

## Cambridge Live Trust

13th Board Meeting  
0830 Tuesday 17th November Cambridge  
King's Room, Corn Exchange, Wheeler Street, Cambridge

### Minutes

Pre Meeting presentation – Andrew Limb, Head of Corporate Strategy, Cambridge City Council presented on The Case for Cambridge.

The Case for Cambridge e-brochure:

<http://edition.pagesuite.com//launch.aspx?pbid=6b36a9e9-90c0-4926-904d-66e1e6ef1606>

Following an excellent presentation on the Case for Cambridge which was launched in October 2016 the board AGREED to discuss some of the questions and issues raised by the presentation at a future meeting and identify how CLive might influence the debate.

ACTION: The Case for Cambridge discussion to be set as an agenda item at a future meeting.

#### 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 – Development Director  
Megan Charnock - minutes  
  
Debbie Kaye – CCC observer

#### 2) Apologies

Trevor Dann  
Jeremy Newton  
Jim Sherlock

### 3. Introductions

### 4. 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.

### 5) Minutes of the last meeting

- a) 8a) Judith Elliott CONFIRMED that she meets with EMT every 3 weeks, not every 3 months.
- b) 5b) Debbie Kaye asked that the word 'licensing' is added to clarify that the licensing risk remains with the City Council.
- c) Subject to the above amendments the board **APPROVED** the minutes of the twelfth board meeting held on 26th October 2015.

ACTION: Megan Charnock to make the above amendments to the October 2015 board meeting minutes and then reissue.

### 6) Matters Arising

- a) 5b) Debbie Kaye CONFIRMED discussions are ongoing regarding the Folk Festival licence and DK will update the board accordingly.
- b) 6d) Steve Bagnall CONFIRMED that the treatment of the Cambridge Live start up costs will be shown in the next quarterly figures.

ACTION: F&A Committee to include treatment of the Cambridge Live start up costs in the next quarterly figures.

- c) 6i) F&A will be reporting back on investment cash thresholds once agreed.

### 7) Finance Report

- a) The board **APPROVED** the monthly management accounts.
- b) The board **NOTED** the finance report from Mark Boon (Chair Finance and Audit) and MD Steve Bagnall including the forecast report.

- c) The board **AGREED** that the financial reporting is getting more robust. The F&A committee are confident with the integrity of the figures being presented and that the financial systems are working well.
- d) Steve Bagnall **CONFIRMED** that a meeting has been arranged for next week to discuss the Cultural Exemption proposal with an officer from HMRC. SB **CONFIRMED** the forecasting figures don't currently reflect any upside from Cultural Exemption.

## 8) Managing Director's Report

- a) The board **NOTED** the report from Steve Bagnall, MD of CLive.
- b) Steve Bagnall added that the review of venue security being undertaken has been prioritised in light of the Paris attacks. EMT and Front of House are speaking to the police and the anti-terrorism officers and the importance of vigilance is being highlighted to staff and customers using our buildings, in addition to the robust checks and evacuation procedures already in place. Bag searches and additional signage have helped reassure customers. The Event Management Control Document for all major events, which is peer reviewed, ensures the opportunity to pick up best practice.
- c) Elaine Midgley will be attending the Festival & Events Management Group next week where anti-terror guidance from 2012 is being discussed.
- d) Stewart McTavish reported that the police have been working with a member of the university with specialism in de-radicalisation. It was agreed that SMC would put CLive in touch with them with a view to discussing any potential joint activity.
- e) Steve Bagnall **CONFIRMED** that he and Debbie Kaye have been working on the City Council's KPIs and that DK is working on a draft of the 'How To' document for City Council colleagues to understand the arrangements Cambridge Live have in place and how to work with us.

## 9) People Working Group Report

- a) The board **DISCUSSED** the pay principles and **AGREED** the proposal, and that this would now proceed to trade union and staff consultation.
- b) Judith Elliott **CONFIRMED** that the results from the recent staff survey will be brought to the December meeting.

