

Cambridge Live Tenth Board Meeting 1730 4th August 2015
Small Hall,
Guildhall, Cambridge
Minutes

ACTION

Conference Cambridge – Kelly Vickers talked about the conference scene in Cambridge and on what Cambridge Live should be focusing. Her presentation can be found on Dropbox.

1) Present:

Sara Garnham - chair
Mark Boon – vice chair
Trevor Dann
Judith Elliott
Jeremy Newton
John Palmer
Sara Sayer
Andy Salmon
Stewart McTavish
Brian Whitehead

In attendance:

Steve Bagnall – MD
Neil Jones – Operations Director
Elaine Midgley –Business Development Director
Megan Charnock –minutes

Debbie Kaye– CCC board observer
Jim Sherlock – staff observer

Kelly Vickers – Conference Cambridge for pre-board presentation

2) Apologies:

Dan Ratcliffe
Sian Reid
Andy Salmon

3) Declaration of Interests

- a) The directors of Cambridge Live Ltd had notified following interests and duties which conflict or may conflict with the interests of the Cambridge Live Ltd:

Ms Sara Garnham – director of NIE Ltd
Mr Brian Whitehead – publisher
of Arts Professional Mr Mark
Boon – co-founder and CEO of La
Playa Ltd

Mr Jeremy Newton – CEO of Children & The Arts, Trustee of Geffrye
Museum, London, Chair of National Association of Youth Theatre, parent
of Spectrix (new box office supplier) employee
Ms Sian Reid – Trustee of Cambridge Ice & Leisure Centre, Chair of
Cambridge Literary Festival, Trustee of Storey's Field Trust

- b) The board is asked to **NOTE** that neither members, nor trustee directors have any interests in existing or proposed transactions or agreements with the Company except as set out above and in that Ms Newton, Spectrix, (daughter of Jeremy Newton) has joined the company may be working on implementation of the new box office system.

4) Minutes of the last meeting

- a) Elaine Midgley's job title is incorrect and should read Business Development Director

ACTION: Megan Charnock to correct

MC

- b) Item 8. Debbie Kaye suggested CCC should be involved in discussions with the University over TRIPOS issues

ACTION: Megan Charnock to liaise with Debbie Kaye

MC

- c) Subject to the above, the board **APPROVED** the minutes of board meeting held on 7th July 2015

5) Matters Arising

- a) Item 8. Jeremy Newton has looked at a master plan for ways to benefit from the University's building developments behind the Corn Exchange and will report back to the board at a future date.

6) Finance Report

- a) The board **NOTED** the finance report from Mark Boon (Chair Finance and Audit) and MD Steve Bagnall which included finalised first quarter results and an update on the Pensions and Investment Strategy.
- b) Steve Bagnall has added a glossary of the Finance & Audit Committee Terms of Reference onto Dropbox, which will be expanded over time to complement the accounts.

- c) It was **NOTED** that separate reports will be produced for Cambridge City Council confirming that expenditure on City Events is in line with the funding agreed in the Business Transfer Agreement.
- d) It was noted that the first quarter results were largely on target, with income slightly ahead of the budget and costs less than anticipated. The MD reported that the first quarter was not particularly indicative of the overall pattern for the year.
- e) The Finance & Audit team acknowledged Anthony Delaney's (Finance Manager) impressive work with the new finance system (Exchequer).
- f) The board discussed more detailed reporting on the budgets for individual events at the Corn Exchange. It was **AGREED** that trustees will ask if they want more detail on larger events e.g. Christmas shows.
- g) The board **NOTED** that the Finance & Audit Committee was exploring the option to use Close Brothers for a cash investment facility and the board **APPROVED** the supplier and awaited details of the final proposal.
- h) The Finance & Audit Committee are taking independent advice on pension options and will bring a recommendation to the board in September.

