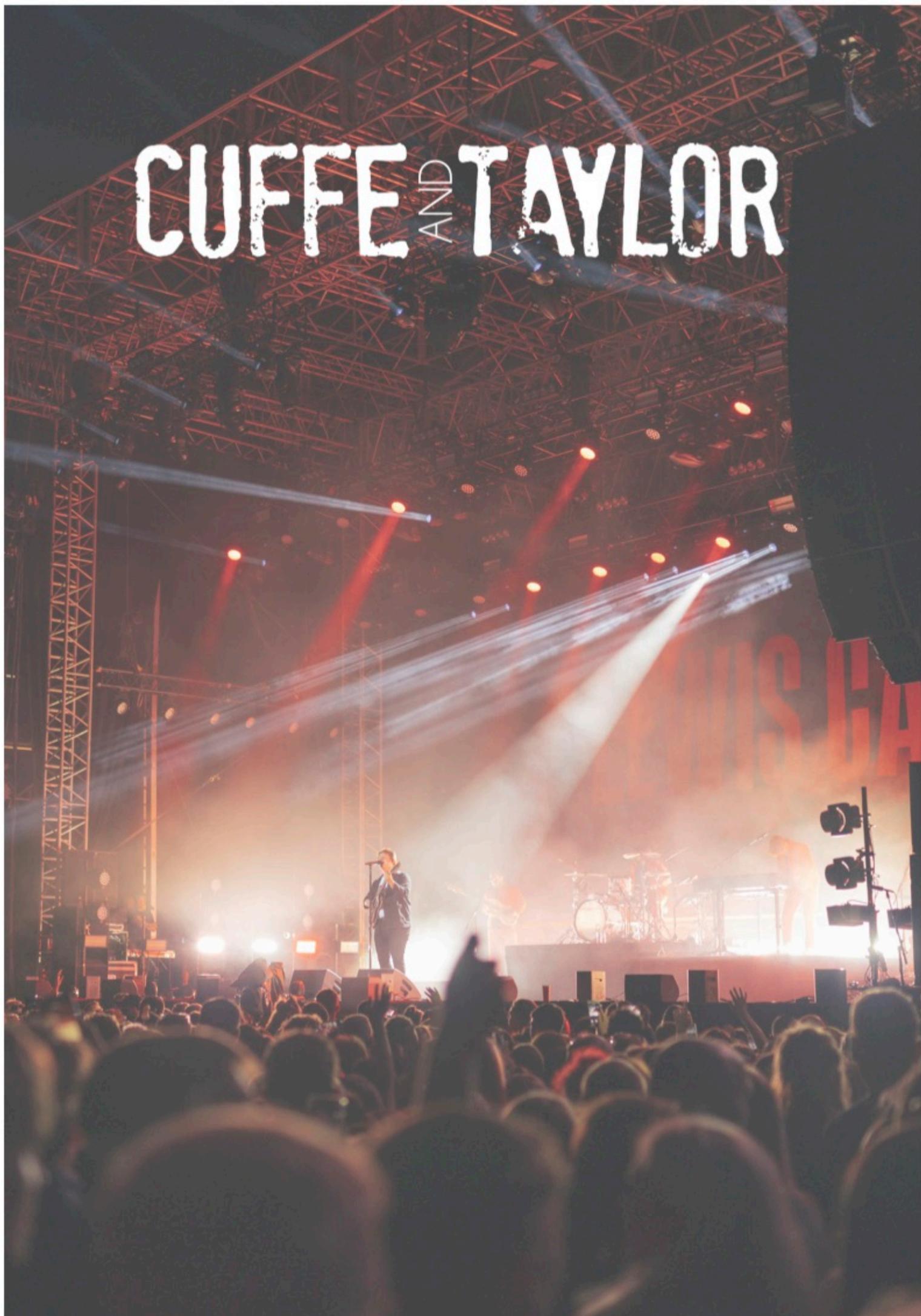


CUFFE AND TAYLOR



Introduction

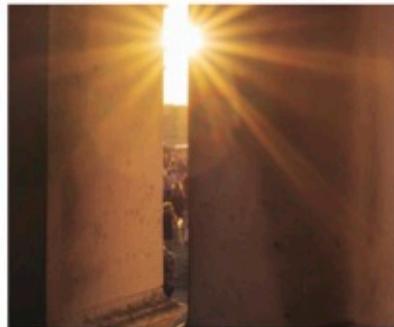
Cuffe and Taylor were established in 2009 as independent music promoters and held their first concert on *Lytham Green*, Fylde Coast in the Northwest of England in 2010. The first instalment of 'Lytham Proms' starred soprano Lesley Garrett and Manchester Camerta. The concert was a great success and was the catalyst for further concerts bringing a diverse talent of well-known artists to the North West.

Whilst successfully building the Lytham Proms event, a new series of annual concerts were secured by the company at the *Old Royal Naval College, Greenwich* a World Heritage Site. The company has also established its *Stately Home* tours including a unique Downton Abbey Live Concert in the grounds of *Highclere*, and other concerts held at *Betley Farm, Cartmel Races, Tatton Park*, and *St Catherine's Hospice*.

In recent years, the company has secured a position as the resident music promoter at the *Scarborough Open Air Theatre* and promoted a series of concert tours by *Rod Stewart* in various locations, including York, and has firmly established its reputation as a proficient music promoter, bringing artists to their fans in locations outside of the usual major cities.

Live Nation acquired Cuffe and Taylor in 2017. Live Nation is the Global Leader for Live Entertainment, delivering over 26,000 shows per year across 45 Countries. Ticketmaster is also part of the group; they are the world's leading ticketing company having been in the entertainment industry for over 40 years.

Cuffe and Taylor continues to operate under its own brand whilst being solely owned by Live Nation, cementing its position within the industry as the Company that takes international headline artists to their regional fans, creating incredibly exciting memories outside of the major cities in unique locations.



Key Personnel

Daniel Cuffe

Live music fan Daniel Cuffe is the man who brings Cuffe and Taylor's stunning shows to the audience. Overseeing the operational aspects of the Business for over 10 years, and armed with a wealth of technical knowledge and experience, founding Director Daniel Cuffe is the hands-on person responsible for bringing together all operational aspects to ensure the successful delivery of a myriad of live concerts and events.

Peter Taylor

