



**PETERBOROUGH CULTURAL ALLIANCE**  
**11 August 2022**

**AGENDA**

- 1 Introductions and apologies
- 2 Notes of last meeting
- 3 Peterborough Collective (was Creative Conversations) - Emilia Zirker and Stephanie Peachey.
- 4 The Collaborative Programme:
  - 4.1 Context and narrative
  - 4.2 Infrastructure and ecology
  - 4.3 Heritage and beyond
- 5 Other strands of the Transition Programme – update where not covered above)
  - Data and next steps (Sarah H) – verbal noting the AA workshop is the day before this meeting
  - Advocacy and comms ( verbal – Natalie P)
  - Networks & connections (verbal - Kate H/Sarah W)
  - Creative career pathways (Steph P)
- 6 Governance and establishing the Peterborough Cultural Alliance (verbal only, you will all be relieved to know.)
- 7 Finances and funding
  - PCC (unless covered at item 3)
  - Other
- 8 Updates if any
- 9 Comms
- 10 AOB



## PETERBOROUGH CULTURAL ALLIANCE

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11 August 2022

#### NOTES

##### 1 *Introductions and apologies*

Apologies received from Matthew Bradbury, Penny Hansen, Sarah Haythornthwaite, Rob Hill, Rachel Nicholls, Stephanie Peachey, Ross Renton

Present: Ivan Cutting, Jamie Fenton, Kate Hall, Natalie Phillips, Mark Richards, Caroline Wallace

Caroline Wallace, the new Relationships Manager at ACE, was introduced to everyone.

##### 11 *Notes of last meeting*

Agreed

##### 12 *Governance and establishing the Peterborough Cultural Alliance*

Quorum for Directors amended to never less than three and normally five.

**Mark and Natalie** (not at last meeting) to particularly look at the Objects and other details and ensure they are comfortable with comments to Sarah T by 22 August. After that Sarah and **Matthew** will ensure expert review. Sarah will also be seeking specific nominations for Directors and organisational/individual memberships.

Noted that the PCA is a non-political organisation and owned broadly across communities and sectors. PCC and ACE are therefore asked to nominate observers rather than directors, though individuals associated with the Council may choose stand as Directors.

##### 13 *The Collaborative Programme*

Could the heritage festival become the main thrust of the Programme, within which we can look hard at the three priority communities? This would give us the big idea which all the component parts could sit underneath and which PCA could lead in partnership with everyone else. Could then be eg biannual for 2024 and 2026, and would be a great learning experience.

Noted that we would need clear thinking on

- whether this would be heritage work with arts outcomes or vice versa.
- It would be very useful to create a well understood narrative and context. Would adopt a model of eg a fortnight window in which events/plays happen.
- Would also including an economic impact statement in the Bid, and
- we know councillors are very interested.
- This approach would enable both larger commissions and micro-commissioning opportunities.
- It will sit well with whatever comes out of the festival producers' conversation which Metal is bringing out
- The programming must also involve the diverse audiences.



Sarah T will convene a meeting specifically to talk about this, particularly with **Dave, Sarah W and Sarah H**, and a follow up with heritage bodies. It will be particularly useful to understand where Sarah W and Sheena are with this work, and any success with sponsorship.

Mark updated on the festivals related issues. Metal will invite voluntary and professional groups who organise outside events, for a dinner at Metal to test their ideas and needs. Is that a festival producer hosted within an organisation to support these groups? Is it an equipment bank (about which there are many reservations)? Is it relationships with existing Peterborough tech companies. This will also strengthen the bid. Likely to have the dinner in the first week of October.

**All** asked for contacts for that invite list, especially amongst the many diverse communities in the city which organise smaller events. Discussion considered the approach from Fun Palaces, including asking who they know here, any learning from the Renaissance One mini-Festival, the Beer Fest, the Green Backyard and others.

**Sarah T** will update the template from this discussion and circulate to partners for updates.

#### *14 Other strands of the Transition Programme – update where not covered above)*

- Data and next steps (Sarah H)

Email from Sarah H discussed. **Natalie** volunteered to sort out a venue for workshop on 7 September 1030 to 1230.

