

Cambridge Live Trust

15th Board Meeting
0830 Tuesday 19th January 2016 Cambridge
King's Room, Corn Exchange, Wheeler Street, Cambridge

Minutes

	ACTION
Pre Meeting Presentation – Edward Quigley, Cambridge BID	
In advance of the meeting Sara Garnham REPORTED that Trevor Dann has stepped down from the board of trustees.	
1) Present:	
Sara Garnham - chair Judith Elliott Jeremy Newton Sian Reid Sara Sayer Stewart McTavish Brian Whitehead	
In attendance:	
Steve Bagnall – MD Neil Jones – Operations Director Elaine Midgley – Development Director Anthony Delaney – Head of Finance (for item 6) Megan Charnock - minutes	
Debbie Kaye – CCC observer	
2) Apologies	
John Palmer Andy Salmon Jim Sherlock Mark Boon Dan Ratcliffe	

3) Declaration of Interests

- a) The directors of Cambridge Live Ltd had notified the 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
 Ms Sian Reid – Trustee of Cambridge Ice & Leisure Centre, Chair of Cambridge Literary Festival, Trustee of Storey's Field Trust
 Ms Sara Sayer - Solicitor at Birketts, legal firm currently providing legal advice to Cambridge Live.

- b) The board **NOTED** that neither members, nor trustee directors have any interests in existing or proposed transactions or agreements with the Company except as set out above.

4) Minutes of the last meeting

The board **APPROVED** the minutes of the fourteenth board meeting held on 16th December 2015

5) Matters Arising

- Pg 4: Steve **CONFIRMED** that HMRC have been in touch to request additional information regarding Cultural Exemption.
- Pg 5: Sara Garnham **CONFIRMED** that the revised Oct 15 staff survey results are available.

6) Finance Report

- a) Sara Garnham **REPORTED** that Sian Reid has joined the Finance & Audit Sub Committee.
 b) The board **NOTED** the verbal finance report from Steve Bagnall, MD:

- i) F&A have determined a pension provider and will be bringing a report detailing the proposed scheme to the next board meeting for approval. Steve **CONFIRMED** that this will discharge the board's responsibility relating to auto-enrolment.

ACTION: F&A to bring pensions report to the March board meeting

F&A

- ii) F&A have received answers to some queries they had on the investment account report and thresholds, and will bring this to the March board meeting for approval.

ACTION: F&A to bring the investment account report and thresholds to the March board meeting

F&A

7) Quarterly Management Accounts

- a) Steve Bagnall **REPORTED** that the trends reported over the last 3 months are continuing and we are still on track for meeting the anticipated year end predictions.
- b) Steve **TABLED** the latest forecast figures.
- c) The board **AGREED** that a regular summary of the highest achieving events would be useful to support better understanding and targeting where possible.
- d) The board discussed strategy for future Christmas programming in the Corn Exchange. Options discussed included future Christmas shows and a Christmas season of one-nighters. The executive team would continue to secure the best fit options balancing revenue and a seasonal feel good factor.
- e) The board **APPROVED** the quarterly management accounts
- f) Steve Bagnall reminded all that the decision to explore Cultural Exemption has resulted in the related costs coming out of the year 1 expenditure. Anthony Delaney (Finance Manager) will model the accounts on Cultural Exemption even though a decision on this is unlikely to come before the end of the year. Jeremy Newton added that if a response is given prior to the audit it could then potentially be built into results.

8) Managing Director's Report

- a) The board **RECEIVED** the report from Steve Bagnall, MD of CLive including the report to Cambridge City Council.
- b) Neil Jones **REPORTED** that 15 submissions have been received for the Syd Barrett project and the project team will be shortlisting these on 12th February.
- c) Steve Bagnall **REPORTED** that the Evelyn Glennie residency is moving forward positively.
- d) The board agreed that the recent festival was a good opportunity to build on our partnership working for future E-Luminate events and that it was a positive event to be involved with that fits in with our values. Elaine **CONFIRMED** that a document will be produced to show the value of such activities where 'in kind' involvement has been offered by Cambridge Live.
- e) For DOI purposes, Stewart McTavish **DECLARED** that E-Luminate is one of the companies involved with IdeaSpace, for which Stewart is an advisor.
- f) Sara Garnham had met Neil Darwin, CEO of the Greater Cambridge Greater Peterborough Local Enterprise Partnership, to explore how the quality of life cultural life strand is represented and can underpin infrastructure planning. Cambridge Live will be involved in a key initiative covering the whole of the LEP area.