Alongside business partner Daniel Cuffe, Peter not only leads the company as a founding Company Director, but he is the person responsible for sourcing the right artistes for the right events. Peter's background lies very firmly in the leisure and tourism industry and his extensive experience has resulted in an incredibly detailed approach to all aspects of Cuffe & Taylor's business. Added to that is Peter's insatiable passion for live events and theatre resulting in record breaking concerts and tours, leading the way in not only the UK's live outdoor music scene, but also the West End and regional theatres across the country.

Jason Cotillard

Having worked for more than 20 years in the tourism, leisure and entertainment industries, Jason joined Cuffe and Taylor as a Director in 2011. As Commercial Director, Jason is responsible for attracting investment into Cuffe and Taylor as well as leading within the operations team. Responsible strategically with his fellow directors for the successful growth of the company, he also oversees all due diligence, legal and contracts within the business and acts as Designated Premises Supervisor on site across many Cuffe and Taylor events.

Joe Robinson

A key member of the Cuffe and Taylor team for over 5 years, as Senior Event Manager Joe is responsible for managing the operational delivery of a multitude of events at Cuffe and Taylor, most notably Lytham Festival, Greenwich Music Time and an array of Stadium Tours including Westlife and Rod Stewart.

Samuel Hemingway

With over 10 year's experience working in Events and Theatre, Samuel Hemingway acts as Technical Operations Manager at Cuffe and Taylor. Holding a NEBOSH National General Certificate in Occupational Health & Safety, Samuel is responsible for ensuring the safety of all personnel through the detailed development of event management safety plans, as well as facilitating concert site design across the Cuffe and Taylor portfolio.

Festivals and Concerts – Case Studies

Cuffe and Taylor present a multitude of Concerts and Festivals, both nationally and internationally, across sites ranging from World Heritage Sites to Stadiums, Parks and other urban locations. Example case studies are detailed below:

Lytham Festival

Having celebrated its 10th Anniversary in 2019, Lytham Festival consists of five consecutive independently ticketed outdoor concerts in July, taking place by the seaside on picturesque Lytham Green (FY8 5LB).

