



Peterborough
Cultural Strategy

**INAUGURAL CHAIR OF THE
PETERBOROUGH CULTURAL ALLIANCE**
A unique opportunity to make a difference

Information for applicants

Peterborough is on the brink of change. Large-scale growth, a new university, reshaping our economy, the impact of climate change – all are happening right here, in our city...

Thank you for your interest in becoming the inaugural Chair of the Peterborough Cultural Alliance.

We know the successful candidate will both have immense fun – and make a real difference.

Peterborough is a high priority for the Government’s Levelling Up agenda and for arms-length funding bodies, all of which recognise our potential as a place to invest, study, live, work and spend leisure time. We need a cultural life that is ready for future gains and challenges – and we need the right leader to help shape it.

Partners, practitioners and audiences have all recognised that Peterborough should have a strong voice and ‘centre of gravity’ for its cultural life. Our new Cultural Alliance – nimble, strategic and value-driven – will fill that need. Its first Chair will have an extraordinary impact not only during their own tenure, but for many years beyond. The Board will be a diverse, innovative and exciting group who can help everyone in Peterborough make the most of creativity.

All stakeholders are strongly committed to enabling Peterborough to live up to its potential and maximise the opportunities inherent in our people, our economy and our heritage.

The new strategy can be found in full at www.peterboroughculturalstrategy.org.uk, which includes supporting documents; a record of the process; and evidence of the multiplicity of voices and the cultural commissions that have been part of this story.

We wish you success with your application.

The Members of the Cultural Strategy Group

Matthew Bradbury, Nene Park Trust
Pat Carrington, City Culture Peterborough
Adrian Chapman, Peterborough City Council
Jamie Fenton, Peterborough City Council
Kate Hall, Jumped Up Theatre
Jack Heaton, Arts Council England
Stephanie Peachey, Festival Bridge & PHACE
Mark Richards, Metal

By 2030, Peterborough's cultural scene will be transformed

- A better place for living, working, studying and visiting – with culture at its heart
- Breadth and diversity in cultural life, driven by its amazing range of communities and young population
- Boundless creative energy and innovation, supporting the city's growth
- A huge range of outward-looking cultural activities
- Peterborough people working together and doing great things
- An astounding heritage offering, accessible to everyone
- People making and learning throughout their lives
- People loving the environment, and embedding nature in their way of life

The role

Inaugural Chair of the Peterborough Cultural Alliance (Unpaid, but with reasonable expenses)

We aim for Peterborough to take a leading role in the national culture as a thriving centre and destination, and you will have a pivotal role in achieving these ambitions.

The Chair's role is to help partners, stakeholders, practitioners and audiences to work together to deliver the new cultural strategy for the city. The strategy has been developed after a long consultation period, and is focused on making real, lasting improvements in place that is a high priority for government, funders and partners in all sectors.

The Vision for Peterborough in 2030 is a transformed cultural scene, renowned for its connections, vibrancy and reach. The population of Peterborough is both younger than the national average and very diverse. Around every corner are exciting cultural opportunities, from a great Cathedral to the love of Lithuanian film, to our new performance-poetry festival.

We are looking for someone who can bring people together and be a credible ambassador for culture and heritage – locally, regionally and nationally.

This is a unique opportunity to make a real change in the cultural lives of our residents and visitors, and to foster a stronger economy for everyone.

For an informal discussion please contact

* Sarah Tanburn on 07771 945945

* Adrian Chapman, Deputy Director: People and Communities at Peterborough City Council on adrian.chapman@peterborough.gov.uk or 07920 160441

* Matthew Bradbury, Chief Executive of the Nene Park Trust on Matthew.Bradbury@NeneParkTrust.org.uk or 07860 601384

For further information, visit [here](#)

To apply, please send your completed application form and equalities monitoring form to Amanda.Elphick@NeneParkTrust.org.uk by 5pm on Monday 29 November 2021

TO APPLY FOR THIS ROLE NOW VIA OUR ONLINE APPLICATION FORM, PLEASE CLICK HERE

Recruitment and selection process

The anticipated schedule is

Opening Date:	5 November 2021
Closing Date:	29 November 2021
Notification to longlisted applicants by	3 December 2021
First round interviews by zoom	w/b 13 December
Second round interviews in person	w/b 20 December or 6 January

Interviews will be held at Chauffeur's Cottage, central Peterborough

An offer will be made to the successful candidate shortly after this. Candidates should note that any offer of this role will be subject to satisfactory written references and possibly a Disclosure and Barring Service check.

