PETERBOROUGH'S CULTURE WELCOMES ALL!

'It is going to require **cultural** work to get people to listen to each other, think more critically and evaluate information'

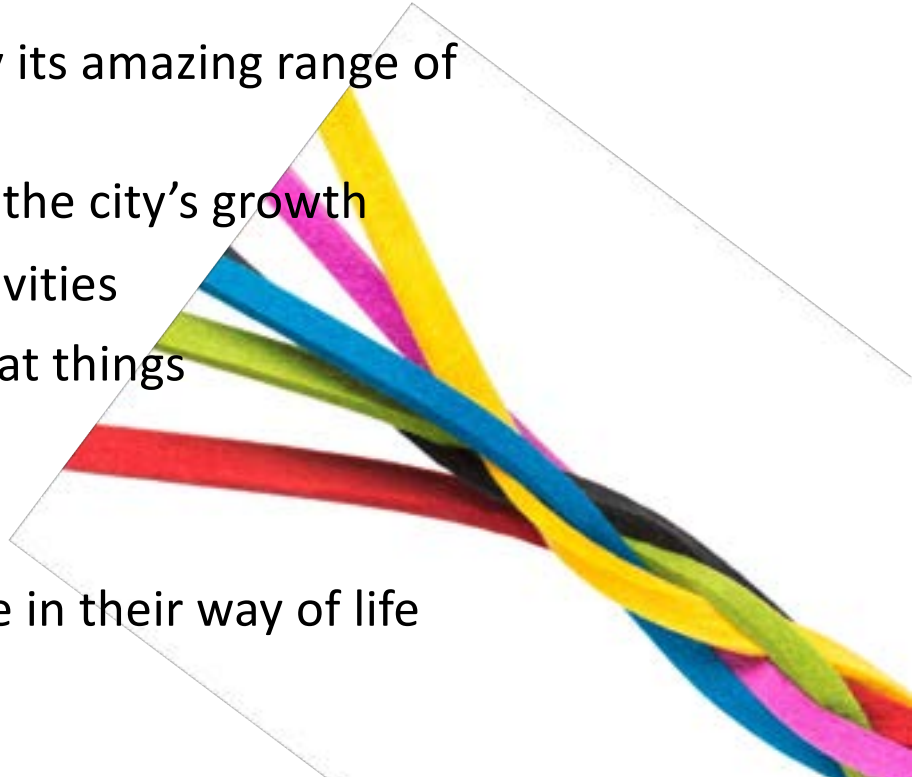
Barack Obama November 2020

- **Connected** – communities, artists, businesses and institutions coming together to make great work
- **Open** – welcoming to residents and visitors, audiences and investors, Peterborough is growing bigger and better every day
- **Mixed** - a diverse and vibrant place where cultures and communities inspire each other, and a young population filled with energy is ambitious for themselves and the city
- **Exciting** – with something unique to be found in every corner, cultural adventures are everywhere.