Growing from a one-night concert featuring Lesley Garrett and Alfie Boe in 2009, Lytham Festival is now one of Lancashire's largest outdoor greenfield music events, with around 70,000 festivalgoers having enjoyed a myriad of live music over five nights in 2019.

Programming is designed to deliver a well-crafted mix of nostalgia, contemporary and classical music. Over the years, the festival has played host to internationally renowned artists including Sir Tom Jones, Kylie, Sir Rod Stewart, Madness, Pete Tong, Nile Rodgers & CHIC, George Ezra, Rita Ora and Bryan Adams.

In addition to the direct economic benefits of the Festival, off site spending by audiences at the 2020 event is estimated to boost the local economy by over £2.5 million.¹

Greenwich Music Time

From its inaugural event in 2014, our Greenwich Music Time Festival has transformed The Old Royal Naval College's breathtaking riverside location into London's ultimate, fully seated open-air venue.

Situated between Sir Christopher Wren's twin domed buildings of the Old Royal Naval College (SE10 9NN), and framed by the backdrop of Canary Wharf, Greenwich Music Time offers audiences an intimate opportunity to experience a unique series of concerts within the stunning architecture of one of London's most magnificent historic locations.

¹ Association of Independent Festivals: Ten Year Report (2008 – 2018)
<https://aiforg.com/wp-content/uploads/AIF-Ten-Year-Report.pdf>

The boutique concert series has established itself as one of the most popular live music events in the London calendar, thanks to its striking location, local artisan public catering and bar concessions and an array of memorable performances over the years from the likes of Cliff Richard, Tom Jones, Jools Holland, Little Mix, 2Cellos, Groove Armada, Paul Weller, Noel Gallagher and many more.

Scarborough Open Air Theatre

Cuffe and Taylor exclusively program Scarborough Open Air Theatre in partnership with Scarborough Borough Council.

Built in 1932 by Scarborough Corporation, The Open Air Theatre takes advantage of unique ground contours which create a natural amphitheatre setting within the striking landscape. The theatre was used for various concerts and lavish musicals, often featuring casts of up to 200 people. The theatre closed in 1986 and became derelict for more than two decades until a £3.5 million redevelopment programme brought it back to life. The refurbishment plans included the restoration of the original lighting tower and installation of over 5,500 folding seats on the theatre's hard surfaced terracing.

Cuffe and Taylor's involvement with the Venue has brought internationally acclaimed artists to perform in Scarborough, including Gary Barlow, Little Mix and James.

Yorkshire and the Humber saw a 21% rise of Music Tourism, from £321 million in 2017 to £388 million in 2018. The area saw concerts from acts such as Britney Spears at Scarborough Open Air Theatre, which helped contribute to the region's 49% rise in concert spend.²



² UK MUSIC Music By Numbers Report (2019)

[https://www.ukmusic.org/assets/general/Music By Numbers 2019 Report.pdf](https://www.ukmusic.org/assets/general/Music%20By%20Numbers%202019%20Report.pdf)

Community Engagement

Community and Charity Partnerships are very important to the team at Cuffe & Taylor, with many Concerts and Events enjoying successful collaborations with charities over the years. Where possible, Cuffe and Taylor have facilitated a breadth of donation generating activity at their events, ranging from Charity Collection Buckets at Festivals and Stadium shows, to stand-alone Events solely programmed and operated to generate donations for our Charity Partners themselves.

In 2018, Cuffe and Taylor were pleased to announce two *Britain's Got Talent: Big Celebration* shows, starring Susan Boyle, Collabro and other notable acts from the series, with all profits going directly to Liverpool's Alder Hey Children's Hospital.

In addition to charitable funds raised through Cuffe & Taylor events themselves, our Charity Partners have also benefited from a multitude of marketing opportunities giving them a chance to raise their profile prior to, and after, each event.

