

# **DIRECTOR, PETERBOROUGH CULTURAL ALLIANCE**

**A unique opportunity to make a difference**



**Dear applicant**

Peterborough continues to evolve and blossom: from ancient settlement to thriving New Town, it's become a place of vibrancy, heritage, a youthful demographic and plenty of diversity. The post of Director of the Cultural Alliance sits right at the heart of it all!

With extensive growth, a rapidly evolving economy and a new university, Peterborough is a high-priority target for the Government's Levelling Up agenda and funding, plus support from a variety of other stakeholders. Key to making the most of these opportunities will be offering residents and visitors alike the kind of rich cultural life expected of a successful, 21st century city, and the Peterborough Cultural Alliance is being formed to ensure this happens in a way that is sustainable, varied, inclusive and – above all – high quality.

The initial Cultural Alliance board comprises an exciting group of people who have already demonstrated innovation, resilience and a track record at securing funding and partnerships during difficult times. As the first Director of this board, you will get to have an extraordinary impact – not only during your own tenure but for many years beyond, heading up an inaugural team at the beginning of its journey, and fully embracing the opportunities Peterborough's people and places offer.

Our new Strategy can be found at [www.peterboroughculturalstrategy.org.uk](http://www.peterboroughculturalstrategy.org.uk), where you will also find supporting documents, a record of the process, and evidence of the multiplicity of voices and cultural commissions that have been part of this story so far.

**We wish you success with your application.**

Yours faithfully

Initial Board of the Peterborough Cultural Alliance





## Members of the initial Board of the Peterborough Cultural Alliance

**Ruth Campbell-Ekins**

Metal

**Adrian Chapman**

Peterborough City Council

**Dave Cramp**

Peterborough Positive & Cathedral

**Ivan Cutting**

Eastern Angles

**Jamie Fenton**

Peterborough City Council

**Kate Hall**

Jumped Up Theatre (co-Chair)

**Penny Hansen**

The Cresset

**Sarah Haythornthwaite**

Peterborough Presents

**Jamie Jones**

Anglia Ruskin University

**Liz Knight**

University Centre Peterborough

**Rachel Nicholls**

Inspire Education Group

**Ally Obberotman**

Norfolk & Norwich Festival Bridge

**Natalie Phillips**

Selladoor

**Stephanie Peachey**

Nene Park Trust

**Ross Renton**

Anglia Ruskin University

**Caroline Wallace**

Arts Council England

**Sarah Wilson**

Peterborough Museum

**Emillia Zirker**

Peterborough Collective



Picture credit: Platform 8



Picture credit: PP Millfield Festival



Picture credit: Leja Ankers



Picture credit: Mike Kwasniak





Picture credit: John Moore Photography

## Vision 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.

## DIRECTOR OF THE PETERBOROUGH CULTURAL ALLIANCE

**(Up to £60,000 per annum for the right candidate)**

By 2030 our aim is for a city transformed, offering an abundant cultural scene renowned for its connections, vibrancy and reach. And Peterborough is no empty canvas: the population of the city skews younger than the national average and is richly diverse; world-renowned heritage hot-spots such as Must Farm and the Cathedral sit alongside grassroots initiatives like our Lithuanian film club and performance-poetry festival. There's so much to work with, and so many good people to work alongside.

### **You are:**

- A person with a deep and passionate love of the arts, and a demonstrable understanding of various arts sectors and the way they work.
- Someone able to work across a wide range of communities, practitioners, organisation and individuals.
- A credible ambassador and broker for culture and heritage, both within and beyond the area.
- Able to build a genuinely connected and innovative organisation that can help us reach Peterborough's amazing potential.

### **You will:**

- Work with partners, stakeholders, practitioners and audiences to deliver the new cultural strategy for Peterborough. This strategy has been developed after a long consultation and is focused on making real, lasting improvements in a place that is a high priority for government, funders and partners in all sectors.
- Build collaboration and connections, create and develop partnerships that foster great cultural practise, encourage careers in the sector, and build bigger audiences.