VISION BY 2030

PETERBOROUGH'S TRANSFORMED CULTURAL SCENE will be renowned for

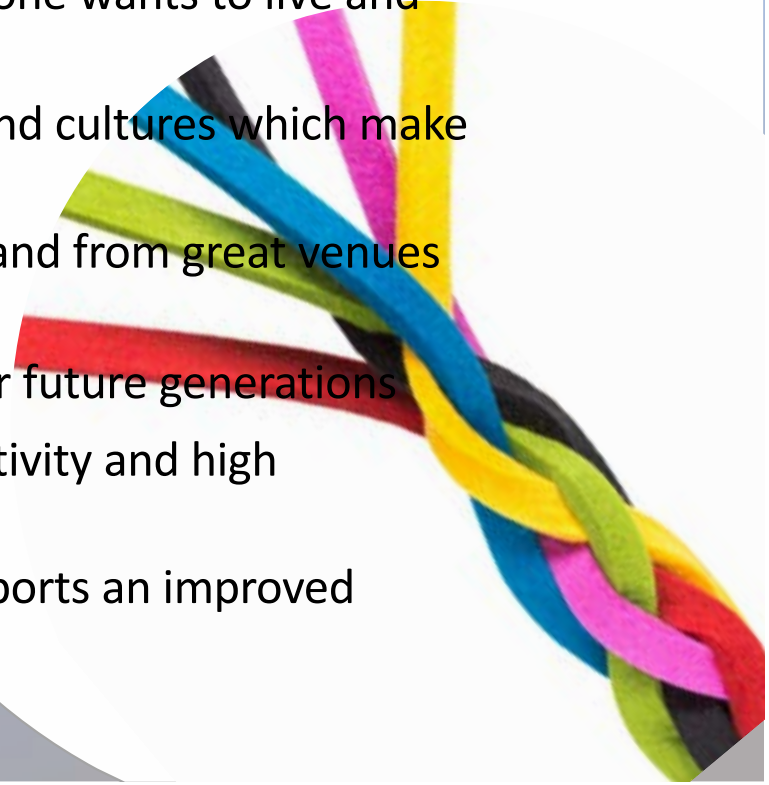
- Its **collective ambition** to make Peterborough a better place for everyone living working or visiting, with culture at its heart
- The breadth and **diversity of its cultural life**, driven by its amazing range of communities and its young population
- Boundless **creative energy** and innovation supporting the city's growth
- Its outward-looking and **amazing range** of cultural activities
- Peterborough people **working together** and doing great things
- An **astounding heritage** accessible to everyone
- People who **make and learn** throughout their lives
- People loving **the environment** and embedding nature in their way of life



CULTURE IS BUILT ON PETERBOROUGH'S VALUES: working towards a connected place where

Culture will transform Peterborough, if its people can imagine such a change

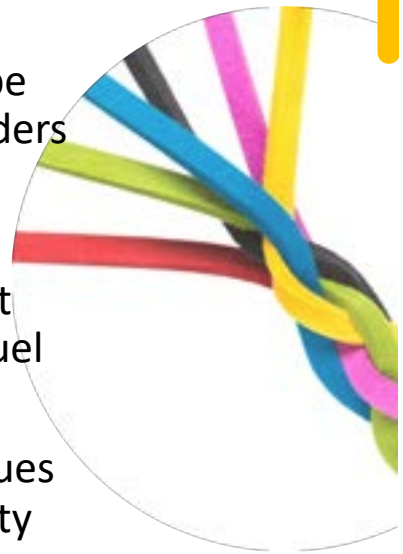
- **Creativity** is for everyone, part of a better future and present happiness
- People **care** about each other and work together for a city everyone wants to live and work in
- Residents and visitors alike celebrate the **diverse communities** and cultures which make it so unique
- Culture and art are **everywhere**, from villages to the city centre, and from great venues to the smallest parks
- Everyone treasures the **environment** and wishes to enhance it for future generations
- The economy adds **value** to the region and the country with creativity and high productivity
- **Investment** in culture – in people, organisations and places - supports an improved quality of life for everyone



WHY NOW?

There will never be a better moment for a strategic rethink.

- **Appetite for change:** Climate Strikes and Black Lives Matter movements show people want more and want better. Young people are leading the way. The plans to build bigger and better are taking off.
- **Pandemic**: people want to come together now and take the chance for change. Will there be another Roaring Twenties? How does Peterborough take this chance? This time, can its leaders use that energy and demand to build cultural participation, grow audiences, encourage creative skills and give the place a better profile?
- **Growth & Regeneration:** fast change is a real opportunity. Public and private investors want Peterborough to thrive, but it needs to avoid repeating historic mistakes of division, fossil fuel dependence and limited ambition
- **Cultural recovery & a stronger, more resilient Peterborough**: Support to practitioners, venues and partnerships to build back better. Important investments in the cultural assets of the city such as the Vine and Flag Fen museum – and in the Stadium as an events venue.
- **Vivacity**: those assets have returned to the Council to review and reshape their use. How does that sit with other cultural assets, the Council's own plans, and people's ambitions?