The intention is to form a new legal entity which would then hold this contract.

Until then:

The contract will be held by Jumped-Up Theatre until the Cultural Alliance is created as a separate body.

Further details

Inaugural Chair of the Peterborough Cultural Alliance

Our leadership model is clear, though at the time of writing the precise formal structure of the Alliance is still to be decided. The Chair will be part of that decision. Whatever model is adopted (eg Community Interest Company or charity) it is envisaged that it will be run by a board of directors, a minority of whom would represent the formal owners of any company structure. The Alliance will be working closely with both formal stakeholders and groups or networks representing cultural practitioners in heritage and arts in all sectors, and with community leaders.

In this description, 'directors' should be taken to mean all the members of that board. Partners and stakeholders means that network of individuals, groups and organisations active in the cultural life of Peterborough.

We emphasise that this is a non-political and non-partisan role.

Role summary

The Chair will

- Enable the Alliance to fulfil its responsibilities to work with partners to deliver the Cultural Strategy for Peterborough
- Work in ways that uphold and embed the values of the Cultural Strategy
- Support and enable the network of partnerships and transparency envisaged in the Strategy
- Speak for culture (arts and heritage) in Peterborough and enable others to do so
- Recruit and hold to account the staff funded and managed by the Alliance

The Chair will have a particular responsibility to

- Create a board or leadership group that represents and articulates the diversity and capacity of Peterborough and can speak for the area
- Establish a formal structure that has the resilience and flexibility needed to deliver the strategic objectives
- Develop and embed the networks and relationships that will enable cultural partnerships and collaboration to grow
- Recruit the first director and other staff
- Develop a long-term funding model that builds resilience for the sector

She or he will act as an ambassador for culture in Peterborough, and support stakeholders, practitioners and audiences to do so.

Principal responsibilities

- **Provide leadership to the Alliance, its board and its partners, with greatest impact for residents and visitors to Peterborough by**
 - Ensuring that a robust, resilient structure is created that reflects Peterborough
 - Ensuring that the Alliance is capable of and orientated towards delivering the Cultural Strategy
 - Making sure that the Alliance is able to regularly review major risks and opportunities, and satisfy itself that systems are in place to take advantage of opportunities, and manage and mitigate the risks
 - Enabling the Alliance to develop a sound financial future, with systems in place to ensure financial accountability to partners and funders
- **Ensure that the governance arrangements are working in the most effective way for the Alliance by**
 - Developing the knowledge and capability of the members and key partners
 - Encouraging positive change where appropriate, and addressing and resolving conflicts within the Alliances
 - Ensuring that the group of directors is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to lead the Alliance effectively, and which also reflects the values of diversity and priorities contained in the strategy
 - Working within any agreed policies adopted by the Alliance
- **Act as an ambassador for the cultural scene in Peterborough by**
 - Maintaining close relationships with key stakeholders and with key influences
 - Acting as a spokesperson for the Alliance and its partners when appropriate
 - Representing the Alliance and partners at external functions, meetings and events
 - Facilitating change and addressing any potential conflict with external stakeholders
- **Chair meetings of the Alliance, its partners and the directors, effectively and efficiently, bringing impartiality and objectivity to the discussion and decision-making process and ensuring where necessary that decisions are made and recorded properly. In particular by**
 - Ensuring that directors are fully engaged and that decisions are taken in the best, long-term interests of the Alliance and the cultural scene in Peterborough
 - Fostering, maintaining and ensuring that constructive relationships exist with and between the directors, partner organisations and forums, and any staff
 - Working closely with the Director (when appointed) to give direction to Alliance development and ensuring that meetings are well planned, meaningful

and further the objectives of the Cultural Strategy

- Monitoring that decisions taken at meetings are implemented
- Attending other committees or working groups when appropriate in the role as Chair
- **Establish and build a strong, effective and a constructive working relationship with the Director and any staff team by**
 - Steering a robust and effective recruitment process for the inaugural Director and first members of staff
 - Ensuring they are held to account for achieving agreed strategic objectives
 - Supporting the Director, whilst respecting the boundaries that exist between the two roles
 - Ensuring regular contact with the Director, and developing and maintaining an open and supportive relationship within which each can speak openly about concerns, worries and challenges
 - Conducting an annual appraisal and remuneration review for the Director in consultation with other directors
 - Ensuring that the Director has the opportunity for professional development and has appropriate, external professional support

The above list is indicative only and not exhaustive. The Chair will be expected to perform all such additional duties as are reasonably commensurate with the role.

