



PETERBOROUGH CULTURAL ALLIANCE

2 FEBRUARY 2023 at 1630 IN PERSON AT THE NEW THEATRE

AGENDA

- 1 Introductions and apologies
- 2 Notes of last meeting
- 3 Condolences on the ill-health of the co-chair and consideration of any interim arrangements
- 4 **Financial and other contextual updates:**
 - 3.1 Shared Prosperity Fund
 - 3.2 Anything else
- 5 **The Infrastructure leg of the programme**
 - Costings and plan
 - Review of the Peterborough Collective proposal
 - Data: proposal for the tender
- 6 **Recruitment**
 - Recruitment of the Director
- 7 **The Collaborative Programme - review of workshops underway in January** (Kate verbal)
- 8 **Other strands of the Transition Programme** – update where not covered above)
 - Data and next steps (Sarah H) – also see plan for infrastructure leg
 - Advocacy and comms (Natalie P) - also see plan for infrastructure leg
 - Networks & connections (verbal - Kate H/Sarah W) if additional to 5 and 6 above
- 9 **Comms and PR**
- 10 **AOB**

Item	Attachment
2	PCA NOTES 050123
5	<i>Costings and plan</i> Infrastructure leg PCA 02023; V1 PCA 3 YEAR BUDGET 020223.xls <i>Peterborough Collective documents</i> PC_Theory of Change_Sept22; Peterborough Collective 20k Draft Budget. Xls; The Peterborough Collective- Young Artist Development Project Proposal; Branding Brief - Copy fo Webpage; Recruitment Brief - Copy for Webpage; Recruitment Brief – FAQs <i>Data</i> PCA Data framework delivery brief - for PCA Feb 23
6	Director Recruitment PCA 020223; Director of the Cultural Alliance Recruitment Pack v3



PETERBOROUGH CULTURAL ALLIANCE
5 January 2023

NOTES

1 Introductions and apologies

Present: Ruth Campbell-Ekins, Dave Cramp, Ivan Cutting, Jamie Fenton, Sarah Haythornthwaite, Damian Hebron, Jamie Jones, Liz Knight, Ally Oberrotman Steph Peachey, Natalie Philips, Sarah Tanburn, Caroline Wallace, Emilia Zirker,

Apologies: Kate Hall, Matthew Bradbury, Penny Hansen, Sarah Wilson

Sarah (chair) particularly celebrated the funding announcement.

11 Notes of last meeting

Note that item 5 should say Audience Agency will not have the ACE contract as Price Waterhouse has won it. Otherwise agreed.

12 Financial and other contextual updates:

Discussed the implications of the long delay in announcements and the possible need to spend or commit £40K by end of March. There are items we can spend on but please be alert for an urgent meeting if required.

13 Drafting the Infrastructure leg of the programme

- Core elements of the model
- Recruitment of a director
- Review of the networks and staffing
- Process

Noted the papers. Sub-group – Steph, Emilia, Liz, Ruth and Jamie. Natalie to be included insofar as the advocacy side of the work.

14 The Collaborative Programme - preparation for meetings in January (Kate)

In Kate's absence this was a verbal discussion. Several key points from discussion:

- while we want partners at the party we don't want to close down new ideas or partnerships or predict everything that might happen over three years;
- It is also important to manage expectations and have an open and transparent *process* (whilst not painting ourselves into an overly restrictive corner which inhibits creativity);
- Also recognising that important to acknowledge the work already done in the right area including on the thinking, eg on Creative Pathways outcome frameworks and clear principles for making change, including the four areas of focus so eg the UCP proposal is a direct response to those conversations last May;



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- This applies to other areas too: avoid reinventing the wheel and use the decisions, work, visioning and research already done, and that proposals explicitly build on what has gone before;
- Ensuring the connections, especially between the collaborative programme development and the Collective, was noted as particularly important
- Would be useful to find other organisations that have done this complicated decisions this way, bearing in mind this is a programme design not a grant making process;
- We will need to understand how ACE fits in to this if we have different strands of ACE money in projects, including answering match questions, relation to NPO funding and offering funding advice for those who don't get into the programme;
- Importance of being really open about the limitations of possibility, the strategic context, the timescales involved and the risks;
- Importance of encouraging all partners to participate, especially those *outside* the immediate cultural sector and in the Region of Learning and those named on the putative list of projects.

