



RESOURCES, FUNDING AND FINANCE FOR THE CULTURAL STRATEGY IN PETERBOROUGH

How does this come together financially?

This paper considers the financial context for future cultural investment in Peterborough, highlights key considerations for future planning, and outlines a demonstrator programme of collaboration and strategic opportunities.

Context

1. Delivering change does not come free, and indeed using existing resources alone often frustrates the objectives. The financial landscape is changing around us: public resources are tight following the pandemic. Commercial income is unpredictable: no-one knows when and for what audiences will return. For households and businesses, future income is uncertain.
2. Yet Peterborough has been identified as a priority place in the Government's Levelling Up agenda, offering access to resources through a range of funding streams¹. Funding from those streams has already been achieved and includes the Welcome Back funding supporting the Café Culture Animation Programme. This is also informing the funding strategies of arms-length bodies involved in culture, including Arts Council England with their Priority Places strategy². Just this summer, Nene Park Trust won nearly £2m from the Heritage Lottery Fund for its Community Greenspace Project, which embeds many of the Cultural Strategy objectives at Ferry Meadows.
3. It will therefore be essential that in preparing funding proposals, from all sources, organisations and individuals can show how they relate to the investment principles that emerge from the objectives and recommendations of the cultural strategy, and how they fit with those recommendations.
4. Peterborough is recognised as a place which needs cultural investment and we are getting more successful in winning support. However, reviewing the landscape and talking with funders or investors highlights the need for:
 - Collaboration: groups and individuals working together on projects rather than competing for smaller slices of available money;
 - Leverage: bringing together elements of resources for a greater impact;
 - Philanthropic investment: while there have been some such grants, it has been to only a few organisations³. Peterborough could do much better in this regard;
 - Private sector support: working with commercial organisations to promote cultural investment eg in skills training, promoting the area, developing workspace or educational opportunities;
 - Sales income – from tickets, products or associated sales (eg bars) encouraging growth in spend on culture where possible;

¹ <https://www.gov.uk/government/collections/new-levelling-up-and-community-investments>

² <https://www.artscouncil.org.uk/your-area/priority-places#section-1>

³ For instance, see <https://insights.threesixtygiving.org/file/a002400000G4KGjAAN>. Large funder, the Esmée Fairburn Foundation has given just 14 grants in the Peterborough area this century, to just 5 organisations, two of which primarily work outside the area. This is not a criticism of either the Foundation or those organisations: it demonstrates our need to be better at accessing money for essential work in Peterborough.

- 
- Environmental sustainability: this will be a central plank of government and local strategies in coming years, and a major focus for commitment locally. Projects need to be both delivered with a low footprint and help with improving our impact;
 - Improving wellbeing: post-pandemic, the Strategy highlights the importance of culture to individual and community wellbeing, which should be reflected in project proposals.

5. This paper therefore suggests

- key steps for all cultural stakeholders to consider in their future financial planning, and
- sets out the skeleton of an collaborative programme aimed at maximising the priority place objectives and demonstrating the values and objectives of the Cultural Strategy..

6. It will be the Peterborough Cultural Alliance to develop a full funding strategy as part of its early work. This will build on the process of developing the strategy and the demonstrator programme below, as well as the issues raised in the review of cultural infrastructure. This will need to consider ways to make the sector more financially resilient and sustainable over the long term, whether through investment, commercialisation or other levers, while retaining the values of participation and joy.

7. We have not attempted to replace much better sources of information about arts and heritage funding. Instead we encourage interested partners, stakeholders, practitioners and others to:

- Consider their own local networks for potential sponsors and supporters, including
- Reviewing commercial benefits to sponsors eg from naming rights or private events
- See the separate pdf on potential sources of cultural funding
(this paper is credited to NCVO; all the information is taken from their Funding Central Database.)

We also remind people to be current with the ambitions and priorities of potential supporters. Agendas and opportunities change frequently but a great deal of information is readily available online and most trusts, foundations or public funders are willing to help people understand their process. We want everyone looking for support for their cultural projects in Peterborough the to have the best chance of success.