9) Feedback from Cambridge City Council Community Services Scrutiny Committee

- g) The board **RECEIVED** the following verbal report from Debbie Kaye:
 - i) Debbie Kaye **REPORTED** that the presentation on Cambridge Live by Sara Garnham was well received by the committee. There was clear cross-party support and appreciation for Cambridge Live's work, the staff and the board. There was also appreciation of the quality of work being produced by Cambridge

Live and the development of the organisation.

- ii) Debbie Kaye **REPORTED** that there were questions over the Council KPIs equality data and how this is gathered. Debbie will discuss this with Steve Bagnall.

ACTION: Debbie Kaye and Steve Bagnall to discuss data gathering for the Council's equality KPIs.

DK, SB

- iii) Sian Reid (Council member of the Community Services Scrutiny Committee) added her approval of the presentation which was very good and informative. A positive message was received about Cambridge Live being keen and eager to realise new opportunities whilst being professionally aware of all the challenges the charity has faced and will continue to face.

10) Community Engagement Strategy

- a) The board **RECEIVED** the audit report presented by Elaine Midgley which aims to start capturing what community engagement we currently do and what we want to achieve before writing the strategy.
- b) The board **AGREED** to discuss the report and strategy at the February strategy day.
- c) It was **AGREED** that it'd be useful to get an overview of the current Cambridge community landscape and surrounding communities in advance of the strategy day.

ACTION: EMT to produce and distribute a Cambridge Communities overview for the board prior to the February strategy day and/or ask Liz Bissett to include this in her introduction to the day.

EMT

11) Risk Register Working Group Report

- a) Jeremy Newton **REPORTED** that there is now a viable, working Risk Register document which is being finalised by the Fundraising working group and will be presented at the March board meeting. Jeremy added that a huge amount of work has gone into the document and the working group are very happy with the progress made.

12) Folk Festival Working Group Report

- a) The board **NOTED** the following verbal update from Steve Bagnall:
 - iii) Steve Bagnall **REPORTED** that the Folk Festival working group had their first discussion around the high level strategy for the Folk Festival, which included discussion on what the festival is, who it is for, what is 'Folk', why is it unique and what aspects of the festival are precious that we wouldn't want to lose. Conclusions from all discussions will be incorporated into the vision strategy document. Further work on this will be done as part of the February strategy day and it is anticipated the completed document will be presented to the board in the next few months.
 - iv) Steve Bagnall **REPORTED** that 45% of tickets have already sold and the line-up, which will be announced shortly, should help to sell the remaining tickets.
 - v) Sara Garnham thanked the working group for the update; the board look forward

to hearing monthly updates as the event approaches.

13) Fundraising Working Group Report

- a) The board **RECEIVED** the strategy summary from the Fundraising Working Group which will used to help prioritise areas of fundraising at the February strategy day.
- b) Sara Garnham thanked Elaine Midgley, Matt Deacon and John Palmer for their contribution on producing the document.

14) February Strategy Day

- a) The board discussed the format and desired outcomes of the February strategy day.
- b) EMT and SMT will be attending as it is important for key roles, including Box Office, Finance and Marketing, to be involved.
- c) The board **AGREED** it'd be useful to receive a suite of documents to read in advance, including the report that came out of the June strategy day, the presentation given at the June day and the business plan.

ACTION: Megan Charnock will create a Dropbox folder for the Strategy Day documents.

MC

- d) F&A will be meeting in advance of the strategy day to come up with a headline presentation on the current financial picture.
- e) Sara Garnham thanked Sara Sayer for securing a location for the strategy day which will take place at the Birketts offices on Station Road. Further details to follow.

ACTION: Megan Charnock to send details of the strategy day to the board.

MC

15) Health and Safety Report

- a) The board **RECEIVED** the health and safely report from Elaine Midgley.
- b) Debbie Kaye **REPORTED** that a number of pieces of work are going on between Cambridge Live and the City Council on the Midsummer common incident. These pieces of work will be shared to inform next year's plans for the Midsummer Fair.

16) KPIs

- a) The board **RECEIVED** the latest transitional KPI report from Elaine Midgley and Neil Jones.

17) Any Other Business

- a) Neil Jones will get photographs of all staff members available for board members.
- b) Neil Jones will discuss alternatives to Dropbox with Boldfield so there is one central share point for all Cambridge Live folders, to avoid duplication.
- c) Debbie Kaye and Elaine Midgley **AGREED** to plot dates for the next 3 years of city events

ACTION: Elaine Midgley and Debbie Kaye to put together a calendar of City Events for the next 3 years.

EM, DK