7) Managing Director's Report

- a) The board **NOTED** the report from Steve Bagnall, MD of Clive.
- b) The board **NOTED** that offers had been made following successful recruitment to fill the posts of Development Manager and Customer Relations Manager, subject to references. Recruitment continuing for other key post of Deputy Bar Manager to bring the team to full strength
- c) The board **NOTED** the implementation plan for the new box office system including risk assessment and programme. It was **NOTED** that the existing system would remain available as a failsafe as this was potentially a high risk project. It was **AGREED** that the Box Office team will speak to the Arts Picturehouse to see if there are any lessons we can learn from their recent switch in ticketing system.
- d) Sara Sayer suggested the board come up with suggestions for an alternative word for 'customer'.

ACTION: Any suggestions for alternatives to 'customer' to be sent to Steve Bagnall

All

8) Risk Register

- a) The board **NOTED** the verbal update from Jeremy Newton
- b) The board **NOTED** and **APPROVED** the Terms of Reference for the Risk Working Group
- c) The board **NOTED** the latest version of the full Risk Register and that further work would be done by the working group and staff.
- d) It was **AGREED** that Data Theft should be added to the Register as this is becoming a more significant threat for businesses.

ACTION: Data Theft to be added to the Risk Register

EM

9) People Plan

- a) The board **NOTED** the verbal report from Judith Elliott
- b) Clive had arranged a meeting with the unions and discussed moving forward with the Unison rep who attended. It is anticipated that a Clive Unison rep will shortly be announced. This is a very positive move
- c) The Cambridge Live Staff Group had been convened, will meet every three weeks and are preparing terms of reference. They are currently looking at potential staff benefits that could be offered to Cambridge Live employees. Judith would welcome any ideas from the board for interesting benefits that could be considered.

ACTION: Ideas for staff benefits to be passed onto Judith Elliott

All

- d) SMT will be in a position to present proposals on organizational structure and a replacement for NJC at the October board meeting.
- e) The results from the last staff 'vision' meeting will be presented at the next Vision Group Committee meeting

10) Policies

- a) The board **NOTED** the verbal update from Elaine Midgley on policy development and the policies previously circulated.
- b) As agreed consultation had taken place and they had been referenced back to earlier board policies
- c) Elaine confirmed that all new policies have been/are due to be sent to all staff to read and understand and will be easily accessible for staff to refer to on the new server. It was **NOTED** that work still needed doing on training in some areas and establishing log to record both circulation and commitment to policies and training undertaken. Debbie Kaye offered CCC help with identifying training provision and particularly highlighted Data Protection.
- d) Judith Elliott confirmed that a 'highlights' session will be arranged to go over with staff areas of particular importance, along with updating the staff handbook.
- e) The board **NOTED** the importance of having staff champions for key areas and that this needed further development.
- f) The board **APPROVED** the following policies
 - Equal Opportunities & Diversity
 - Supervision
 - Data Protection, Confidentiality & Freedom of Information
 - Environmental & Sustainability Policy
 - Hospitality & Anti-Bribery
 - Compliments & Complaints

11) Appraisal system

- a) The board **NOTED** the verbal update from Judith Elliott/Steve Bagnall on progress
- b) Brian Whitehead offered to share the results of the Arts Professional anonymous salary survey
- c) Debbie Kaye offered CCC HR support when looking at the TUPE issue of incremental pay rises.
- d) Sara Garnham **CONFIRMED** that there will be a review on becoming a Living Wage Employer in April 2016.
- e) Steve Bagnall **CONFIRMED** that a proposed organisational structure will be brought to the board in the Autumn.

12) Marketing Strategy

- a) The board **NOTED** the verbal update from Neil Jones on the marketing strategy.
- b) The board **REVIEWED** the social media strategy which is being brought forward as part of the Marketing Strategy.
- c) Neil thanked Trevor Dann and Brian Whitehead for their contributions to the Social Media Strategy.
- d) Trevor Dann **NOTED** that Cambridge Live social media has significantly improved over the last 3 weeks, as a result of the Social Media Strategy being shared with the marketing team.