15 Other strands of the Transition Programme – update where not covered above)

- *Data and next steps* – next stage to be circulated from Sarah H which gives great baseline information for the next stage of the programme, and start commissioning the work to build the tools. This goes into the infrastructure leg.
- *Advocacy and comms* – Natalie reported on some conversations over the break and the impact of receiving the SPF funding. We have always recognised the need for better advocacy and comms for PCA, as well as for Peterborough as a whole. Should this build towards to an event or series of events to build awareness and understanding of the sector or something else? The first question is: does Peterborough know who we are? How do we shout it out more? Needs to build into a campaign and a launch. Should this be a collaborative campaign eg with Opportunity Peterborough etc? Need to get clear about who the audience is and how there are aligned openings with other groups. Agreed to co-opt Dave on to that group, Natalie to talk to Emilia and align but press ahead with a plan for launch and comms in the future
- *Networks & connections* – all the excitement is building to the end of this month! Steph reported that she has spoken to the Music Hub who are very short of capacity so they will be using Steph as a conduit for information for now and ensuring their activity links closely to the Strategy and objectives. Jamie will talk to Living Sport about being involved, recognising we are in transition.
- *Governance* – deferred as Matthew unwell. Matthew and Sarah to discuss this in the near future.

16 Comms and PR

See discussion above.

17 Peterborough Positive tender for programme of events

<http://www.peterboroughpositive.co.uk/2023eventsprogramme>

The BID has just over 400 businesses who are levy payers supporting the objectives in the Business Plan. Key objectives are to tell people and businesses what is happening in the city, plus delivering a programme of events in the BID area. We learnt a lot from the Unlocking Peterborough campaign. Peterborough Positive is still a very lean organisation and is looking to



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appoint a a company to deliver the programme which must happen in the City Centre, recognising that it is not a big budget, and must start immediately.

Discussed the membership of the PP Board who represent the membership of the BID, including Matthew from the PCA as well as Dave himself so there should be good alignment. The BID is advised by Locus as a place-management consultancy, who are Ipswich-based and have previously worked with Eastern Angles.

18 AOB

- *Meeting of 2 February arrangements* – Natalie to send round a request about how many want to go to the show and Sarah to confirm the start time as *later in the day*.
- *PCVS meet the funder day* <https://www.eventbrite.co.uk/e/meet-the-funder-with-caroline-wallace-of-arts-council-england-tickets-486786941847>
- *Everybody* – WELL DONE from Caroline
- *Mirror* – yet again a vote by some disadvantaged residents. Natalie has been asked to make press comment and was encouraged to go ahead and point to the many amazing things happening in Peterborough.



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2 FEBRUARY 2023

TOWARDS THE INFRASTRUCTURE LEG

By Sarah Tanburn

This report builds on a brief paper discussed by the sub-group in January. It sets out where we are and the envisaged process for development.

The Board is asked to

- consider the contents and attachments,
- review the proposal from the Peterborough Collective
- Note the draft v1 budget, and
- (subject to confirmation of consent to proceed this way) consider the proposed budget for the next 18 months

The ‘infrastructure leg’ is that part of the three year programme intended to create a robust and resilient cultural infrastructure, including embedding the Leadership Model. Note that the SPF money is committed to the establishment of the Alliance, which I am currently taking as encompassing all of these elements. It is currently envisaged as having the following parts:

<i>Part</i>	<i>Where we are</i>	<i>What needs to happen</i>
Creation of the PCA	Outline of team needs to be reviewed when director in place but see what’s needed. SPF money must be used on this and next item	Agreement to a core budget (staffing structure, governance, comms etc) for which funding can be sought. (SCT)
Support to core networks	Culture Forum: determine what is covered in NPO and what might additional. Collective: determine proposal for inclusion Others – to be considered	Info from KH and EZ to take us to next stage. Consideration of any resources to be allocated/bid for other networks at this stage. (Model talks about minority communities, environmental links and heritage in particular.)