- Advocacy and comms (Penny H)

**Natalie** to pick up the leadership of this group. Mark suggested also inviting Adrian O to be on the group given his background.

- Networks & connections (verbal - Kate H/Sarah W)

**Kate** is picking this up as holidays end, and will be aiming to extend diversity, pull in more people etc.

- Peterborough Collaborative and Creative career pathways (Steph P)

Steph's update noted.

#### *15 Finances and funding*

- **PCC** – SPF bid is in. Just waiting for the outcome, hopefully in October. Other budget work suggests that there will be a bit less pressure on cultural services this year, and has enabled some time for next year considerations. Libraries is the biggest challenge. Also noted that both Adrian and Rob are stepping up, currently in acting roles. This may mean Rob more able to participate in this group.

The logo for Peterborough Cultural Alliance features several overlapping, multi-colored lines in shades of pink, yellow, blue, and grey, creating a dynamic, abstract design.

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- Other – Transition Programme budget management all on course.

*16 Updates if any/AOB*

Ivan reported on the R&D work for the Milton Hall project.

Natalie reported on Selladoor's work with the National Theatre, EETT Truck, Roundabout & other partners, bringing new projects to Peterborough. Their new Talent & Participation Manager will come to observe the next meeting.

Mark reported on new relationships in Bedford and Luton to bring together organisations involved in socially engaged practice as possibly a stronger network. Mark will keep everyone updated.

*17 Comms*

Meeting papers now up on the website.



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8 September 2022

### Item 4.1 Collaborative Programme: CONTEXT AND NARRATIVE

1. The programme is evolving to
  - Be multi-funded, with a significant amount expected to be in place by spring 2023 but with ongoing funding to be achieved in the 4-5 years of work
  - To have two streams: *infrastructure* and *heritage festival*
2. The other two papers in item 4 address each of these in turn. This paper seeks to sum them up with additional comments on the whole.
3. *Almost all the numbers in these papers are estimates, based on earlier work and do not yet allow for inflation.*
4. This two-part proposal would have some significant advantages:
  - It sits tightly with the strategic recommendations and the content of consultation
  - It is easy to explain
  - It gives a clear concept of growth and gain over the next four years (to 2026, three years of funding)
  - It offers clear hooks for leverage
  - The two parts are well linked given that an emphasis on heritage builds on Peterborough's under-sung strengths and addresses a major deficit in participation and profile for many communities
  - If it was decided to seek funding for the acquisition of Chauffeur's Cottage a crucial element of the cultural infrastructure, it would sit well with proposals.
5. *Summary so far (excluding Chauffeurs)*

<b>Spend</b>	<b>2022/23</b>	<b>2023/24</b>	<b>24/25</b>	<b>25/26</b>	<b>Total</b>
Infrastructure and Ecology	22,500	165,400	177,100	177,100	542,100
Heritage Festival	50000	260000	260000	260000	830000
<b>Total</b>	<b>72,500</b>	<b>425,400</b>	<b>437,100</b>	<b>437,100</b>	<b>1,372,100</b>

6. Clearly this is both not enough for all ambitions, but provides the starting capacity. It is also not subject to one funding source. We will await the Council's decisions post the Shared Prosperity Fund allocations by Government, NPO decisions by ACE and other opportunities.

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**Item 4.2 Collaborative Programme:  
INFRASTRUCTURE AND ECOLOGY: Implementing The Leadership Model**