13) Cambridge City Council – Strategy for the City

- a) Please note this item has been delayed until the September board meeting.

14) Away Day Feedback

- a) The board **NOTED** the verbal report on the Away Day and the plans for the next stages of work, which need to be progressed alongside work on feedback from the Big Weekend and the Folk Festival and fed into a presentation at the AGM in September.

15) Big Weekend Feedback

- a) The board **NOTED** the verbal update from Elaine Midgley.
- b) The board is **REMINDED** to send their feedback to Elaine for inclusion as soon as possible.
- c) The board asked for their thanks to be passed onto the staff team on delivering a great event.

ACTION: SMT to pass on thanks to the staff

- d) Debbie Kaye passed on her congratulations on a very successful event.

- e) Debbie Kaye requested a session with key staff to get a comprehensive debrief from the Executive Councillor and others on the City Events.
- f) It was **NOTED** more work needed to be done with all those organisations partnering on the event to gain their input.

ACTION: Elaine Midgley to liaise with Debbie Kaye to arrange a City Events debrief and follow up with organisations

EM

16) Cambridge Live Trading

- a) The board **NOTED** the minutes for the board meeting of Cambridge Live Trading Ltd held on 23rd July 2015
- b) The board **NOTED** the appointment of Jeremy Newton and Steve Bagnall to the board
- c) The board **NOTED** the resignation of Nick Dodds from the CLT. The board thanked him for his huge amount of help to CCC and CLive.
- d) The board **AGREED** the Terms of Resource Sharing Agreement as recommended by the CLT board and drawn up by BWB.
- e) The board **AGREED** that Sara Garnham will be signatory for Cambridge Live Trading.
- f) The board **AGREED** that Mark Boon will be signatory for Cambridge Live.

17) Folk Festival Update

- a) Sara Garnham shared a summary of press coverage. This will be put on Dropbox for the board to review

ACTION: MC to add the press reviews to Dropbox

MC

- b) The board **NOTED** the tremendous success of the event and asked for their thanks to be passed onto all and to thank Jane Wilson and Eddie Barcan for hosting the board member events.
- c) The chair thanked the board for all their input over the weekend.
- d) The board **NOTED** that this was one of the key events for CLive and along with activity in the Corn Exchange represented over 60% of turnover. Both have growth targets to hit although that of the Corn Exchange is more challenging.
- f) The board **NOTED** the verbal report from Trevor Dann which set out the aims of the working party to establish the strategy for the festival going forward. Trevor shared their embryonic mission statement and initial views on objectives
- h) The Board is **REMINDED** to send their feedback to Trevor for inclusion in his final report as soon as possible.

ACTION: All trustees to send Folk Festival feedback to Trevor asap

All

- i) The board **AGREED** that the Premises Licence should be transferred into the name of

Cambridge Live, from CCC, as soon as possible.

ACTION: Transfer the Folk Festival Premises Licence into Cambridge Live's name

EM

18) Health and Safety Report

- a) The board **NOTED** the health and safety report from Elaine Midgley which indicated no major issues.

19) KPIs

- a) The board **NOTED** the KPI report
- b) Neil Jones reported on complaints and compliments with nothing major to report. John Palmer suggested including feedback from artists in future, which for the Folk Festival had been very positive.
- c) Elaine circulated a paper which addressed the under performance against sponsorship targets and asked the Board to consider and pass on any contacts of companies that might consider sponsorship of Cambridge Live

ACTION: All sponsorship suggestions to be passed to Elaine Midgley

All

20) Any Other Business

- a) None

Dates for your diary

22 nd September, 8.30am	Board Meeting, King's Room – Corn Exchange
3 rd September, 6.30pm	Launch of Comedy Live, Corn Exchange
30 th September	AGM
1 st October	Dresden Philharmonic
6 th October	Lord of the Flies
23 rd October	ADF – included in the Festival of Ideas
24 th November	RPO - potential college cultivation reception