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Data framework	Considerable work already done now needs turning into a fundable proposition	Led by Sarah H but all PCA will need to buy in to this for it to work. After the PCA itself this is the <i>key priority</i> from the Cultural Strategy
Economic Impact Assessment	Recognised as a key requirement. Might be tendered with data work or separately	SCT and Sarah H to review with other interested partners (including BID and Opportunity Peterborough) to create a fundable proposal with a clear brief.
Comms PR and Branding	Ongoing thinking as part of advocacy as discussed at 5 January meeting.	Led by Natalie but all PCA will need to buy in to this for it to work. After the PCA itself this is the other <i>key priority</i> from the Cultural Strategy
Festivals infrastructure	Event held at Metal which demonstrated enthusiasm for it – eg a role, support for collaboration etc	Following the Metal event, the proposal would be to create and support a new peer led festivals network to share learning and skills, with bespoke training and potential for joint programming and cost savings through group buying. The group are also keen to establish a joint programming fund, allowing them to collaborate and co-commission new work, bring performances and workshop activity to larger city-wide events (eg. Peterborough Celebrates and Great Eastern Run) and programme stages at each other's events.
Feasibility Study for Chauffeurs Cottage	Comes out of discussions between Metal (on behalf of the 13 organisations currently using the space), NPT and PCC. This would be first stage to determining its future if it is to be held for culture	Confirmation from PCC that will participate and support such a study and not pre-empt its outcomes. A brief and process to be decided. JF to advise.



Towards a budget

At this moment I have some estimates of costs for each but still need to ensure firmer information on some elements and proposals from recruitment consultancies. The attached spreadsheet is therefore a *preliminary* outline of costs. It contains some guesstimates but this version 1 suggests a three year infrastructure programme of £835,768, which becomes a funding requirement of £823,328 after available Transition Programme funds are taken into account.

Notes on each line are on the spreadsheet. Note

- I have not dis-aggregated the Peterborough Collective proposal, attached separately for further consideration;
- I have also not (at the time of writing) had the detailed discussions regarding the Culture Forum or Comms that are needed
- I have included a sum for further support to this Alliance till the Director is in post as the hours funded through the Transition Programme, when we hoped to have recruited much sooner, will not take us all the way to that point. This is for my fees so it is important the Board notes and is satisfied with this approach. NPT holds the contract.

What we can do now

At the time of writing I am waiting to confirm whether the SPF money can be spent across the infrastructure programme. On the assumption that we can use it towards staffing, establishment, comms and data I suggest the following preliminary commitments to take us into 2024:

A way of planning the next 18 months

Recruitment to Director	6000	Awaiting discussions with recruitment agencies
18 month of salary inc costs	105300	
Governance & set up	7500	
Recruitment to team	3000	



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Team salaries for 12 months	68500	
Data	25000	
Support till recruitment	7500	
Comms	10000	
Collective	20000	Year 1. (Further years are in main spreadsheet)
Forum	10000	
Evaluation	7000	
Other	6000	to be decided/unallocated
	275800	

Available

Remainder of TP	12440	Allocated to data, advocacy and evaluation
SPF	264000	
	276440	

Note that this proposal enables staffing, networks, data and comms to proceed but funds only minimal commissioning (via the Collective), does not include the economic impact assessment, festivals or Chauffeurs. It fits neatly with the highest priorities from the Strategy and offers a range of straightforward deliverables in the near future.

If this meeting and PCC confirm these possibilities it will enable us to confirm next steps, in particular proceeding with recruitment, tendering for a data partner, confirming the Collective's plans and working on comms.

NB – spreadsheet (v1) not attached as it is rather large and was significantly amended in the meeting.