The Chair will serve a three-year term to be eligible for re-appointment for one additional term. There is the option to extend for a further year in exceptional circumstances. The additional year would be used to aid succession planning.

In addition to chairing the main Board meetings, the Chair has the right to attend partnership meetings, especially those which contribute to Alliance accountability to the wider cultural scene such as forums and meetings with funders.

Key Specification

Chair of the Peterborough Cultural Alliance

In addition to the qualities required of a director of the new Alliance when created, the Chair must also meet the following requirements

Personal qualities

- Demonstrate a strong and visible passion and commitment to the values, vision, objectives and recommendations of the Peterborough Cultural Strategy
- Personal gravitas to lead a significant local organisation
- Exhibit strong inter-personal and relationship-building abilities, and be comfortable in an ambassadorial role
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- Strong networking capabilities that can be utilised for the benefit of the charity
- Ability to foster and promote a collaborative team environment
- Ability to commit time to conduct the role well, including travel and attending events out of office hours

Experience

- Demonstrable experience of implementing strategic thinking via executive decision-making and leadership
- Successful track record of achievement through their career
- Experience of working with or as part of a board of directors / directors and in a complex, networked environment where building trust between organisations is key
- Experience of external representation, delivering presentations and managing stakeholders
- Significant experience of chairing meetings and events

Knowledge and skills

- Knowledge of the importance and value that arts and heritage bring to people's lives, and the importance of creativity in building successful communities
- Strong leadership skills, ability to motivate staff and volunteers, and bring people together
- Financial management expertise and a broad understanding of finance issues for cultural organisations
- Proven understanding of commercial performance, people management, leadership, objectivity and evaluation, assessment and scrutiny

Role Description

Chair of the Peterborough Cultural Alliance

All directors should be committed to the Cultural Strategy and the role of the Alliance, and must aim to help the Alliance deliver the strategy most effectively for public benefit.

Main tasks

- **Strategy:** to help formulate and regularly review the Alliance's approach to delivering the Cultural Strategy, to develop effective plans and to agree overall policy
- **Performance:** to evaluate performance against the Alliance's aims and the recommendations of the Strategy, and to ensure that the activities, policy and practices of the Alliance are in keeping with the objectives; recognising that achieving the 2030 vision will be an evolving discussion
- **Assurance:** to understand the Alliance's role and any legal responsibilities, and to ensure that the Alliance complies with the legal and financial requirements of the determined structure and governing documents

Main duties

- To be committed to good governance and to contribute to the Alliance's continued improvement including accountability to stakeholders, partners, practitioners and audiences
- To support and reflect the vision, values objectives and recommendations of the Cultural Strategy at all times
- To contribute specific skills, interests and contacts, to support the Alliance and directors to reach sound decisions. This may involve scrutinising papers, leading discussions, focusing on key issues, or providing advice and guidance on new initiatives and generally acting as a 'critical friend' in the areas of specialism that they bring to the Alliance
- To follow the Code of Conduct at all times
- To attend meetings, working groups and site visits, and actively contribute to discussion
- To appoint the Director and staff, and monitor their performances
- To ensure the effective and efficient administration of the Alliance, and its financial health
- To be an active director in exercising its responsibilities and functions
- To maintain constructive relationships with staff
- To take part in training and development sessions provided for the benefit of directors
- To fulfil such other duties and assignments as may be required from time to time by the Board

Competencies and Skills Profile

Chair of the Peterborough Cultural Alliance

Competencies

- Directors should have a history of achievement that reflects high standards for themselves and for others, and demonstrate how they can perform at the level needed to deliver the Cultural Strategy. The skills, knowledge and personal characteristics of the directors as a group should cover the following competencies:

Leadership

- Able to demonstrate commitment and to remain focused in unpredictable circumstances
- To be able to lead the organisation and its partners through change and to shape the culture of the Alliance
- To have high ethical standards and integrity

Creative problem-solving and innovation

- Able to think creatively to analyse the viability of new ideas and identify future consequences across a wide range of issues