In 2018, Lytham Festival worked with NHS Fylde and Wyre Clinical Commissioning Group (CCG) to assist them in their delivery of the *Fitter Fylde Coast* campaign, providing the Lytham Festival site, staging, infrastructure and staff for one morning at no charge. The awareness campaign, designed to encourage healthy lifestyles, reached 3.4 million people from the Fylde and Wyre, and saw 1,696 people turn out to break the world record for the most people performing jumping jacks simultaneously at Lytham Festival's main proms arena.

Similarly, with the Old Royal Naval College itself a charitable entity, Cuffe and Taylor have often offered the use of Greenwich Music Time Festival infrastructure and staff, at no charge, to community projects, with students from Trinity Laban, and other organisations from Greenwich, Lewisham and Kent having the opportunity to perform at events hosted at the Greenwich Music Time Site.



“We feel very honoured to have worked with Cuffe and Taylor on a number of their very high-profile events. Their support for both Trinity Hospice and Brian House has been phenomenal, and not only have we been able to raise thousands of pounds, every event has always been a fantastic opportunity for us to increase our profile and attract new supporters.”

Michelle Lonican

Trinity Hospice

Community fundraising manager



Working in Partnership

High profile, complex large music events with global artists require professional strategic relationships with delivery partners that are leaders in their industries.

Showsec- Experts in delivering all aspects of security and crowd management at events. The safety of audiences remains paramount whilst delivering exceptional customer service, ensuring an enjoyable and safe event for all. All of their staff are highly trained, exceeding industry standards. Showsec's experience includes all major concerts as well as large sporting events, state visits and even the last Papal visit. They implement a comprehensive management structure for every event, working from the early planning stages with local authorities, the police and other agencies right through to the event itself.

Vanguardia – Nationally recognised independent sound acoustic consultants, the Vanguardia team are technical leaders with a wealth of experience. The team have developed and modelled our York Festival Noise Management Plan. Vanguardia will be resident throughout the three concerts providing Concert noise controls and monitoring. Previous projects include major outdoor concerts in addition to the O2, Wembley Stadium and Hyde Park. The Company Director was part of the UK Noise Council, who prepared the Code of Practice on Environmental Noise Control at Concerts. The team have managed Government research projects relating to noise and sound within the entertainment industry.

Kodiak Medical – We have worked with Kodiak over the last two years and their level of expertise is excellent. The company is operated by experienced senior clinicians from Emergency Medicine and Critical Care who have worked in pre-hospital setting for over ten years. Kodiak Medical delivers gold-standard care are raising the standards of care provided on event sites. In addition to their experience in events, they also work extensively with 20th Century Fox, Warner Brothers, Paramount, and ITV. They are registered with the HPC (Health professional Council).

SEP – Our Traffic Management Consultants provide us with a vast knowledge and experience in the management and safe delivery of all aspects of traffic relating to our events. Specifically tailored to York Festival, the SEP senior management team will work directly with the Councils Highway's department to ensure that the local knowledge is available and shared. The delivery of successful traffic management is crucial, SEP are capturing local data to provide in-depth analysis ensuring the right plan is taken to the Councils Safety Advisory Group for sign off. SEP deliver traffic management for Silverstone Aintree, Etihad Stadium and most large events and festivals throughout the UK. All of their staff are trained to National Highways Sector Scheme Standard.

Event Design – With over 30 years of experience, Event Design will be responsible for build, production and Health & Safety Management of York Festival. Their team will be led by a Director with extensive experience and qualifications including, NEBOSH, Diploma in Event Safety Management and a member of IOSH. Having led on events such as Liverpool International Music Festival, Liverpool Giants, Grand National and Blenheim Palace events, the Event Design team are ideally placed to be involved with a new event.



Our Mission

Cuffe and Taylor delivered the successful Rod Stewart Concert in York in 2019. For the last five or so years, we have been looking at potential new event sites up and down the Country to create a new version of our successful Lytham Festival (now in its eleventh year).

We have had numerous approaches from various Local Authorities and conducted a number of site visits analysed their suitability. However, following the Sir Rod concert, it was clear to us that there is a serious appetite from the public to attend concerts in York.

