

Cambridge Live Trust

Seventh Board Meeting

WEDNESDAY 6th May 2015, 0830 – 1030 Cambridge

King's Room, Corn Exchange, Wheeler Street, Cambridge

MINUTES

ACTION

Involving your board in fundraising

The meeting opened with a presentation from John Bickley and Elaine Midgley on strategies for board members to support fundraising activity

1) Present:

Sara Garnham - chair
Mark Boon
Judith Elliott
John Palmer
Sian Reid
Andy Salmon
Sara Sayer
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

John Bickley – for pre meeting presentation

2) Apologies

Trevor Dann
Jeremy Newton
Dan Ratcliffe

3) Introductions

- a) The board WELCOMED the new trustee director and introduced themselves briefly; their role and why they have become involved with Cambridge Live.

4) Declaration of Interests

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

- b) The board NOTED the following other potential conflicts of interest:

Sian Reid – Chair of Cambridge Literature Festival and member of CLIC Ice Rink Charity.

Brian Whitehead – Arts Professional has a relationship with one of the shortlisted new box office systems, Spectrix.

- c) 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.

5) Minutes of the last meeting

- a) The board APPROVED the minutes of the sixth board meeting held on 7th April 2015 with the correction to Stewart's name.

6) Matters Arising

- a) Pg 3: Steve Bagnall confirmed that he had passed the board's thanks to staff for their efforts on the launch.
- b) Neil Jones will be bringing a marketing and social media strategy to a future meeting
- c) Pg4: Mexrrissey was a huge success reaching out to new audiences
- d) Pg 5: Sara Garnham passed her thanks to Debbie Kaye for her help and support during the transfer process and is looking forward to her contribution going forward.
Debbie Kaye added her thanks and pleasure at being involved with Cambridge Live.
- e) Sara Garnham confirmed she is working on redacted versions of the legal agreements and reiterated that once available these documents are highly confidential.

7) Managing Director's Report

- a) The board NOTED the report from Steve Bagnall, MD of Clive. In addition:

PEOPLE

- i) Jim Sherlock requested that the recipient list for the staff survey is checked as a couple of stewards didn't receive it.
- ii) Steve Bagnall CONFIRMED that further surveys are planned which include opportunities for additional comments and suggestions from staff. Once

the survey results are presented to staff at the next staff meeting the SMT will then begin to engage further with staff.

- iii) Debbie Kaye offered to share the results of the CCC 2014 staff survey for Clive transferred staff on an anonymous and confidential basis. Individual staff are not identifiable in the survey.

ACTION: Steve Bagnall to arrange receipt of the CCC 2014 survey results for transferred staff.

STEVE BAGNALL

- iv) Judith Elliott CONFIRMED that staff reviews will be carried out on a 6 monthly basis to give staff opportunity to discuss their performance and role within the business, along with regular staff meetings and engagement with the staff observer and, in due course, the unions.
- v) Steve Bagnall CONFIRMED that managers are carrying out regular 121 meetings.
- vi) Sara Garnham CONFIRMED that the 'People' sub committee is now established.

ACTIVITY

- vii) The Classical Concert Series launch will happen on Wednesday 20th May at 6.30pm. Board members are asked to inform Roisin Dunlop of any guests they'd like to invite.

ACTION: Board members to email Roisin with guest lists for the Classical Concert Series launch: roisin.dunlop@cambridgelivetrust.co.uk.

ALL

- viii) Steve Bagnall CONFIRMED that the Corn Exchange capacity has now been agreed. It will be reviewed again in the future.

PROJECTS

- ix) Sara Garnham REPORTED that Eddie Barcan (Events Coordinator) will be coming to the July board meeting to introduce the Folk Festival to the board.
- x) Sara Sayer REPORTED that she'd received very positive feedback from colleagues who exhibited at the recent property exhibition in the Corn Exchange.
- xi) Neil Jones REPORTED that following the change in operation of the bar he has reviewing performance and will monitor it further to maximise returns.

- b) The board NOTED the appendix containing the report to Cambridge City Council.