Communicating and influencing

- Able to anticipate and use the most effective approach to influence people and situations
- Willing to encourage and listen to the views and opinions of others, and to be articulate and persuasive, and able to build effective relationships
- Able to constructively challenge and contribute to the development of strategy

Decision-making

- Able to reach conclusions based on a rational interpretation of available information, whilst keeping to the level of detail appropriate to the Director's role

Representing

- Able to create and maintain a good image for the Alliance, to demonstrate loyalty, and build and manage external relationships
- In particular, to be able to play an ambassadorial role, engaging with communities, practitioners, stakeholders and partners in furtherance of the Cultural Strategy

Business awareness and risk management

- To be able to interrogate and evaluate business propositions presented to the directors

- Competent in the use of financial reports and able to assess whether the financial information is accurate, and that financial controls and systems of risk management are robust and defensible

Performance management

- Ability to scrutinise the performance of the staff in meeting agreed goals and objectives, and monitor the reporting of performance. Able to fulfill a prime role in appointing and, where necessary, removing senior management

Team working

- Willing to challenge freely and constructively, but also to accept consensus decisions

Cultural Strategy and objectives

- Clear understanding of and empathy with the Alliance's role in delivering the Cultural Strategy.
- To live/work locally enough to participate in the cultural life of Peterborough as practitioner and/or audience

Self-management

- Capacity to prepare well for meetings and demonstrate enthusiasm for and commitment to the work of the Alliance, respecting confidences and responding to issues requiring action between meetings

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Peterborough Cultural Alliance

The Cultural Alliance is established by the new Cultural Strategy for Peterborough. The Vision for Peterborough in 2030 is a transformed Cultural Scene, 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 an inspiring range of communities, and a young and engaged population
- Boundless creative energy and innovation that is supporting the city's growth
- Peterborough people working together and doing great things
- Its outward-looking and impressive range of cultural activities
- 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

To achieve this vision, the core objective of the Cultural Strategy is to foster and promote a vibrant culture in Peterborough which

- Drives excellent art and celebration of heritage
- Connects, reflects and includes Peterborough's many diverse communities
- Is environmentally sensitive and celebrates how people in Peterborough love and work with their environment
- Is an economic driver for creative

industries, for tourism and for inward investment

- Promotes and grows Peterborough as a cultural destination welcoming visitors, businesses and communities

The Strategy has made five recommendations against which success will be measured:

1. Grow the cultural activities of all partners

- Enabling everyone to have 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
- Creating and enhancing culture that transforms lives and underpins cohesion, quality of life and prosperity in Peterborough
- Celebrating and reflecting diversity of communities in practical ways, including programming, marketing, allocation of spaces, festival access etc
- Celebrating Peterborough's open spaces and beautiful buildings, reaching net zero by 2030 and building environmental impact into everything we do, from good practice in venue management to programmes celebrating and protecting our landscape
- Growing confidence, skills and capacity to make amazing work here in the city through residencies, business start-ups, workspace and other support

2. Bid for City of Culture for 2029

- Building on the preliminary work started in 2021 with and by the Combined Authority for Cambridgeshire and Peterborough

- Accelerating the growth of outward-looking and rich relationships, supporting the repositioning of Peterborough regionally, nationally and internationally, in collaboration and competition with other medium-sized cities, as a destination and site for culture
- Developing a robust programme that accelerates participation and activities across Peterborough

3. Create resilient, effective and inclusive cultural leadership

- Establish a body for culture (arts and heritage), provisionally named the Peterborough Cultural Alliance (PCA), to be owned and governed as set out in leadership paper (Annexe 3 to Scrutiny Report)
- Ensure cultural leadership is reflective of the whole city so it can be effective in delivering the Strategy, through inclusive recruitment, membership and other processes
- Commission new art work and work in response to – or celebrating – our heritage, working with local and visiting practitioners in a range of venues, and ensure it is widely known about and accessible
- Promote systems and processes that support practitioners and organisations to do better work, and collaborate and innovate together
- Report publicly once a year on progress against this Strategy, with an in-depth review in the second half of 2026, and renewal of the Strategy overall in 2031.