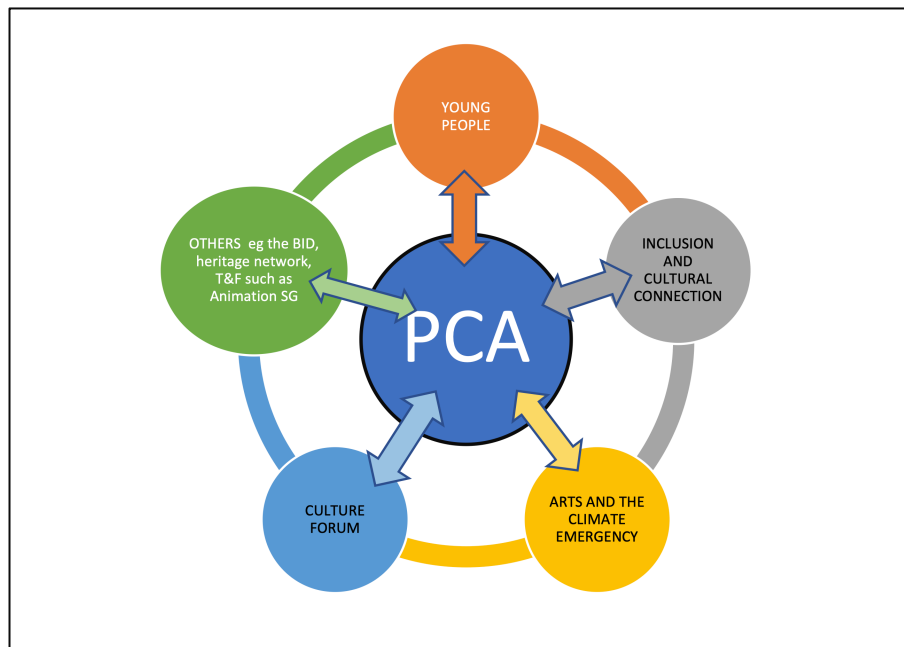
PCA are asked to:

- Note where we are with this leg of the programme
- Consider the proposed staffing bid for the PCA (paras 5 and 6)
- How to improve connection and diversity in the Board and networks (para 7)
- How to ensure good connections with groups and individuals directly involved in the climate emergency

1. The adopted strategy includes a Leadership Model (<https://peterboroughculturalstrategy.org.uk/wp-content/uploads/2021/10/Peterborough-Cultural-Alliance-the-leadership-model.pdf>).

This envisages a body – the Peterborough cultural Alliance, which sits within a web of relationships which themselves are as important as the board.

2. This is illustrated as:



3. This paper looks at where we are with each of these and the potential costs of expansion/enhancement of existing and new relationships.



*Peterborough Cultural Alliance*

4. Preparing the governing documents and establishing the organisation is part of the Transition programme and is well underway. Once we have agreed the first members and Directors (October) we will be established by Christmas as planned.
5. The model allowed for a small structure of a Director and two FTEs, plus small commissioning and participation budgets. Extending this to 2026 from April 2023 but *still excluding inflation*) this offers a budget as follows:

<b>Spend</b>	<b>2022/23</b>	<b>23/24</b>	<b>24/25</b>	<b>25/26</b>	<b>Total</b>
<b>Director</b>	17500	70000	70000	70000	210000
<b>2 FTE equivalent (recruited later)</b>	0	50000	60000	60000	170000
<b>Employers contributions</b>	3000	20400	22100	22100	64600
<b>Governance &amp; participation</b>	1000	10000	10000	10000	30000
<b>Small commissioning budget</b>	0	10000	10000	10000	30000
<b>Communications</b>	1000	5000	5000	5000	16000
<b>Totals</b>	<b>22500</b>	<b>165400</b>	<b>177100</b>	<b>177100</b>	<b>542100</b>

6. Note that we have not decided what the 2 FTE's should be but with a particular focus on *young people, ethnic minority communities and building heritage connections*. Given emerging proposals for both Peterborough Collective and the other leg of the Collaborative Programme we may wish to reconsider this and eg reduce this to one FTE with a strong focus on data-modelling, and slightly increase the comms budget.
7. Advertising costs for the Director are in the Transition Programme

*Inclusion and Cultural Connection*

8. This remains the large gap in the development of cultural leadership for Peterborough. The Board is invited to consider:
  - How to enhance current and emerging membership as the PCA is finalised
  - Whether one FTE should be fully committed to these relationships
  - Whether a specific budget should be set aside for building those connections, eg through commissioning, facilitating particular events etc

*Young People: Peterborough Collective*

9. Item 3 on the agenda will be a conversation with Emillia from the Collective. I have suggested to them, subject to this conversation, that they may wish to offer a proposal which allows some more consultation and exploration time from Xmas 2022 to June 2023 (depending on when exactly we get the bid in!) and sets a budget to implement the outcomes per year, possibly including a commissioning budget. At the moment this is therefore an impossible number to estimate.