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PETERBOROUGH COLLECTIVE: THEORY OF CHANGE

CONTEXT	INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
What is important context for the Peterborough Collective?	What are the resources that the Peterborough Collective needs?	What are the key activities you will conduct to reach your goal? (Potential for milestones and timeframes)	How will we measure the success of the Collective? – Short term (i.e. # of people involved, % of participation)	How will we see signs that the Collective has been effective post launch? – Mid-term (i.e. surveys, research, results, reputation)	What is the ultimate strategic impact of the work the Collective wants to achieve? Be bold and visionary.
<p>Peterborough is a vibrant city, rich with culture and heritage.</p> <p>Peterborough is also a young city, with a 1/3 of the population being under the age of 25. Young people of Peterborough will benefit from the opportunity to be part of a decision making group, as they are a large proportion of the</p>	<p>Funding and investment for core and activity costs.</p> <p>Meaningful ‘buy-in’ from the Alliance in Peterborough, to ensure the Collective’s voices are heard and listened to.</p> <p>Consultation support from The Mighty Creatives and other cultural organisations.</p>	<p>Plan of the next 3-5 years of delivery developed by November 2022, as a working document for future activity.</p> <p>Recruitment of YP to take place in the Autumn of 2022. This to inform an annual recruitment drive driven by gaps in the Collective.</p> <p>Branding guidelines and assets of the Collective to be</p>	<p>8-10 YP aged 16-25 attending the Peterborough Collective Groups.</p> <p>Fortnightly meetings over the first 6 months (12 meetings).</p> <p>Monthly meetings after the first 6 months.</p> <p>75% attendance across the group at each meeting.</p>	<p>Increased sense of belonging and pride from CYP in Peterborough after the first 12 months of programme delivery, measured by community consultation and surveys.</p> <p>Increased interest from young people under 25 in joining the Collective, measured by numbers of applications at</p>	<ol style="list-style-type: none"> 1. Every child and young person is represented in Peterborough’s cultural ecology. 2. There is visible action, rather than just words. 3. We are environmentally conscious in our actions. 4. We empower emerging artists and



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<p>consumers in the city.</p> <p>Cultural organisations in Peterborough are ambitious. There is potential for growth and development with matched dedication.</p> <p>Communities in Peterborough are rich with community-based activity. There is space for the Collective to bring these to light and create relationships between different communities.</p> <p>Peterborough's event scene is a great success, particularly around markets and food.</p>	<p>Commitment from 8-10 members of the Peterborough Collective.</p> <p>Resources and materials for meetings and activity.</p> <p>Venue spaces across the city, ideally provided in-kind.</p> <p>A memorandum of understanding between the Collective and the Alliance.</p> <p>To increase the payment for Collective members to match the national living wage.</p>	<p>developed in January 2022 by a young designer.</p> <p>Consultation groups developed by the Summer of 2023, with regular meetings and activity devised.</p> <p>Development of an annual Collective project/event/festival that engages the young people of Peterborough.</p> <p>Development of links between the Heritage Festival and Peterborough Celebrates to inform a more cohesive approach.</p> <p>Work with emerging artists to provide grants for those under 25 to develop their</p>	<p>1 Collective member attending every monthly alliance meeting.</p> <p>3 consultation groups developed (1 for EYFS, 1 for Primary and 1 for Secondary age groups).</p> <p>Developed 3 mutually beneficial relationships with other steering groups (the Alliance, the Diversity Group and the Cultural group).</p> <p>1 independent website.</p> <p>Social media presence across Facebook, Twitter and Instagram.</p>	<p>recruitment stages, demonstrating increased reputation as an authentic and influential voice in the city.</p> <p>Increased engagement from children and young people in the Alliance's cultural activities, measured by attendance data, bookings and venue information.</p> <p>Increased sense of purpose and influence on the wider community from members of the Collective, measured at 1:1 meetings twice a year with the chair of the Collective and in annual member surveys.</p>	<p>creatives in Peterborough.</p> <p>5. We champion children and young people in decisions about their city's art and culture.</p> <p>6. We celebrate our ever-changing city.</p>
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<p>Peterborough’s cultural organisations need to develop a stronger and more sustainable foundation, built upon the needs and voices of its communities, with the Collective supporting young voices.</p>		<p>work and showcase the talent in Peterborough at events across the year.</p> <p>Development of website and social media presence across all platforms.</p> <p>Identifying funding strategy to ensure the Collective is a self-sustained advisory group.</p> <p>Research into sustainable practices across Peterborough, including venues, catering and other organisations that demonstrate best practice across environmental responsibility.</p> <p>Development of diversity,</p>	<p>1 brand developed, by a young designer, including branding guidelines, templates and assets.</p> <p>Supporting a minimum of 5 young artists under 25 each year with grants and development opportunities.</p> <p>75% of resources to be biodegradable, compostable, recycled or recyclable, reducing in plastic and waste.</p>	<p>A greater understanding of the social issues that impact CYP’s lives today, demonstrated through art activism and challenging perceptions.</p>	
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		environmental and safeguarding strategies. Challenging discrimination against the voices of children and young people.			
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Other Peterborough Collective documents available on request

PETERBOROUGH CULTURAL ALLIANCE

MEETING 2 February 2023

By Sarah Haythornthwaite

Brief for delivery of the PCA Data Framework – Phase 2

Below is a brief seeking a company to lead on the delivery of data framework. £24k has been set aside for year one of this process. This is a higher fee (than in the Audience Agency paper) to reflect the need to set up the systems and processes and ensure some qualitative input. Subsequent years will be a lower fee. Due to the scale of the contract we need to seek 3 quotes for the work.