TIMETABLE to the CULTURAL STRATEGY

End 2020

- this Vision & Values document agreed in principle as the foundation of the Cultural Strategy; Consultation begun with practitioners, communities, institutions; cultural leadership reflective and growing

To end April 2021

- Consultation continues with stakeholders & communities; gap analysis clear; business plans for PCC assets underway including use of ACE funding; leadership continues to develop and diversify
- Strategy agreed by Council for engagement and enhancement with communities, including clear milestones linked to growth plans, and a core approach to co-commissioning across diverse communities

To end July 2021

- Commissions and artist led engagement leading to final agreement of process and commissioning strategy
- Alignment with business plans and long-term models for PCC assets
- Robust cultural leadership in place and able to grow and extend over the life of the Strategy
- Change measures agreed, so that everyone can see the Strategy is fulfilling its ambitions

PIXELS: WHAT ARE THE ELEMENTS OF OUR APPROACH?

PLACES

- INFRASTRUCTURE and ASSETS
- HERITAGE AND THE FUTURE
- ENVIRONMENT
- ADAPTABILITY & RESILIENCE

MISSION

- VISION
- CULTURAL OFFER
- EMPOWERMENT
- ATTRACTING INVESTMENT
- DRIVING CHANGE IN KEY ORGANISATIONS
- SYNERGY and JOINED UP STRATEGIES

MONEY

- REVENUE
- INVESTMENT
- GROWTH
- ECONOMY

CONNECTION

- DIVERSITY & INCLUSION
- NETWORKS
- PARTNERSHIPS
- SYSTEMS

PEOPLE

- COMMUNITIES
- AUDIENCES
- PRACTITIONERS
- LEARNING

PIXELS: THE MISSION

- **MISSION**: culture which transforms lives and underpins cohesion, quality and prosperity in Peterborough
- **CULTURAL OFFER**: a rich, confident, accessible range of opportunities to enjoy and make work that attracts residents and visitors and grows everyone's confidence and capacity
- **EMPOWERMENT**: creation and programming which collaborates with and includes people; encouraging innovation, risk and resilience; a cultural offer which resonate with communities and opens new doors
- **ATTRACTING INVESTMENT:** private and public investors see Peterborough as an exciting place in which to develop new opportunities and bring funds here over the long term; a place which gives good returns
- **DRIVING CHANGE IN KEY ORGANISATIONS**: how do the big players (not only in 'culture' but all of them) communicate, commission and partner better across the collective system which supports and improves the city?
- **SYNERGY AND JOINED UP STRATEGIES**: culture working with all the other important elements of Peterborough's development, and the cultural organisations themselves working together for the future; building resilience so culture supports and enables people at all stages of their lives.

PIXELS: IT'S ALL ABOUT PEOPLE

AUDIENCES – more people involved in commissioning and enjoying culture – outside and inside, right across the city, from heritage to immersive technology