**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.**

### **We are:**

- Committed to championing diversity in all its forms, particularly those who are underrepresented in the arts.
- Welcoming of the unique contributions that partners, staff and artists from all walks of life can bring in terms of their education, culture, ethnicity, race, sex, gender identity and expression, nation of origin, age, languages spoken, religion, disability, sexual orientation, and personal beliefs and opinions.



For an informal discussion please contact

**Sarah Tanburn** at [sarah.tanburn@workthewind.com](mailto:sarah.tanburn@workthewind.com) or on **07771 945945**.

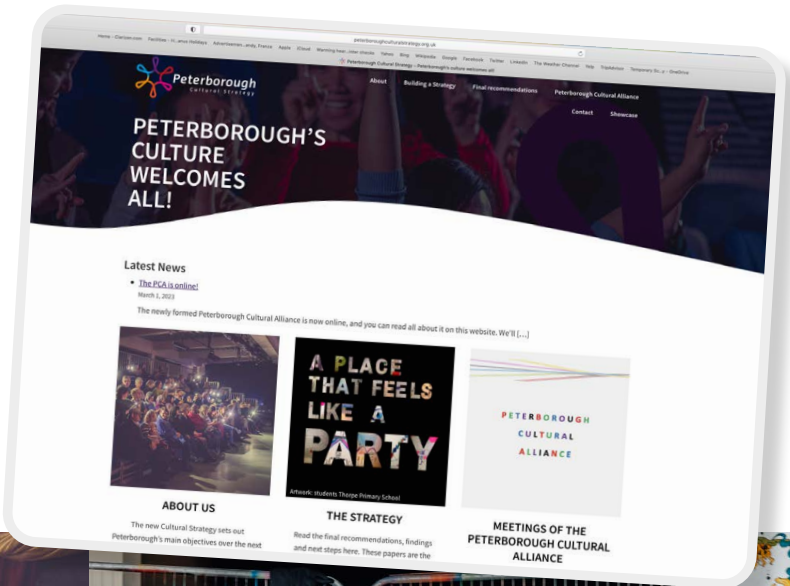
**Kate Hall** (co-Chair) at [kate@jumpeduptheatre.com](mailto:kate@jumpeduptheatre.com) or on **07813 840151**

For further information, visit [www.peterboroughculturalstrategy.org.uk](http://www.peterboroughculturalstrategy.org.uk)

To apply: please visit [peterboroughculturalstrategy.org.uk/seeking-the-director-of-our-new-cultural-alliance/](http://peterboroughculturalstrategy.org.uk/seeking-the-director-of-our-new-cultural-alliance/) (or click the link below), and complete the online application form and voluntary equal opportunities monitoring form.

**Applications must be submitted by midday on 11 April 2023.**

To apply for this role now, please click [here](#)



Picture credit: Platform 8

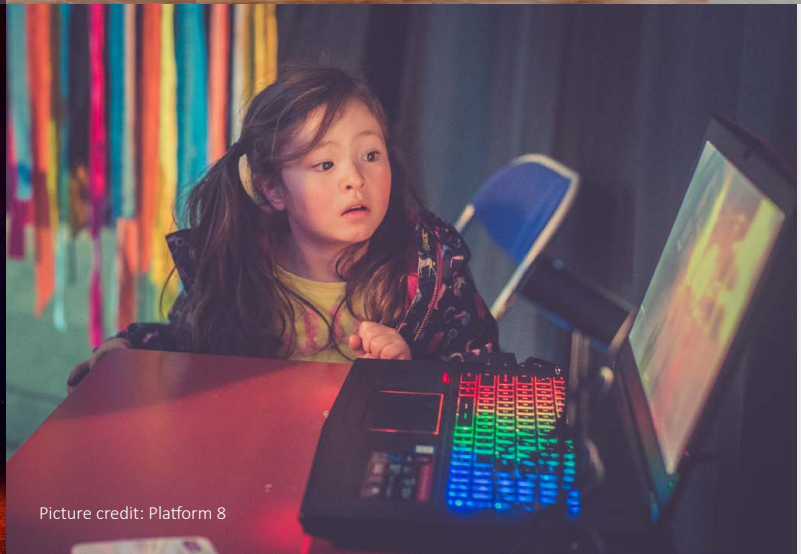


Picture credit: Lauren Irving



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Picture credit: John Moore Photography