The contract will initially be awarded via NPT on behalf of PCA

The PCA members are asked to:

- Read the brief and specifically feedback on
 - the outputs
 - requirements
 - experience required of the companies / individuals
 - the timeframe for the work
 - fees for the work
- Consider companies we might approach to tender for the work. Current suggestions include
 - Indigo Trust (<https://www.indigo-ltd.com/research-programmes/insights-alliance-data-insights>)
 - Morris Hargreaves and McIntyre (<https://www.mhminsight.com/>)
 - The Audience Agency (<https://www.theaudienceagency.org/>)
 - Price Waterhouse Cooper (www.pwc.co.uk) - currently setting up systems for Ace but not carrying out analysis)



THE BRIEF

Peterborough Cultural Strategy – a better understanding of our audiences through the delivery of a shared data framework.

Peterborough Cultural Alliance is seeking a professional to work with cultural partners in Peterborough to deliver on a shared data framework, one that will inform future audience development and place making for culture in the city. The need for this work was identified in recommendations set out in the recent [Peterborough Cultural Strategy](#)

In 2022, the PCA commissioned The Audience Agency to create a shared data framework. A copy of the framework is attached as Appendix 1.

We are now seeking a company who can put this framework into action by:

- Creating the tools needed to deliver this framework
- Delivery of training to ensure that PCA members are equipped and informed on collection and use of the data
- Annual collation of the data from the different partners
- Carry out qualitative evaluation that supports the cultural strategy targets and adds value to quantitative data analysis
- Analysis of the data to help inform the delivery of the cultural strategy

The aim is that it will help us to grow and diversify audiences / the market for cultural activity in the city. Whilst the Cultural Strategy looks to support all cultural engagement, even in the home, this piece of work focuses on ‘formal’ engagement in the arts i.e. through workshops, audiences at events etc. It also focuses on arts / creativity / heritage rather than the boarder definition of culture which includes learning, faith, outdoors etc.

Background:

Peterborough’s Cultural Strategy sets out Peterborough’s main objectives over the next ten years, from City of Culture to nurturing new artists in all our communities. Arts and heritage groups, the Arts Council and the Council partnered together to commission the Strategy. They wanted it to be about the unique strengths of Peterborough, and to recognise the challenges of this last period along with the opportunities of the future. The resulting 10-year strategy is for the vibrant, diverse culture of Peterborough and comes from a lot of discussions and activity with communities, creatives and cultural / non-cultural organisations in the city.

Peterborough is set to grow fast over the next decade. The new University, the Football Stadium, changes at the station, the new Museum at Must Farm and new housing. Partners also want to make sure Peterborough is celebrated for its cultural vibrancy and excitement, that our energy, creativity and heritage attract people. We want the city to be somewhere people want to live, study, work and invest.



Peterborough's Cultural Alliance comes together to oversee the delivery of the strategy. It brings together partners from across the city including Nene Park Trust (co-chair), Jumped Up Theatre (co-chair), Metal, Eastern Angles, Peterborough Presents, Anglia Ruskin University Peterborough, Peterborough College and University Centre Peterborough part of the Inspire Education Group, Festival Bridge, Peterborough Museum and Arts Gallery, Peterborough City Council, The New Theatre / Key Theatre (Sellador) and Peterborough Cathedral. The Alliance is supported by the Cultural Forum – a network of creatives and smaller cultural and non-cultural organisations from across the city and the Peterborough Collective of young people building the role in the our cultural leadership.

Peterborough Cultural Alliance is in the process of establishing itself as an independent legal entity, led by a small team of staff. We have secured funding from the Shared Prosperity Fund to initiate this process and deliver this data framework. We will be applying for match funding from Arts Council England and other funders to create a programme of cultural activity to support the delivery of the cultural strategy.

Background to the Data Framework: A fundamental weakness for Peterborough is the poor understanding of both its current audiences and the potential for new ones. The framework recognises this and creates a way to share and manage data in the longer term to inform audience development and place marketing.