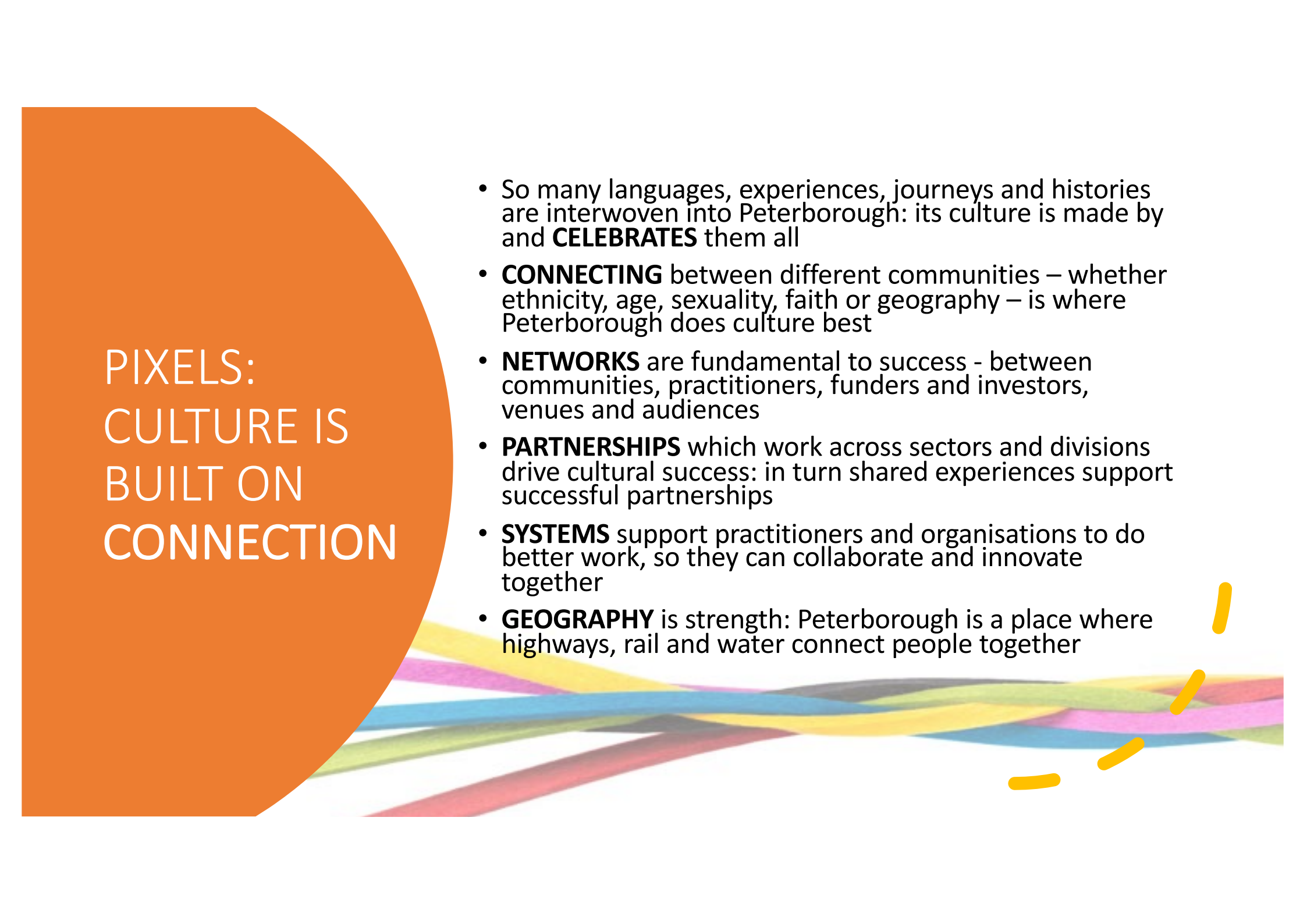
COMMUNITIES – everyone having the opportunities to make, enjoy or celebrate culture, whether based around their locality, or around their affinities and identities, and people coming together in peace and health

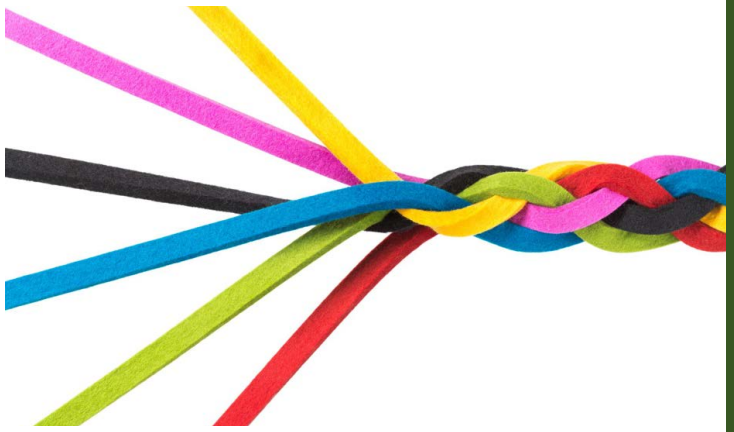
PRACTITIONERS – growing confidence, skills and capacity to make amazing work here in the city, and being able to sell it everywhere

LEARNING – a transformational culture in which people gain new skills and knowledge through many different routes.

