

## Cambridge Live Trust

17th Board Meeting  
0830 Tuesday 17th May 2016 Cambridge  
Small Hall, Guildhalls, Wheeler Street, Cambridge

### Minutes

#### 1) Introductions

The board welcomed Frances Alderton as the new staff group observer.

#### 2) Present:

Sara Garnham - Chair  
Mark Boon  
Dan Ratcliffe  
Sian Reid  
Sara Sayer  
Stewart McTavish  
Brian Whitehead  
Andy Salmon

#### In attendance:

Steve Bagnall – MD  
Matt Deacon – Head of Development (+minutes)

Debbie Kaye – Cambridge City Council observer  
Frances Alderton – Staff observer  
Cllr Gerri Bird – guest from 08:45 to 09:15

#### 3) Apologies

Neil Jones  
Nick Dodds  
Jeremy Newton

#### 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

The board **APPROVED** the minutes of the sixteenth board meeting held on 15th March 2016

## 6) Matters Arising

Item 11: Notes from the session on risk will be circulated once agreed with Jeremy Newton. The working session was very useful and will be repeated with staff, so risk is owned across the organisation. Outcomes from this session will be fed into June strategy day.

ACTION: Risk session notes to be circulated - JN

## 7) Finance Report

- a) The board **NOTED** the finance report
- b) The board **RECEIVED** the minutes of Remuneration Committee
- c) The board **AGREED** to delay the management accounts for April to the next meeting due to the year-end reporting
- d) The board **AGREED** the proposals on banking arrangements
- e) The board **NOTED** that the Cambridge City Council start-up cost proposals would be addressed by the next Finance and Audit Committee

ACTION: Item on CCC start-up costs on the agenda for June F&A meeting - SB

ACTION: Item on April management accounts on the July board agenda - SB

## 8) Presentation of Unaudited Year End Accounts

- a) The board **NOTED** the unaudited year end accounts and that they represent a good set of results for year one, and that start-up forecasting work had been remarkably accurate.
- b) Finance and Audit committee **REPORTED** strong confidence in the robustness of the figures which included achieving the budgeted surplus for 2015/16 which will be transferred to reserves and a modest contribution to repairs and renewals reserves.
- c) It was **NOTED** that the Price Bailey audit has begun and is progressing well.
- d) It was **NOTED** that CLive is still awaiting a response to the application for cultural exemption. It is not clear if this will arrive before the year is closed. The accounts have been prepared without any impact from cultural exemption, which if granted is likely to be positive. The accounts are being prepared for a September AGM deadline comfortably within the statutory filing requirements
- e) Audited accounts will be taken to July board meeting to be recommended for approval in advance of presentation to the AGM.

## 9) MD's report including Quarterly report to CCC, risk report and fundraising update

- a) The board **RECEIVED** the report from Steve Bagnall which includes key regular reporting issues.
- b) Mayor's Day Out - an appeal will be emailed to Board members regarding coach assistants for 17<sup>th</sup> August.

- c) Folk Festival - SB outlined 'Beyond the Festival' including the Transatlantic Sessions, a new brand for year-round supporting
- d) The board is asked to **NOTE** the 4<sup>th</sup> quarterly report submitted to the City Council
- e) Debbie Kaye presented a Midsummer Fair update
- f) The new City Events and Summer programmes were **TABLED**.

#### **Pre meeting talk – Guest speaker Cllr Gerri Bird**

Cllr Bird attended to advise on accessibility and the experience of people with disabilities at the Folk Festival (and other CLive events), presenting a written report detailing proposed improvement points. Wheelchair access and positioning in particular was felt to need reviewing and improvements made on last year. It was also noted that there should be a review of wheelchair positioning in the Corn Exchange. Cllr Bird also advised that publicity materials written in all capital letters are not helpful for those with learning difficulties, and to consider this for future advertising literature along with other best practice for those with visual impairments. The board discussed implementing a rolling programme of disability awareness reps to attend the Board as guest speakers. Cllr Bird kindly agreed to meet with the new 'Access Champion' to provide further advice on improvement points.

The Board thanked Cllr Bird for attending and promoting thoughts on how we can improve our services for people with disabilities.

ACTION: Meeting to be set up with Cllr Bird to view arrangements for the CFF and Big Weekend - NJ

ACTION: Camsight to be approached to explore best practice around sight issues – NJ

(Note Cllr Bird was delayed in attending the meeting as the taxi company collecting her had failed to despatch a wheelchair accessible cab as contracted.)

#### **10) People Annual Review including performance related pay discussion paper**

- a) The board **NOTED** the report from Judith Elliot which showed significant progress in the first year on a wide range of HR issues and set out the clear priorities for 2016/17.
- b) The People party were thanked for all their work to date.
- c) The board **AGREED** the parameters for the performance related pay scheme after robust debate which emphasised the need for a simple, robust, fair, transparent approach.
- d) The board also **AGREED** there should be further work done on a 'bonus' type approach with a proposal to come back to the board. A blend of a motivational reward recognising achievements and a tool for focusing performance on key goals was important. This might be individual or team oriented with rewards to be agreed. There would be a need to revisit the strategy each year, particularly to review how this works for each area of the business. This was key in winning the 'war for talent' and staff retention is aided by this flexible approach.

ACTION: Further work to explore 'bonus' type arrangements – SMT/JE

#### **11) Folk Festival**

- a) The board **NOTED** the report from Steve Bagnall under Item 9.
- b) The board **NOTED** that a more thorough review will be put forward at the July board meeting.

ACTION: CFF item on the July agenda - SB

## 12) KPI Annual Review

- a) KPI annual data was **TABLED**.
- b) It was agreed that the board asked to go back to SB with questions and this would be further discussed at the July Board meeting.
- c) It was **AGREED** a substantive item around our revised KPIs will be made after the strategy day in June and the CCC concerns in the delay around this was noted. KPIs are shared at quarterly reviews and Clive Board meetings.

ACTION: KPI item on July agenda - SB

## 13) Health and Safety

- a) The board **RECEIVED** the health and safety report
- b) The board discussed key issues around the heightened terror threats and received assurance of comprehensive plans in place for Big Weekend, the Folk Festival and Corn Exchange including training programmes and individual event briefings
- c) Empty building checks and emergency exit plans had been revised and a more robust procedure was now in place
- d) It was **NOTED** that a table top exercise around the Big Weekend will be conducted with Police and other emergency services next week.

## 14) Living Wage

- a) The board **AGREED** to the proposal to become Living Wage Accreditation building on their early adoption of the Living Wage for their own staff

## 15) Strategy Update

- a) The board is **RECEIVED** the draft strategy goals prepared by the four working groups. SG thanked all the group members for their input
- b) The board **NOTED** the verbal update and plans for June meeting and the plan to agree and publish the high level strategy for September. All strategy group action plans to be complete for the October board meeting, including things we are already doing and introduction of new work streams.

## 16) Board Appointments

- a) The chair formally thanked Sian Reid and Dan Ratcliffe for their contributions in this first year.
- b) The board **AGREED** that SR and DR will remain co-opted members of the Board to complete the current strategy work.
- c) New CCC board members will be nominated in due course.
- d) The board **NOTED** the clarification of the transition arrangements for CCC nominees and further clarification sought from CCC.

## 17) Any Other Business

- a) SG presented a calendar of meetings and regular business for the board, highlighting the need to address new issues including property and estates in due course
- b) SG circulated the draft annual return for an accuracy check

ACTION: Board members not present to complete annual return check - JM