This framework was developed by The Audience Agency through a collaborative process:

- Consultation with the Peterborough Cultural Alliance members and at a workshop session.
- Review of the Cultural Strategy for Peterborough.
- Review of existing data available on public engagement with culture, presented in the context of the population profile of Peterborough.
- Testing an approach with the Cultural Alliance

The outputs of the work included the following:

- An overall framework for building understanding of:
 - Who engages with culture and creativity in the context of what is on offer and the population demographic*
 - What they engage with, how and why
 - Their experiences
- Recommendations and guidance for delivery of the framework in a staged way, proportionate to the activity and resources of the Alliance members.
- An Snapshot report of existing available data which provided context for data collection going forward – but is not a comprehensive set of baseline data*.

Requirements of this piece of work:

- To ensure that methodology of collection and guidance to members on collection adheres to current GDPR
- PCA must have full ownership over the data collected and unlimited use of and full reproduction rights of any reports produced.
- Any tools created must be free to use by PCA partners (e.g. no need to buy specific software other than basic packages).
- Tools and timings must be streamlined to data collection requirements of Arts Council's NPOs and other large mainstreamed cultural organisation
- Systems and tools created must reference the tiered approach to data collection outlined in the Data Framework - ensuring that those with limited capacity can easily take part but maximises on those with the capacity to immediately start collecting more complex data.

Outputs required from this request for quotes:

- Creation of the tools needed to deliver this framework
 - systems and data bases for people to input the data
 - template surveys and mechanisms for gathering information in a public-friendly manner
- Delivery of training to ensure that PCA members are equipped and informed on collection and use of the data
 - deliver face to face or online training to PCA partners on how to collect the data and use the tools created
- Annual collation of the data from the different partners
 - Work with the PCA to ensure partners timely submission of the data
 - Creation of a baseline level of activity, locations and engagement from 2023-24 data
- carry out qualitative evaluation that supports the cultural strategy targets and adds value to quantitative data analysis
 - establishing the focus for, and carrying out, a programme of interviews that provide qualitative evaluation that backs up and supports the quantitative data
 - creation of xx annual small case studies that demonstrate the impact on individuals, communities and organisations
 - enables understanding of the experience of diverse communities which may not be well captured in the quantitative data
- Analysis of the data to help inform the delivery of the cultural strategy
 - Collation of the data from different PCA partners
 - creation of reports and info graphs that can help inform the next stages of cultural strategy delivery, focused around PCA targets

Timeframe for the work:

- Deadline for expressions of interest: 24th February
- Online chats / interviews: wk/c 27th Feb / 6th March
- Contract confirmed 10th March
- Contract signed: 17th March
- Meeting with PCA: 30th March
- Interim reports to PCA at quarterly intervals
- Delivery of first reports: April 2024
- Review of contract: April 2024

Links to relevant information:

- Link to Cultural Strategy and recommendations:
<https://peterboroughculturalstrategy.org.uk/>

Fees (inc VAT):

Up to £20K for 2023-24 (to reflect setting up of tools / systems)

Contract reviewed with view to extension for 2024-25

Up to £1,000 for buying or analysis of data / tools / software

Skills / experience required:

- Experience of creating systems and mechanisms for data collection
- Experience of data analysis to create informed reporting
- Knowledge of datasets linked to cultural engagement
- Knowledge and experience of audience development within culture
- Strong understanding of governance / compliance
- Experience of delivering similar work happening elsewhere – across different sectors
- Experienced facilitator able to deliver accessible training to mainstream and voluntary organisations and carry out interviews

HOW TO APPLY

To apply please send the following to Sarah Haythornthwaite, Peterborough Presents Programme Director on sarah.haythornthwaite@neneparktrust.org.uk

- An outline of your proposed approach
- A breakdown of costs
- A suggested timeframe for delivery
- A CV outlining your experience relating to the brief
- Details of 2 x referees

Deadline: 24th February

**PETERBOROUGH CULTURAL ALLIANCE
MEETING 2 FEBRUARY 2023**

RECRUITMENT OF THE INAUGURAL DIRECTOR

By Sarah Tanburn

Declaration of interests: If any members of the Board are intending to apply they should excuse themselves from this discussion

The Board is asked to:

- Note that the sub-group met on 13 January and has corresponded since
- Note the attached draft recruitment pack intended for further discussion with the sub-group and the recruitment agency
- Note the ongoing work to identify a recruitment agency from StarfishPeople, Starfish Search, Penna and Peridot
- Consider the timetable for the recruitment (especially in relation to completing the programme and preparing bids)
- And the outline process
- Consider the issues of contractual arrangements

Context and work underway

At your last meeting you agreed to establish a sub-group to work on the recruitment process. That group is Jamie (PCC), Steph (NPT), Emilia (Collective), Liz (UCP), Ruth (Metal). I have also been copying in Kate, Sarah & Natalie for their work on relevant elements of the programme.