Key considerations for future planning

8. **Strategic alignment to funders**– funders and investors obviously expect applications to fit with their strategic priorities. For arms-length public funders (Heritage Lottery Fund, Arts Council etc) this offers opportunities given Peterborough’s profile as a Priority Place and a top priority in the Levelling Up strategy. This may seem obvious, but all applicants should check this and make sure they are accessing all the funding streams available.
9. **Strategic alignment with the Cultural Strategy** – talking to potential funders they *will* expect to see how your proposals fit with the Strategy and its investment principles. How does your project support the vision, values and recommendations of the Strategy? How will it offer real improvement in the cultural life of Peterborough? In particular the Alliance will be more likely to support proposals which adhere to the investment principles which flow from our strategic objective to **foster and promote a vibrant culture in Peterborough** which will
 - *Drive EXCELLENT ART and CELEBRATION OF HERITAGE*
 - *CONNECT, REFLECT and INCLUDE Peterborough’s many diverse and isolated communities*
 - *Be ENVIRONMENTALLY SENSITIVE and celebrate how people in Peterborough love and work with their environment*
 - *Be an ECONOMIC DRIVER for creative industries, for tourism and for inward investment, growing skills valuable to all sectors*
 - *Promote and grow Peterborough as a CULTURAL DESTINATION welcoming visitors, businesses and communities*
10. **Collaboration** – who could you work with to make your proposal better? How would sharing the work give it bigger impact? Can you move beyond consultation to power-sharing and co-production? How will you use your project to give a bigger platform to isolated, excluded or silenced communities? Such questions will enable you to show funders and investors how Peterborough is learning to work together. Such collaboration and mutual support is a key feature of successful places, including Coventry and Hull, on their journey to greater cultural prominence.
11. **Leverage** – the cultural sector is traditionally really good at this but we can always get better. Can your proposal benefit several funders and therefore bring together a number of smaller amounts to fund the whole? Have you understood the opportunities and constraints of ‘match funding’? Can you work with an organisation in another sector to access funding you cannot receive? Would your project offer a commercial sponsor a special opportunity – eg naming rights or a private view?
12. **Commercial income** – many cultural stakeholders rely on commercial acumen and income whether through ticket sales or ancillary products. How can this be increased, particularly in an area where audiences are limited and feeling the economic pressure? Are your expectations both realistic and stretching? What evidence do you have of your opportunities eg by studying existing audience data? Do you have commercial data, and if not how might you access it?
13. **Seek out help with your financial planning** – many funders offer some help with applications. In Peterborough there are sometimes workshops (eg at Chauffeur’s Cottage) to support new applicants. The Cultural Alliance will be promoting better sharing of audience and market data to help projections. Look around for opportunities to collaborate and grow your proposal and expertise.



A Demonstrator Programme of collaborative projects furthering the strategy

14. The Cultural Steering Group, alongside developing the Peterborough Cultural Alliance, has been considering how to develop new and existing projects to
 - demonstrate the values of the Cultural Strategy,
 - promote investment in our new approach and
 - support emerging proposals for a City of Culture bid.

15. This will be an important element in the next stage of achieving the vision set out in the strategy. We will use the programme to promote:
 - **collaboration** – all the projects allow us to work together, often in new ways
 - **learning**– taking the principle of action learning, and using these projects as ways to get better at delivering the Vision of a transformed Peterborough
 - **momentum** – building on the progress and partnerships to date and continuing to develop the profile, diversity and range of culture in Peterborough
 - **connection** – we aim to tackle the issues and gaps identified in the Strategy and start connecting up our communities
 - **joy** – that essential ingredient named in the consultation as coming from culture and creativity.

16. The proposals in the Demonstrator Programme do not come from a blank sheet of paper but from the intensive work of the last year. Our explorations have led to a multi stranded programme. We will be looking at support from businesses and other sponsors, building on the relationships created through the Café Culture programme and capturing conversations about every partner’s ambitions. This programme is still in development but currently includes the following proposals:
 - *Three year support for the Cultural Alliance* would be as set out in the Leadership Model. The CSG will be looking to ACE and PCC for this support, as the primary funders of the strategic development, while seeing the proposal for an Alliance as closely connected to the other elements of this demonstrator programme;
 - *Ongoing support for the Culture Forum* which has been a crucial space for practitioners and community leaders in the area to come together, learn and influence developments;
 - *Reimagining museum spaces and displays* – building on the collaborations initiated with community members and artists, to create an active project. Co-production workshops will inform new curation of physical and digital spaces; seed funding is already in place and this programme would enable delivery;
 - *A heritage accelerator programme* (from third quarter 2022) working with further and higher education, building skills in newer communities, and running a small grants programme to showcase heritage and capacity.
 - *Matchmakers* for heritage, arts and community programming building on the success of Millfield Link and Northern Soul of Peterborough to develop a mechanism for creating change through brokerage and experimentation;
 - *Bringing the Outside In*: a programme of street art on prominent sites both outside and inside, building on the vibrant street art scene in Peterborough;



- *Co-created programme at the mini-Vine building* on the approach initiated by Metal in September 2021
 - *Right Here Right Now* – supporting the sounding board of young practitioners brought together by Jumped Up Theatre to create a Zine about activities/ issues that are important to young people. This would be a combination of digital, live and print - co-created through commissions with artists.
 - *Creative conversations* - to build young people’s strategic engagement with culture, to be led by PHACE with support from Norfolk & Norwich Festival Bridge; contains two strands of work with young people: a creative collective and a curated series of conversations or workshops.
 - *Develop capacity to support events, small venues and touring:* as the separate paper on Resources and Infrastructure Analysis sets out, this analysis shows that there are many smaller and pop-up venues: indeed the whole Strategy illustrates the enormous range of potential sites for cultural production alongside the wealth of festivals held in Peterborough. The experience of development organisations such as Metal and Peterborough Presents have highlighted a series of questions about access, skills and technology to enable such sites and events to reach their potential. A collaborative project, run by Metal, is proposed to work with venues, festival organisers and groups involved in touring (especially rural touring) to ascertain what is needed, broker the best relationships and develop the best, most sustainable route to delivery of a flexible, developmental equipment infrastructure. This will also include the Culture Forum and potential partners such as the Young Technicians Academy.
17. Bidding for this ACE programme is expected to open in mid-November and so CSG has directly approached possible collaborators in this demonstrator project to create a clear programme upholding the long term ambitions of the Strategy. Over time, we would expect multiple proposals for this and other funding streams, using the investment principles set out above and highlighting collaboration and leverage.