Picture credit: Platform 8

## PERSON SPECIFICATION FOR DIRECTOR OF PETERBOROUGH CULTURAL ALLIANCE

### The Director must 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
- Able to think creatively to analyse the viability of new ideas and identify future consequences across a wide range of issues
- Personal gravitas to lead a significant local organisation
- Exhibit strong inter-personal and relationship-building abilities and be comfortable in an ambassadorial role
- Commitment to inclusion, connection and diversity so that the organisation and its networks reflect and enhance the diverse lives of Peterborough residents, businesses and visitors
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- Strong networking capabilities that can be utilised for the benefit of the Alliance
- Ability to foster and promote a collaborative team environment
- A clear commitment to high standards of probity, transparency and accountability in the development of relationships and in management of opportunities and resources
- 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 that reflects high standards for themselves and for others
- A track record of successful innovation and creativity in their approach to organisations and partnerships
- Experience of financial and budget management including securing funding, ensuring robust and resilient financial procedures and promoting transparency in the use of resources
- Experience of working with or as part of a senior management team in a complex, networked environment where building trust between organisations is key
- Experience of leading a team of staff, ensuring they have the skills, development and performance management to deliver the requirements of the Board
- Experience of working with a board of directors of a Community Interest Company, and an understanding of their roles and responsibilities
- Experience of external representation, delivering presentations and managing stakeholders
- Significant experience of chairing or leading meetings and events

### Knowledge and skills

- Knowledge of the importance and value the 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 good understanding of finance issues for cultural organisations
- Proven understanding of commercial performance, people management, leadership, objectivity and evaluation, assessment and scrutiny

## ROLE DESCRIPTION FOR DIRECTOR OF PETERBOROUGH CULTURAL ALLIANCE

### The Director 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, especially connection, participation and joy
- 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
- Be responsible for the sound financial management and accountability of the Alliance
- Recruit and hold to account the staff funded and managed by the Alliance

### The first Director will have a particular responsibility to

- Build on the work already underway to create a robust three-year programme of infrastructure and programming that embeds the vision and values of the Strategy
- Create and deliver a robust funding model for that programme in close collaboration with delivery partners
- Support the existing initial Board in creating a long-term Board, staff group and networks that represent and articulate the diversity and capacity of Peterborough and can speak for the area
- Develop and embed the networks and relationships that will enable cultural partnerships to collaborate and grow
- Recruit a diverse and energetic staff team as agreed by the initial Board and successors
- Ensure the formal structures have the resilience and flexibility needed to deliver the strategic objectives



*The Alliance is preparing to register as a Community Interest Company. Beyond that, the structure of the Alliance is still to be decided and the Director will take a lead role in shaping the team and in working with the Board towards its membership and first AGM. The CIC will be run by a board of directors and 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, ‘members’ should be taken to mean all the members of the Board. Partners and stakeholders means that network of individuals, groups and organisations active in the cultural life of Peterborough. We emphasise that the Director and members of the Board will work in non-political and non-partisan ways.*

## RECRUITMENT AND SELECTION PROCESS

The anticipated schedule is:

<b>Opening date</b>	6 March 2023
<b>Closing date</b>	11 April 2023
<b>Notification to long-listed applicants by</b>	19 April 2023
<b>First-round interviews by Zoom</b>	w/b 24 April
<b>Second-round interviews in person</b>	fortnight beginning 9 May

Interviews will be held in 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 that would then hold this contract. Until then the contract will be held by Nene Park Trust until the Cultural Alliance is created as a separate body. Nene Park Trust is the fund-holder for the resources already acquired.