PIXELS: CULTURE IS BUILT ON CONNECTION

- So many languages, experiences, journeys and histories are interwoven into Peterborough: its culture is made by and **CELEBRATES** them all
- **CONNECTING** between different communities – whether ethnicity, age, sexuality, faith or geography – is where Peterborough does culture best
- **NETWORKS** are fundamental to success - between communities, practitioners, funders and investors, venues and audiences
- **PARTNERSHIPS** which work across sectors and divisions drive cultural success: in turn shared experiences support successful partnerships
- **SYSTEMS** support practitioners and organisations to do better work, so they can collaborate and innovate together
- **GEOGRAPHY** is strength: Peterborough is a place where highways, rail and water connect people together





PIXELS: PLACE MATTERS

- **INFRASTRUCTURE and ASSETS:** making the most of buildings, landscapes and digital assets in Peterborough to enhance its identity, for new collaborations and exciting work
- **HERITAGE AND THE FUTURE :** building on the extraordinary physical history and the rich past of migration and development, to shape great times to come
- **ENVIRONMENT**: celebrating Peterborough's open spaces and beautiful buildings, working towards net zero by 2030 and building the ecology into everything we do
- **ADAPTATION & RESILIENCE**: will be fundamental for the environment *and* for people in the future; culture will bring the learning together including the caring and strength shown through the pandemic

PIXELS: MAKING MONEY WORK FOR CHANGE

- **REVENUE –** maximising all funding, whether commercial, philanthropic or commercial to make the most of our people, assets and opportunities, seeking to make practitioners and venues secure for the future
- **INVESTMENT** – seeking and winning investment to grow our cultural infrastructure and systems, and constantly improve our offer – and using culture to attract investors in all sectors
- **GROWTH** –creating opportunities for the creative community to grow, to build their learning, test new ideas, take risks and produce new work - and culture an integral part of the city's rapid changes ahead
- **ECONOMY** - using creativity and innovation to build a stronger economy where higher value opportunities are open to everyone
- **ENVIRONMENT –** ensuring money spent on combating the climate emergency and improving Peterborough's natural world is aligned to the cultural ambitions

Context matters:

- Huge uncertainty for everyone
- Challenges to all funding and investment
- Increasing unemployment, and
- Poverty and inequality are embedded in Peterborough
- Culture must enable necessary change

15 LESSONS WE HAVE LEARNT IN THE LAST 10 YEARS

- **Young people** do not feel there is anywhere for them
- **Engagement** works when people make the commissioning decisions: communities want to see what they chose, not what someone else chose for them
- It takes a city to make a culture: not putting one organisation/approach first but **partners** working together, understanding there is room for all, and how everyone's work adds to the vision
- You won't get **everyone** to everything but you can work with specific groups
- **Learning from practice** and reflective evaluation are a strength to build on, especially with practitioners
- Building **talent** makes a difference for the city and specific audiences: it is hard but central to keep building new practitioners
- **Hyper-locality** really matters, especially in Peterborough; programming must be strongly grounded in the reality of the city to resonate with its people – while communities are generous and open to possibility
- **Events outside** are popular, match environmental commitments and make the most of all the green spaces
- Audiences in with lesser engagement in Peterborough are very **cost-conscious**
- Recent activities have been more successful at reaching people who do not normally come to events but there is still a long way to go in building long-term, **diverse** audiences and practitioners
- There is a big **untapped audience/market** across communities, with young people and in different places
- Just talking to 'the usual suspects' does not create **diverse cultural leadership,** whether in terms of race or age – despite the young, diverse population of the city
- Engagement and empowerment activities are **not commercially viable;** though they make some income but will rely on some
- Building a 'cultural infrastructure' takes a **long time:** while the practitioner base is growing (eg more applications for grants, successful recurring events in some art forms) local producers and leaders are still in short supply
- Its crucial to make **deliverable promises** and deliver on them, to support ambition and manage expectation

Time for Peterborough to punch its weight?

Change is possible

- 48% of Peterborough are in the typically lowest engaged audience segments but in 2019 were 54% of Peterborough Presents audience, up **33%** from programme start in 2015
- New audiences are very positive about their experiences and see the work as 'good for Peterborough'
- Location, investment, heritage, diversity, youth, new/untapped audiences are all enormous opportunities if the city's leadership pulls together

A key feature of the strategy to come should be to further improve these numbers and to see culture at the heart of the success of the growth and change coming in the 2020's