Following an extensive search for an event site in the City, we concluded that York Sports Club was an ideal site for our proposed concerts. The Sports Club is an association rather than a commercial company. They reinvest profits into their Club for the benefit of the community and their members and the commercial agreement we have reached with the Club will make a significant difference to help fund and develop their projects and facilities.

Subject to a licence being granted, we are committed to developing York Festival into an annual event that the people of York can celebrate, look forward to and are proud of. Our current commitment for 2020 is in seven figures. Our business will not see a return during year one, so our commitment is long term and therefore the onus is clearly on us to ensure the first year and future years are a success for all local residents, local businesses and our customers.

We want to bring world renowned artists to York City; some of the exciting artists we have worked with previously include Kylie, Stereophonics, George Ezra, Lewis Capaldi, Bryan Adams and Mariah Carey. We believe York deserves to host these levels of artists and Concerts.

It is crucial for the longevity (subject to licence) of York Festival, that we make York Festival a 'York / Yorkshire' event. This will be accomplished in a number of ways but not least by having local businesses and traders on site. We have already pencilled in various drink and food companies locally. In addition, local musical talent will be performing on the same line up as our headline artists and the vision is to add more local bands and artists once we have a confirmed licence. Music fans coming to York Festival will be able to experience a slice of York and Yorkshire whilst watching amazing artists perform.

York Festival will allow the City of York to share in a larger piece of the £388 million of Music Tourism that Yorkshire and the Humber benefited from in 2018. Based on UK MUSIC Music By Numbers Report (2019) model, the three Concerts at York Festival could realise a return to the City and economic benefit of £2 million; In addition to providing 300+ employment opportunities during the course of The Festival.

York Event Site – Engagement with local residents and stakeholders

The due diligence to date has been considerable across all stakeholders.

From the concept, we have shared various meetings and emails with Make It York, York Council and of course the Sports Club.

All of our contractors and suppliers, from stage, security, medical, site, traffic, health and safety, have attend numerous meetings at the Sports Club.

In addition to the Safety Advisory Group (various Council Depts, Police, Ambulance, Fire) communication has been undertaken with the Environmental Agency as well as First, Arriva and Network Rail.

All the various sports associations within the Sports Club have been consulted and have agreed that the event should be staged at the grounds. In addition, the Club will also provide hospitality in their Club rooms and their bar has been reserved for their members.

Considerable work has been undertaken with the Groundsman to ensure the protection of the cricket wicket in preparation for first class cricket in August 2020, to the extent where we put him in contact with Ageas Cricket (Hampshire Cricket) who we have worked with a for a number of years delivering similar and larger scale concerts.

Meetings have also been held with both First and Arriva to discuss providing buses into the event. In addition, the local community Cricket Club, Clifton Alliance have also agreed to the event utilising their hard standing for the use of buses. The commercial terms will again see a positive effect on their Club.

Residents are the most important stakeholder with regards to the event. From the outset, we acknowledged the importance of engaging with the local community and residents and we have reached out to local residents by;

- **18th November 2019** – Letter delivered to c 900 address nearby informing them of the announcement of the event.
- **9th December 2019** – Cuffe & Taylor Directors and Team attend Parish Council Meeting
- **10th December 2019** - Cuffe & Taylor Directors and Team attend Parish Council Meeting
- **20th January 2020** – Further letter drop to areas advised and identified by York Council
- **20th January 2020** – Additional letter delivered to previous addresses inviting them to a Residents engagement Meeting
- **20th January 2020** – Immediate residents to the event site, sent a letter offering complimentary tickets to the event (this mirrors what we do in Lytham)
- **27th January 2020** – Residents Engagement Meeting held at York Sports Club
- **12th February 2020** – Directors and team attended a full Safety Advisory Group at the Council Officers, to review and outline the Event Safety Plan along with all other elements.

From the outset of our communications with the local residents on 9th December, we have supplied a dedicated email address for them to send queries.

A total of 276 complimentary tickets have so far been requested and reserved for residents in the immediate vicinity of the Sports Club.

As part of our Noise Management protocols, a dedicated telephone line will be provided to local residents and manned at all times during the event if they wish to make any complaints or raise any other issues.

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