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*Culture Forum and Heritage Network*

10. The precise expectation of funding for the Culture Forum is partially dependent on the NPO outcomes. Assuming those proposals are successful, PCA would be commissioning specific involvement and time from the Forum, so I have made a very rough guesstimate of £10K per year to support that work.
11. A much stronger voice for heritage has been a key priority for the CSG/PCA but very difficult to do in addition to the day job. If (as suggested in the paper on the Heritage Festival) a Festival Director was appointed, this would be in addition to someone dedicated to building connections. This is clearly a task which needs time, personal energy and the ability to build trust with disparate communities: the salary would be included above.

*Arts and the Climate Emergency*

12. We have not had direct discussions on this issue but in reviewing membership and connections, let alone commissions, this should be a key issue.

*Other connections and networks*

13. This is less a financial issue but a key function of the Board members and the staff. It is, for instance, clearly important to have Council participation and a senior representative from Peterborough Positive.

*Building and developing a data model*

14. This is a major area of work for the Alliance. Again, discussions this week will be crucial in considering scale and cost but I have put some costs in here simply to ensure the issue is well reflected at this stage.

*Chauffeur's Cottage*

15. At the time of writing both PCC and Metal are considering the issues. I have not included a capital element for this, but the Board should be aware that this would be a further major item.





*Financial summary*

16. It is clearly very early days and subject to the discussions above but this would suggest something like:

<b><i>Spend</i></b>	<b><i>2023/24</i></b>	<b><i>24/25</i></b>	<b><i>25/26</i></b>	<b><i>Total</i></b>
PCA	165400	177100	177100	519600
Inclusion & Connection (guesstimate)	10000	10000	10000	30000
Young People (guesstimate)	20000	20000	20000	60000
Culture & Heritage groups (guesstimate)	10000	10000	10000	30000
Building and maintaining a collaborative data model	50000	30000	30000	110000
<b>Totals</b>	<b>255,400</b>	<b>247,100</b>	<b>247,100</b>	<b>749,600</b>

17. For reference, this is the number used in part 4.1 of these papers.



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**Item 4.3 Collaborative Programme:**  
**THE HERITAGE FESTIVAL**

PCA is asked to consider:

- Does this approach look achievable and in turn with previous discussions?
  - Whether the figures are roughly right or way off the mark for our ambitions
  - Whether a common branding approach would be a good move
  - Does the *potential core* look right – more or less? Others? (See 2023 of the Outline at para 7)
  - Which month should we target?
  - Other comments/expertise/questions.
1. Partners met on 1 September to discuss how this might work as an overarching theme for the collaborative programme, within the context of multi-strand funding, capacity, timing etc set out in item 4.1
  2. We reviewed the context, and in particular:
    - The strong community support for the heritage festival shown during the strategy consultation;
    - The opportunities offered by heritage work to better reflect and engage with our priority communities, especially looking at post-war;
    - That Peterborough has an extraordinary heritage offer which is drastically undersold and exploited;
    - The links to environmental issues and open spaces, including land heritage;
    - The multiple opportunities for investment offered through building footfall for heritage;
    - and that greater footfall is an opportunity for businesses in its own right, but we will explore experience and multipliers elsewhere.
  3. There are a number of opportunities and links around in this space. We particularly noted:
    - NPT's commitment to build on the Celebrates Festival with a strong heritage pillar;
    - The BID's (Peterborough Positive) ambition to have two 'marquee events' a year in addition to promoting and supporting existing events, of which one might well be a heritage festival redux in 2023; and
    - The Museum service ambition to bring back the heritage festival if the money could be found;



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- The ambition for a data strategy which informs an Economic Impact Assessment and shows the value of investment to the economy
- Links to education providers at all levels, and
- The Museum’s shortlisted bid to bring a major attraction to a new venue for three years.

