



To: Executive Councillor for Communities:
Councillor Richard Johnson

Report by: Debbie Kaye
Head of Community Services

Relevant scrutiny committee: Community Services Scrutiny Committee 19/1/2017

Wards affected: ALL

CAMBRIDGE LIVE: PERFORMANCE REVIEW 2016-17

Non-Key Decision

1. Executive summary

This is the second year of trading for Cambridge Live, the independent charity set up by the Council. Cambridge Live has a contract with the Council to run the Cambridge Corn Exchange, The Guildhall Event Programme, Cambridge Folk Festival and the City Events Programme. This report provides an overview of performance and contractual arrangements to date in 2016-17 and highlights of 2015-16.

2. Recommendations

The Executive Councillor is recommended to:

- a) Note the performance information outlined in the report.
- b) Agree the timetable outlined in section 3.5(b) for a review of future funding arrangements.

3. Background

3.1 This report will cover the following areas:

- Contract management
- Performance management
- Financial performance
- Facilities
- Health & Safety

3.2 Responsibility for the management of the majority of the Council's cultural services transferred to Cambridge Live (CL) on 1.4.2015. All staff directly involved in the running of the City Events, Corn

Exchange, Folk Festival and Guildhall events programme were transferred to the new charity under TUPE. CL is governed by a Board of Directors and the Founding Chair is Sara Garnham.

3.3 Contract management

The Council has a 25 year contract with CL. The contract sets out the Council's requirements for each aspect of the services to be delivered. The contract is managed via a performance framework which works as follows:

- The contract for services contains a detailed specification and monitoring arrangements for key aspects.
- The Council nominates two elected members (currently Cllr Bird and Cllr O'Connell) to serve as trustees on the CL board of directors.
- The Authorised Officer (AO) is invited to attend the CL board meetings as an observer.
- The AO meets with CL Managing Director (MD) each month.
- A quarterly performance management review (QPMR) meeting is held with the Chair and MD of CL, the AO and the Executive Councillor for Communities.
- CL submits an annual report to the Council each year – this coincides with its AGM reporting schedule. The AO reports on the performance of the contract to the Community Services scrutiny committee
- Additional meetings are held to discuss specific matters such as arrangements for the City Events

CL has recently achieved accreditation with the National Living Wage Foundation to be a Living Wage Employer. The contract required CL to consider this and the news has been welcomed by the Council.

3.4 Performance management

a) Following on from the report to the Council in January 2016, CL's first year saw many successes. An annual review was published in September 2016 <https://www.cambridgelivetrust.co.uk/documents>.

This highlighted the following achievements:

- 290,000 attendances including 90,000 at City Events
- A small operating surplus
- Over 200 events organised
- 47,000 tickets sold for under £20
- 4.5m website views
- £345,000 tickets sold on the first day of sales for Folk Festival 2016
- 167,000 tickets sold and 46,000 new visitors to the Corn Exchange

a) Key performance indicators (KPI) based on the Council's strategic aims as expressed in the contract were agreed with CL and approved for use by the Council in January 2016. CL has its own range of KPIs relating to different aspects of its business. The table in Appendix 1 explains the KPIs and the method/timing of data collection.

b) KPI reporting

As the collection methods are very new, the process of obtaining a comprehensive KPI dataset has created challenges. This means that the reporting is still not fully reflecting the purpose of the KPIs. Where data can be collected, we are starting to build a good picture of engagement. There is evidence of effective engagement with community groups and organisations, through consultation, delivery and support. Further work is required in relation to engagement with people with higher social and economic need, particularly in relation to the Corn Exchange. The level of take up of concessionary tickets, both in terms of disability, and for people on low incomes, is low. Accepting in some cases there is limited data, we would make the following observations:

- There is a good emphasis on working with community and resident groups and providing support to other organisations
- We will work with CL to provide lower super output area (LSOA) analysis based on end of year data as this has proved difficult to extract from their box office system.
- It has proved challenging to capture data on audience reach and programming for Black, Asian and minority ethnic (BAME) people and people with disability. CL is trying a variety of approaches to address this.
- CL have organised diversity and equality training for staff with 'Attitude is Everything'.
- A specific narrative is provided for the Big Weekend.
- Whilst 35% of events at the Corn Exchange in Q1 offered a concessionary price, take up was very low. CL is looking at how they can better promote this and this will be a particular focus for our attention over the next year.
- Strategies for education, participation and artist talent development are being developed for 2017.

c) City Events

The Council commissions CL to provide the City Events, which play an important role in cultural and community life of the city. A detailed report on the events is produced by CL and this is available upon request as a background paper. Acknowledging the decision taken not to provide a funfair at Midsummer Fair, The City Events have been very successful and enjoyed by many thousands of local people of all ages and backgrounds. Increased health and safety measures were

implemented at each in accordance with the Council's requirements for managing major public events on open spaces.