4. Maximise investment in culture in Peterborough, with cultural organisations working with all the other important elements of

Peterborough’s development, for the future; building resilience so culture supports and enables people at all stages of their lives. The strategic approach will include

- Developing and sustaining cultural investment for the long term in Peterborough, through leverage and growing capacity, reflecting the growth plans for the area; recognising HMG’s strategy for Levelling Up and the ACE shift to a place-based agenda as well as the impact of culture in attracting private-sector, inward investment
- A Peterborough-wide collaborative approach to bidding for future funds, whether commercial investment, philanthropic or public support to asset development and improvement, promoting the objectives and vision of this strategy
- A funding stream between PCC, ACE and other investors that secures resources for the proposed Alliance for three years, which includes capacity to lever other investment streams over the longer term, as part of a shared programme of collaborative interventions, including developing a heritage community capacity, a programme for the mini-Vine and support for post-COVID resilience and growth across the sector
- Include a wider definition of culture in the next Infrastructure Funding Statement on the use of CIL resources, enabling use of funds to grow capacity as envisaged in this Strategy, both through PCC itself and in partnership with communities and Parish Councils

- Supporting and enhancing the delivery of inward investment objectives as in the Stronger Towns Fund and other regeneration and growth programmes

5. Build stronger partnerships within and beyond the cultural sector, especially

- Ensure joined-up marketing and promotion for the cultural life of Peterborough, whether events, heritage assets, festivals, open buildings and so on. Build collaboration both for front-end content and data-sharing to build stronger markets for culture
- Work with young people (under 25) to formulate their best way to interact with the Alliance and hold it to account, and ensure their input into programming, curation, participation and delivery; undertake this work in a creative, artist-led manner that reflects the work to date in being outcome focused, creating new art and connected to their immediate concerns. Implement the outcomes of this project
- (Re)create a network of heritage attractions to work together on promotion and marketing, to include a proactive approach to intangible and oral heritage. Ensure a strong relationship between arts (contemporary practice) and heritage assets and activities. This network to embed a robust approach to profiling and collecting heritage assets from newer and more diverse communities, and working with those communities to build audiences
- Work with festivals to encourage participation and co-production

across cultures and communities, and increase awareness and joy in the diversity of Peterborough

- Work with partners in health, care and education to maximise the benefits offered by cultural activity, from volunteering with a Friends group to performing professionally, reducing reliance on other medical or other expensive, unsustainable interventions

These recommendations come from a substantive process of consultation and discussion, alongside learning from Peterborough's previous work in this domain and from similar places elsewhere. This is documented on the Cultural Strategy website, at www.peterboroughculturalstrategy.org.uk

The whole strategy, and the Alliance in particular, are driven by a set of values adopted by all the partners

- 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 that make it 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

Our plans are... Ambitious!

Peterborough might be said to punch below its weight given its long and dense heritage, the vibrant cultural energy of its communities and the opportunities offered by fast growth. We want to see the area achieve its potential and more. We want Peterborough citizens to boast about their home-town, tourists to recognise it as a must-visit destination, and investors to seize the openings here. We aim to be a magnet for creative people, whether as a base or a fixture on their tours. And we want to be City of Culture.

We believe all of this is possible.

To achieve it, Peterborough needs cultural leadership able to bring people together and inspire collaboration and creativity. We need a trusted body, the Alliance, to amplify the voice of the area, and that Alliance needs an inaugural Chair who shares our vision, ambition and pragmatism for the future.

Resources

The Cultural Strategy Group, which has led the development of the work so far, includes and was funded by both Arts Council England and Peterborough City Council. All stakeholders are currently working together to develop the resources for a three-year budget of approximately £450,000.

This would encompass

- A small staff team, including a Director
- Resources to enable commissioning and promote leverage for more
- Support to enable participation in the Alliance by freelancers, students and others not already paid by institutions to be 'in the room'

- Funding to enable the robust establishment of the Alliance (eg legal costs for set-up)

The potential for leverage is particularly important for the long term, as are the relationships initiated through Cambridgeshire and Peterborough's 2021 consideration of bidding for County/City of Culture.

The Peterborough Cultural Alliance is not envisaged as a core delivery body for cultural assets beyond this nimble, strategic capacity. Instead, it will work in close partnership delivery bodies (venues, attractions, production houses, destination management etc) to achieve the ambitions of the strategy.

