoring.

Key performance indicators (KPIs) have been developed with Cambridge Live and are based on the Council's strategic aims as expressed in the contract. Cambridge Live has its own KPIs relating to different aspects of its business and operations. These are now being populated after agreeing base line data:

*Outcome 1 Arts and Cultural Activity Builds stronger Communities in Cambridge*

*Outcome 2 Diversity and Equality are valued and recognised*

*Outcome 3 Cambridge is internationally recognised for the quality and diversity of its arts and cultural life*

#### 4.2 **City Events**

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 and are delivered by Cambridge live on behalf of the City Council. Cambridge Live produced a detailed report on the 2015 events and the next one, looking at the 2016 events, will be presented to Community Services Scrutiny Committee on 6<sup>th</sup> October 2016. From a Council perspective, the events have been very successful with significant positives in respect of numbers of attendees, customer feedback and new programming.

#### 4.3 **Cambridge Corn Exchange, Guildhalls and Cambridge Folk Festival**

The programmes at both the Corn Exchange and Guildhalls continue to evolve positively in terms of quality, diversity and volume and the Cambridge Folk Festival was critically acclaimed and operated to the same high standards as in previous years.

### 5 **Financial performance**

5.1 The report and accounts are attached as an appendix and can be found here <https://www.cambridgelivetrust.co.uk/documents>

5.2 The contract provides for a five year contract fee payment schedule, which includes delivering the council's own City Event programme on their behalf:

- Year 1 £506,000 (of which City Events = £207,000)
- Year 2 £431,000 (of which City Events = £195,000)
- Year 3 £383,000 (of which City Events = £185,000)
- Year 4 £298,000 (of which City Events = £174,000)
- Year 5 £238,000 (of which City Events = £165,000)

5.3 Cambridge Live 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.

## 6. Looking Forward

We've identified 4 key priority areas of our business as we move forward, these are:

- Artistic
- Participation
- Connecting Cambridge
- Commercial

### **Artistic**

To be a distinctive creative catalyst in the field of live music, embracing cross artform collaboration

How we will do this:

- By commissioning new work and cross artform collaborations
- By acting as a catalyst to shape culture across the city
- By creatively leading and collaboratively helping Cambridge to join together as a city that celebrates culture

### **Participation**

To inspire, challenge and educate through accessible immersive experiences

How we will do this:

- By prioritising and embedding this across all areas of our work
- By engaging diverse audiences including young people to map out future strategy
- By establishing collaborative partnerships in the city and beyond
- By recognising the importance of our own experience and expertise in encouraging the future stars in our industry

### **Connecting Cambridge**

To bring Cambridge's diverse and evolving communities together through the City Events programme to celebrate the city and each other

How we will do this:

- By working with Cambridge City Council to plan future strategy for free community events relevant to our growing city
- By looking for opportunities to extend the impact of existing events
- By imagining and scoping new large scale events that bring the whole city together
- By nurturing, supporting and offering advocacy to other events in the city so that they can thrive and grow

## **Commercial**

To enable our artistic, participation and community ambitions through actively seeking out and capitalising on commercial opportunities

How we will do this:

- By identifying and nurturing relationships with key stakeholders to open up new funding and income streams
- By creating a culture driven by efficiency
- By recognising the value of our brands and capitalising on them
- By leveraging the areas of our business that offer commercial opportunities

## **7. Appendices**

### **Appendix 1**

Link to Cambridge Live report and accounts 2015-2016

<https://www.cambridgelivetrust.co.uk/documents>

### **Appendix 2**

Link to Cambridge Live Annual Review 2015-2106

<https://www.cambridgelivetrust.co.uk/documents>

### **Appendix 3**

Cambridge Live Report on 2015 City Events which went to Community Services Scrutiny Committee in January 2016 (attached)