d) The Cambridge Folk Festival

The sell-out 2016 event had tremendous reviews and benefitted from warm, sunny and dry weather. For the first time 'glamping' was provided on Coldham's Common. The traditional use of St Bede's School for parking was not available and CL was grateful for the use of Netherhall School fields instead. The Festival continued to be programmed and operated to the traditionally high standards.

e) The Guildhall and Cambridge Corn Exchange

The programmes at both the Corn Exchange and Guildhalls continue to evolve positively in terms of quality, diversity and volume. Programming highlights so far in 2016/17 include a sell-out performance by the Royal Philharmonic Orchestra who brought Charles Dutoit their Artistic Director to the City for the first time, the welcome return of the extraordinary physical theatre company Ockhams's Razor and an exclusive visit from contemporary music icon Steve Reich performing with the Colin Currie Group in partnership with Cambridge Music Festival. The Corn Exchange also presents the best of rock and pop and comedy including Stereophonics, Ben Folds, Jamie T, Josh Widdicombe, Adam Hills and Bill Bailey. A piece of public art was unveiled in the Corn Exchange foyer to celebrate the life of Pink Floyd founding member Syd Barret.

The Guildhall events programme also continues to grow with a welcome return of the Cambridge Art Fair and the Cambridge Ceramics Fair and a variety of business and community meetings, functions and events.

The Corn Exchange and Guildhalls are proving increasingly attractive to multi-day/multi-venue large scale conferences. Events this year include the biennial conference of the Royal Society of Tropical Medicine and Hygiene and the senior management conference for BGL. Highlights of the coming months include the launch of a city wide spin off to the Folk Festival called City Roots and a visit by Matthew Bourne's New Adventures dance company.

3.5 Financial performance

a) The CL board has a Finance & Audit committee that manages and monitors financial matters. The AO is provided with a monthly update on financial performance in a meeting with the CL MD. At the quarterly performance monitoring meetings, end of quarter financial reports are considered. Following the most recent Q2 meeting, the AO and Council Principal Accountant were able to make the following observations:

- 2016-17 has provided a range of financial challenges for a variety of reasons, such as increased event management costs, a difficult fundraising environment, and the usual volatility of the entertainment business. Budget setting for 2017-18 has been undertaken and whilst challenges remain, particularly in respect of likely increased LGPS contribution requirements from 2017/18, there is a cautious optimism about the future financial picture.
- CL is at an advanced stage in negotiations with HM Revenue & Customs to change the VAT status of the business to being 'culturally exempt'. If agreed, the net impact will be beneficial both in the long term and also in respect of prior and current years trading.
- It is important to note that whilst a 25 year contract is in place, the funding arrangements have only been agreed for 5 years – as follows:

	2015/16	2016/17	2017/18	2018/19	2019/20
Core funding	£298,760	£235,760	£198,760	£123,760	£73,760
City Events	£207,400	£195,900	£184,950	£174,500	£164,600
Total	£506,160	£431,660	£383,710	£298,260	£238,360

b) In 2017 officers will meet with CL to discuss a framework and set of principles for the City Events for years 6-10. This will be tabled at the quarterly meeting attended by the Executive Councillor and brought forward for scrutiny and approval in January 2018. In 2018/19, CL will submit a five year business plan to the Council to outline future funding requirements. This will be reviewed by Community Services scrutiny committee before arrangements are finalised.

c) Set up costs

The 2014-15 set up costs of £164,000 appear on the CL balance sheet as a long term liability.

3.6 Facilities

The Council had previously approved £96,823 capital funding to Corn Exchange improvements (foyer and toilets) and this was paid to CL once works were completed earlier this year.

3.7 Health and safety

A member of the public was injured in an incident on Midsummer Common on 4.11.2015 during the set-up of the funfair for Bonfire Night. The Health and Safety Executive issued an improvement notice to CL in December 2015 which has been satisfactorily addressed. The Council has reviewed its arrangements for events on open spaces.

4. Implications

(a) Financial Implications to the Council

Midsummer Fair: In the decision taken by the Executive Councillor for Communities in March 2016 not to hold the funfair at the Midsummer Fair in 2016, the Council recognised there would be a shortfall in funding to CL resulting in extra cost to the Council. This has been calculated at £15,000.

Landlord costs: The Council is responsible for the maintenance and repairs to the structure and external elements of the Corn Exchange. Currently the cost for this year equates to nearly £10,000 and we would expect more costs to transpire after a roof survey is undertaken. The Council was also responsible for repairs to the Guildhall Small Hall floor, which cost £4,000.

Year 6 onwards costs: A condition survey of the Corn Exchange was completed in 2014. This survey will be reviewed periodically to highlight repair and renewal costs which will be necessary in the future. Where the Council has responsibility for aspects under the lease with CL, funding will need to be approved through the capital programme process.

- (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 – available upon request by email or printed copy

- City Events 2016 - Report by CL
- Summary of City Events 2017 – CL

6. Appendices:

- Appendix 1 - KPIs

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:

Author's Name: Debbie Kaye, Head of Community Services

Author's phone number: 01223 – 458633

Author's email: debbie.kaye@cambridge.gov.uk