The leadership model for the Alliance

The Chair will ensure that the Alliance is able to fulfil the ambitions of the strategy. This envisages a model and structure that delivers

- A credible and substantive organisation, capable of strong leadership, taking liabilities and adding real weight to any bidding process, public, philanthropic or private
- A resilient and creative approach
- Strong connections into other bodies and communities, especially those often under-represented in Peterborough's leadership structures
- Support to other strategic objectives for Peterborough while building long-term support for our cultural life

The leadership model has seven key objectives

- Overseeing delivery of the adopted strategy, including its vision and values

- Building partnerships with creative, heritage, voluntary, professional, business, education and community bodies
- Ensuring good communications around progress and between the different stakeholder groups
- Being a focal point for discussions about culture in the area, including progress towards bidding for City or County of Culture
- Ensuring cultural investment meets the core values of the strategy around connection, excellence and environmental stewardship
- Maximising cultural investment from all sources (eg by brokerage, partnerships and skills development)
- Being ambassadors for cultural Peterborough

To achieve these objectives the leadership model will need clear features – creatively exploiting the potential tensions between them will be a key responsibility for the Chair

- Effective: it will have a job to do, and will need the resources, tools, capacity and gravitas to do it
- Transparent: operate in ways people can see and understand
- Inclusive/listening/open/connected: reflecting the core values that have informed the strategy
- Plugged in: to the other leadership structures in Peterborough, including around climate emergency and economic development
- Resilient: not dependent on one or two individuals, and be capable of adaptation and change
- Learning – building both on experiences in the past and what happens over the life of this Strategy

A full paper setting out the model for the new Alliance is available at www.peterboroughculturalstrategy.org.uk

Code of Conduct for Directors

Introduction

Whether the Alliance becomes a charity or a company, its directors and/or Director will have legal duties and responsibilities. This Code is therefore necessarily a draft but seeks to encapsulate the expectations of probity, integrity and conduct that will be required.

This draft Code of Conduct is not a list of legal duties, although many of the elements of the code are based on legal principles. The conduct and practises recommended in this Code may go beyond what the law requires in some respects, but they are nevertheless fully consistent with the law.

Purpose of the Code

- To set out the relevant standards expected of Alliance directors in order to maintain the highest standards of integrity and stewardship
- To ensure that Peterborough Cultural Alliance (the Alliance) is governed in an effective, open and transparent manner and that directors are accountable for their actions
- To ensure a good working relationship with the staff

The Code

General

1. Directors should ensure that the Alliance complies with its governing documents and is carrying out the purposes for which it was set up, and no other purpose.

2. Directors should support the objects and mission of the Alliance, championing its work and using any skills or knowledge they have to further that mission.
 3. In all their dealings as directors, directors must act in the best interests of the Alliance.
 4. Directors must act with probity and diligence, manage the Alliance's resources responsibly and should take and consider professional advice on anything in which the directors do not have expertise themselves.
 5. Directors must administer the Alliance and all its assets in the interests of current, potential and future beneficiaries. This includes:
 - a) Not taking inappropriate risks with the Alliance's assets or reputation
 - b) Not over-committing the Alliance
 - c) Taking special care when investing or borrowing
 - d) Complying with any restrictions on spending funds
 - e) Checking that appropriate procedures and safeguards are in place to ensure adherence with the above
 6. Directors should hold themselves accountable to the Charity Commission/other regulator and the Alliance's beneficiaries for the directors' decisions, and the performance of the organisation.
 7. Directors should uphold the values of the Alliance and the Cultural Strategy, behave with integrity and conduct themselves in a manner that does not damage or undermine the reputation of the Alliance, or its staff individually or collectively.
 8. Directors should take into account how the Alliance is perceived by other people, other organisations involved with the organisation, and the public. They should make sure that the Alliance operates responsibly and ethically, in line with its own aims and values.
 9. Directors must make balanced and adequately informed decisions, which should be taken as a group together and accept joint responsibility for them. The extent to which any one director or a committee of directors is empowered to speak for or take action on behalf of the Alliance must be a matter for all directors to decide and record together.
 10. In order to develop a working knowledge of the Alliance and to assist in carrying out their role, directors should endeavour to maintain links and keep in touch with the Alliance, its staff and partners by participation in the cultural life of Peterborough.
 11. Directors should participate in induction and training and share ideas for improvement with the group of directors.
- Managing interests**
12. Directors must not receive any benefit from the Alliance unless it has been properly authorised and is clearly in the organisation's interests; this includes anyone who is financially connected to the Director, such as a partner, dependent child or business partner.
 13. If a director perceives an occasion of potential conflict (notably if a practitioner might wish to be considered for a commission wholly or partly funded by the Alliance),

they must excuse themselves from all discussion of the issue giving rise to conflict from the earliest opportunity.