**ACTION:** Staff survey results to be brought to the December board meeting.

## 10) Risk Register Working Group Report

- a) The board **NOTED** the verbal update from Sara Sayer.
- b) The board **NOTED** the updated draft CLive Risk Register.

**ACTION:** All sub committees to submit any additional risks not already covered in the Register to the Risk working group by 30<sup>th</sup> November.

- c) Staff engagement with the Risk Register is outstanding, acknowledging workloads and resource issues.
- d) Steve Bagnall **CONFIRMED** that there are plans to link the Risk Register to people's KPIs.

### 11) Fundraising Working Group Report

- a) The board **NOTED** the verbal update from John Palmer, which included an update on the development of the strategy, which will be brought to the December meeting.

ACTION: Fundraising Strategy to be brought to the December board meeting.

- b) The board **NOTED** the minutes from the last Fundraising working group meeting and the strategy statement.
- c) The board **AGREED** that the next 6 months was a key time to be approaching businesses for partnership and sponsorship to in with their financial years.
- d) Sara Garnham thanked the Fundraising working group for their efforts to date and acknowledged the difference it is already making.

### 12) Folk Festival Working Group Report

The board **NOTED** the verbal update from John Palmer, which included an update on ideas for future Folk Festivals.

### 13) Bars and Catering Report

- a) The board **REVIEWED** the update and development plan from Neil Jones.

### 14) City Events

- a) The board **NOTED** the updated report from Steve Bagnall, to Cambridge City Council on the City Events programme 2015.

ACTION: City Events report to be updated to include detail on Bonfire Night prior to it going to CCC on 1<sup>st</sup> December.

### 15) Community Engagement

- a) The board **NOTED** that this item has been delayed until December.

### 16) Board Programme

- a) The board **NOTED** the report from Sara Garnham and **AGREED** the board programme to March 2017.

ACTION: Megan Charnock to issue the 16/17 board programme to the board.

### 17) Health and Safety Report

- a) The board **NOTED** the health and safety report from Elaine Midgley.
- b) The board **AGREED** it would be useful to have comparative figures for the City Events going forward.

ACTION: EMT to produce comparative figures for City Events.

## 18) KPIs

- a) The board **NOTED** the latest transitional KPI report from Elaine Midgley and Neil Jones. Neil Jones added that they are looking to include positive feedback from social media in future reports.
- b) The board **AGREED** it would be helpful to have a formal route for communicating with appropriate ward councillors for further feedback on events, in addition to the residents' associations we already communicate with.

ACTION: Look at more formal ways to engage with ward councillors on City Events

- c) Sara Garnham requested a review of the website to ensure we are effectively promoting services at events, such as accessibility.

ACTION: Neil Jones to arrange a website review.

- d) Sara Garnham requested that our KPIs are matched up with the CCC Risk and KPIs so there is just the one set of reporting on all the areas.

ACTION: EMT to ensure CLive and CCC KPIs and Risk are integrated.

## 19) Any Other Business

- a) Stewart McTavish **CONFIRMED** he will be speaking to the staff group next week on technology best practices and the current set up in Cambridge.

ACTION: Board members to let Stewart McTavish know of anything they'd like raised with the staff group prior to the meeting on Monday 23<sup>rd</sup> November '15.

- b) John Palmer **CONFIRMED** that David O'Hara will be joining the Fundraising working group in order to link up marketing with fundraising and it was noted that there needed to be liaison with the board champion for marketing Brian Whitehead.
- c) Brian Whitehead **CONFIRMED** that the Marketing & Box Office working group are hoping to meet prior to Christmas.

### Dates for your diary:

Monday 14 <sup>th</sup> December, evening	Horrible Histories cultivation event
Tuesday 15 <sup>th</sup> December, 5.30pm	Board Meeting, King's Room – Corn Exchange