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The Vision for Peterborough in 2030 is a transformed cultural scene, renowned for its vibrancy and reach





# PETERBOROUGH CULTURAL ALLIANCE

**The Cultural Alliance is established by the new Cultural Strategy for Peterborough. Outlined below are the vision and objectives for the Strategy, to be steered and led by the Alliance.**

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 supports 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 that

- 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



Picture credit: Thomas Byron Photography



Picture credit: Dark Earth



Picture credit: The Moment magazine

**Peterborough should have a strong voice and 'centre of gravity' for its cultural life**



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

**1. Grow the cultural activities of all partners to**

- Enable 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
- Create and enhance culture that transforms lives and underpins cohesion, quality of life and prosperity in Peterborough
- Celebrate and reflect diversity of communities in practical ways including programming, marketing, allocation of spaces, festival access etc
- Celebrate Peterborough's open spaces and beautiful buildings, reaching net zero by 2030 and building environmental impact into everything we do – from good practise 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. Accelerate 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. Develop 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 artwork 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 leverage 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, which 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 practise) 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](http://www.peterboroughculturalstrategy.org.uk)

The Strategy and the Alliance 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 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



Picture credit: Change Makers - Metal



Picture credit: John Moore Photography



Picture credit: Thomas Byron Photography



Picture credit: *The Moment Magazine*

## 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 city, 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 a Director who shares our vision, ambition and pragmatism for the future.

## RESOURCES

The Cultural Strategy Group that led the development of the work so far, includes and was funded by both Arts Council England and Peterborough City Council. All stakeholders are working together in an ACE-funded transition programme to develop a three-year programme. A core priority for the Board and the incoming Director will be to fund and deliver this programme with our partners.

This programme will have an infrastructure element and a Collaborative Programme, and is now in active development. In the infrastructure element is the staff team and

governance, building capacity amongst networks (particularly so far for young people and practitioners), developing robust data tools, support to building the active festivals offer, and a feasibility study for Chauffeurs Cottage. We are actively co-designing the collaborative programme with communities and practitioners during January and February 2023 to embed and sustain the vision and values. By the summer we expect to be ready to submit a large-scale Priority Places proposal to Arts Council England and have a clear plan for funding from other sources.

As we recruit our first Director, the Alliance has secured Shared Prosperity Resources of £264,800 from now until 2025. This is exactly half of the estimated core costs of the Alliance (as set out in our Leadership Model) over three years, comprising

- A small staff team, including this role
- 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 across the county and region. The Peterborough Cultural Alliance is not envisaged as a core delivery body for cultural assets. Instead, it will work in close partnership with delivery bodies (venues, attractions, production houses, destination management etc) to achieve the ambitions of the strategy.





**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.**



## THE LEADERSHIP MODEL FOR THE ALLIANCE

The Director will work with the Board to 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

1. Overseeing delivery of the adopted strategy including its vision and values
2. Building partnerships within creative, heritage, voluntary, professional, business, education and community bodies
3. Ensuring good communications around progress and between the different stakeholder groups
4. Being a focal point for discussions about culture in the area, including progress towards bidding for City or County of Culture



Picture credit: Mike Kwasniak



Picture credit: Platform 8



Picture credit: Emily Steele



Picture credit: Jess Lund



5. Ensuring cultural investment meets the core values of the strategy around connection, excellence and environmental stewardship
6. Maximising cultural investment from all sources (eg by brokerage, partnerships and skills development)
7. Being ambassadors for cultural Peterborough

**To achieve these objectives the Leadership Model will need clear features; exploiting the potential tensions between them will be an important matter for the Director, especially as the new body and staff team come into existence.**

- **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 behind 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

### **Additional information**

These are all available on the website at [peterboroughculturalstrategy.org.uk/final-recommendations-and-supporting-documents/](https://peterboroughculturalstrategy.org.uk/final-recommendations-and-supporting-documents/)

- The Leadership Model Resources Paper
- The Resource and Infrastructure Paper





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