#### 4. At the same time there are constraints and capacity issues to be recognised:

- Inflation and the cost of living squeeze are hitting households and businesses: there is no point in setting up unrealistic income expectations (investment or sales), while recognising that people are in need of affordable entertainment, inspiration and connection;
- There is only so much that would be achievable in 2023.

### ***Proposed shape/strategy***

#### 5. Core principles:

- An expanded and ambitious approach to celebrating Peterborough’s heritage is at the core of the programme;
- A 4-5 year approach building upwards over time to enable Peterborough to take a much stronger place at the table as one of England’s premier heritage cities, closely linking heritage with creativity, environment, the arts and education;
- In building our approach we are mindful of multiple funding sources, not only ACE;
- We need a director/creator/creative producer to make it happen: it cannot be additional to the day job, and this role needs to be part of the core, early proposals and to run for those 4-5 years;
- We take an alternate year approach to enable growth in a manageable and learning-based way

#### 6. This would be *all* the Collaborative Programme outside the infrastructure leg.

#### 7. Outline:

Year (calendar)	Tasks	Costs	Sources	Comments
2022	Refine & submit Collaborative programme approach. Research on footfall multiplier from Heritage events. Build relationships with funders and partners. Create single branding for core events and others	Transition Programme and internal staff costs (except branding)		Museum bid decision due December
2023 (assume not more than 9 months)	1. Festival producer/director appointed 2. Sounding board/steering group in place	To be assessed (SCT and partners)	Various	<ul style="list-style-type: none"> <li>• Do PCA agree a single ‘Peterborough heritage fest’ brand would be useful and</li> </ul>

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Year (calendar)	Tasks	Costs	Sources	Comments
from funding decisions)	3. Identify a few 'core events' but add all the others which might count and create single branding 4. In core, include <ul style="list-style-type: none"> <li>• <b>marquee event in the centre (Peterborough Positive plan);</b></li> <li>• <b>heritage side of NPT Celebrations;</b></li> <li>• <b>potential oral/developmental heritage project from UCP;</b></li> <li>• <b>Museums new attraction if successful;</b></li> <li>• <b>one event led by ethnic minority community/ies</b></li> </ul> 5. Build good evaluation model alongside data work to demonstrate economic impact – to be maintained throughout 6. Throughout work with partners on all relevant opportunities and comms			to encourage everyone to be using it? <ul style="list-style-type: none"> <li>• What month might we pick? (BID views? September is the Open Doors month.)</li> <li>• Fundamental that the core and additional events are diverse and include post-war Peterborough.</li> <li>• Major expectation that these events have a significant arts commissioning component.</li> </ul>
2024	Major year for the 'return of the heritage festival' – month of events and showcases plus linking to other heritage events through the year	To be estimated	Various	Any significant anniversaries/themes we might pick up? Run a competition for it?
2025	A building year – return to model for 23 but bigger and with learning.			
2026	Major year -			Any significant anniversaries/themes we might pick up? Run a competition for it?

8. The core of the programme for which funding would be sought in the Collaborative Programme would therefore be:

- Festival director/producer (to be decided) – say £40K per year (based on comparison with Reimagine Redditch programme director currently in recruitment)
- 10K a year for evaluation
- Comms and branding – say 15K first year and 10K thereafter - 45K



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- Say £150K for **five core events** support and £50K leverage/seedcorn for others/growth partners etc

In a full year this would be 260,000. In 22/23, I have included a quarters costs on salary and to get other activities started:

Spend	22/23 (one quarter)	23/23	24/25	25/26	Total
Director	10000	40000	40000	40000	130000
Evaluation	5000	10000	10000	10000	35000
Comms & branding	5000	10000	10000	10000	35000
Core events	20000	150000	150000	150000	470000
Seedcorn/leverage	10000	50000	50000	50000	160000
<b>Totals</b>	<b>50000</b>	<b>260000</b>	<b>260000</b>	<b>260000</b>	<b>830000</b>

This is £830K (plus inflation and of course the events budget could always be bigger to be used across all partners and to assist with growth.

I *have not* yet spoken to HLF about this approach but we should consider the potential for a funding application to them for a significant element of this programme alongside the ACE Priority Places Programme.