14. Directors should avoid putting themselves in a position where their duty to the Alliance conflicts with their personal interests or loyalty to any other person or body. Directors who sit on the Alliance as the nominee or representative of a group or organisation must accept that their sole responsibility is to the Alliance, not to their nominating group or body.
15. Directors must aim to foresee and avoid any conflict of interest. Where one arises, a director must at once declare the interest and not participate in any discussion or vote taken on the matter by the other directors. A failure to declare a conflict of interest will be considered a breach of this Code. Any transaction under which the director will benefit either directly or indirectly must have proper legal authority.

Compliance

16. Directors should, with the help of the staff, formulate and review the Trust's vision, values and long-term strategy as well as policies for its delivery.
17. With the assistance of the staff, partners and appropriate professional advisers, directors should ensure that the Alliance complies with regulatory and statutory requirements and must exercise overall control over the organisation's financial affairs.
18. Directors should have a commitment to the development and implementation of good practice and continuous improvement throughout the Alliance's objectives.

19. Directors must be familiar with and keep under regular review the rules and constitution of the Alliance. Any changes must be made in accordance with constitutional and legal requirements.

Meetings of the Directors

20. Directors should give enough time, thought and energy to their role, for example by preparing for, attending and actively participating in all directors' meetings. Repeated failure to attend meetings and/or giving apologies for absence will result in the matter being raised by the Chair.
21. Unless there are exceptional or genuinely unforeseen circumstances, apologies for absence should be given at least 48 hours in advance of any meeting. Directors who are unable to attend a meeting are nevertheless encouraged to submit written comments on the papers in advance to the Chair.
22. Conflicts of interest should be notified 48 hours in advance of the meeting to allow the Chair to consider how the conflict is to be managed at the meeting.
23. Directors should bring a fair and open-minded view to all discussions of the Alliance and should ensure that all decisions are made solely in its interests of the organisation and its beneficiaries.
24. The board recognises, respects and welcomes diverse, different and, at times, conflicting directors' views. Where significant differences of opinion arise, directors should take time to consider the range of perspectives and explore alternative outcomes, respecting alternative

views and the value of compromise in Board discussions.

25. Following discussion and decision-making, directors must act in support of the overall decision. Those who strongly disagree with a particular decision may ask to have their objection minuted. A director who regularly and strongly cannot support Alliance decisions should consider their position.
26. Confidential information or material (relating to users, beneficiaries, members, staff, commercial business, etc) provided to, or discussed at an Alliance meeting must remain confidential. Directors are responsible for the security of these items outside of the meeting.
27. Directors have a responsibility to develop and ensure the maintenance of a properly constituted, balanced and competent group of directors including clear procedures for selection, election, training, retirement and if necessary, removal of directors and to ensure arrangements are followed for recruiting the Chair and staff team.

Relations with others

28. Directors will promote diversity and the different voices within Peterborough contributing to the cultural vision.
29. Directors will respect the different roles and boundaries of the staff, volunteers, stakeholders, partners and others involved in the cultural scene. Directors should work in accordance with the defined roles for the Chair and staff.
30. Directors should provide oversight and direction to the Alliance, and

support and constructive challenge to the organisation and its staff.

31. Directors must ensure there is a clear understanding of the scope of authority delegated to the staff. Directors should be careful, collectively and individually, not to undermine it by word or action. Directions given to the staff must come from the Chair or the group of directors as a whole, and not from individual directors.
32. Directors should act fairly and in accordance with good employment and equal opportunities principles in making decisions affecting the appointment, recruitment, professional development, appraisal, remuneration and discipline of the staff.
33. Directors will not make public comments about the organisation unless specifically authorised to do so. Any public comments made about the Alliance must be considered and in line with Alliance policy, whether made as an individual or as a director.

Leaving the Board

34. Directors recognise that substantial breach of any part of the Code may result in procedures being put in motion that may result in a director being asked to resign.

Additional information

The Leadership Model

Resources paper

Resource and Infrastructure Paper

These are all available on the website at <https://peterboroughculturalstrategy.org.uk/final-recommendations-and-supporting-documents/>