8) Finance Report

- a) The board NOTED the verbal finance report from Mark Boon (Chair, Finance and Audit) and MD Steve Bagnall which included a summary of the headline financial figures, an update on the new financial systems, pensions and the cultural exemption status. In addition:
 - i) Steve Bagnall REPORTED that a draft version of the management account package will be brought to the July board meeting.

- ii) Steve Bagnall CONFIRMED that under the Back Office Services agreement he will ask for some accountancy resource.
 - iii) It was AGREED that further briefings on the Business Plan for board members will be tied in with the July financial reports.
 - iv) Steve Bagnall CONFIRMED that a decision on Cultural Exemption will be made before the July board meeting.
 - b) The board NOTED the timetable for financial year end reporting.
 - c) Steve Bagnall CONFIRMED that the dates for the Finance & Audit Committee meetings have been agreed. Terms of Reference will be brought to a board meeting when agreed.
 - d) Mark Boon THANKED Anthony Delaney (Finance Manager) for his hard work on the new financial systems and the demands from the Finance & Audit Committee.
 - e) Debbie Kaye THANKED the CLive Finance team for their help with the end of year accounts for CCC.
- 9) KPIs
- a) The board NOTED the KPI report, which is a development the previous report presented to the board.
10. Box Office System
- a) The board NOTED the report on a new Box Office system which with the earlier report sets out the procurement process, the assessment procedures and makes a recommendation for a new system.
 - b) The board APPROVED the recommendation for a new Box Office system.
 - i) Neil Jones CONFIRMED that implementation of the new system will start in August. It will take 10-12 weeks.
 - ii) Neil Jones CONFIRMED that the new system will integrate well with Artifax and Exchequer.
 - iii) Sara Garnham THANKED Neil Jones, David O'Hara and Brian Whitehead for their hard work on this project.

11. Fundraising Strategy

- a) Following on from the board presentation at the beginning of the meeting the board discussed and AGREED initial activities to support a fundraising strategy after a verbal presentation from Elaine Midgley.
 - i) The board noted the need to recruit and asked the team to work with John Palmer and Andy Salmon for further input to achieve a successful outcome

ACTION: Steve Bagnall and Elaine Midgley to review recruitment to the new fundraising post.

STEVE BAGNALL

- ii) Elaine Midgley CONFIRMED that there are a number of sponsorship packages currently available which she will share with board members to support their approaches to potential partners. These are digital documents which can be adapted to create bespoke packages for potential sponsors.

ACTION: Elaine Midgley to share sponsorship packages with the board members

ELAINE MIDGLEY

- b) The board AGREED to the Interim Fundraising Plan.

10) Health and Safety Report

- a) The board NOTED the health and safety report from Elaine Midgley and the future plan for H&S activities.

11) Policies

- a) The board NOTED the policies report from Elaine Midgley.

12) Cambridge Live Trading and Cultural Exemption

- a) The board NOTED the verbal report.

13) Risk Register

- a) The board NOTED the verbal report on the Risk Register.

14) Away Day 14th July 2015

- a) The board NOTED the date and outline of the board Away Day.

15) Election of Vice Chair

- a) The board NOTED that one candidate is proposed for the role of Vice Chair, to be elected annually.
- b) The board AGREED the election of Mark Boon as vice chair.

16) Board Sub-committees and Board Champions

- a) The board NOTED the verbal update on the sub committees. Sara Garnham will be reviewing the list of sub committees and inviting trustees to champion suitable areas within the business.

ACTION: Sara Garnham to review sub committees and invites trustees to become champions

SARA GARNHAM

17) Any Other Business

- a) Sara Garnham REPORTED that items of interest to the board will be posted on Dropbox e.g. CCC Arts Plan Delivery Framework, Warwick Report, other industry sector reports and diary dates for Cambridge Arts members.
- b) The board NOTED that Sara Garnham has asked for the board to be kept briefed on current issues affecting Cambridge.

18) Dates for your diary

- Board Meeting: Tuesday 2nd June, 5.30pm
- Classical Series Launch: Wednesday 20th May, 6.30pm
- Board Meeting: Tuesday 7th July, 8.30am
- Away Day: Tuesday 14th July, 10am – 4pm
- Board Meeting: Tuesday 4th August, 5.30pm