The sub-group agreed a Director's salary of 60000 and an FTE team work salary of 30000 in year one increasing to 35000 in years 2 and 3. Note that the PCA budget in the proposal to SPF included employers contributions above this salary and they are shown separately on the spreadsheet attached to the paper on the infrastructure leg as a whole.

The group reviewed the JD etc in the attached recruitment pack and I have amended following those discussions and follow-up emails. This paperwork will need to be finalised by 9 February to meet our proposed timetable so members are invited to ensure they make comments by 8 February.

Agency and timing

In the light of the importance of the role, it was agreed to seek out a recruitment agency to assist. As suggested by the sub-group I have contacted Starfish Search, Starfish Recruitment, Penna and Peridot and will provide a verbal/late circulation update to the meeting.

There is a strong commitment to an open and inclusive recruitment process so that, for example, we create video material, easy read and audible versions and other routes ensuring candidates can apply and show their capabilities. These of course take time to prepare.

The sub-group discussed dates. I am out of the country (with dubious signal capacity) until 24 Feb and the view was that my availability to answer questions is important. The proposed approximate timetable and process is therefore:

Opening Date:	27 February 2023
Closing Date:	11 April 2023
Notification to longlisted applicants by	19 April 2023
First round interviews by zoom	w/b 24 April
Second round interviews in person (including meeting the partners sessions)	w/b 9 May

Interviews will be held at [Chauffeur’s Cottage] central Peterborough

To remind the Board this will require

- A long listing meeting by the sub-group between 11 and 19 April – zoom
- Long listing interviews by the sub-group between 24 and 26 April
- Use the in-person Board meeting for 27 April to short list. (This meeting is currently the target to finalise the Collaborative Programme)
- In person final stages between 9 and 12 May. (This is the second consecutive BH Monday and the third in 5 weeks which is limiting available time.)

If the Board felt that the appointed person should be involved in finalising the programme then we could either have a further in-person meeting around (say) 17 May dedicated to the topic, or use the 25 May meeting for that purpose.

Process

I suggest that the Board empowers the sub-group to

- oversee the process and
- make a recommended long list
- interview the long list (with the addition of the co-Chairs)
- recommend a short list to the Board meeting of 27 April

- recommend additional participants in the final interviews to promote diversity in decision making

The sub-group also considered a semi-formal 'meet the partners' exercise prior to the final interviews (on the same day) where key stakeholders, especially from communities, would get an opportunity for brief discussions with the short-listed candidates. This will also promote more diverse participation in the selection process. This diversity should include representation from minority communities and from interested partners such as Peterborough Positive. Their feedback would be collected by the sub-group and fed into the final consideration against the person specification in the recruitment pack.

The final interviews would be carried out by the whole Board with additional support to promote diversity as suggested above. The process must be thoroughly documented and show the selection has been made against the skills and experience requirements shown in the recruitment pack.

Contractual matters

The sub-group has been concerned to consider the contractual issues and I have discussed this matter with Andrew as interim CEO of NPT. The Trust will be 'hosting' PCA staff until the CIC is operating with sufficient robustness to take over the employment.

At one end of the spectrum is the 'full envelope' (as operated with Peterborough Presents) which fully integrates the staff into NPT for employee benefits, business planning, line management etc. This is a comprehensive (and expensive) package.

At the other end is the very hands-off approach used with Cambridgeshire Wildlife Trust where NPT is purely the banker and the staff rarely come into the physical premises operated by their nominal employer. Andrew is comfortable with either approach or even one between where the Director has a base in the NPT accommodation until the PCA is fully operational (or even afterwards).

I recommend that we reduce the PCA exposure as an employer by adopting a model where the contract with NPT is modelled to be as lean as that used by CWT but we do ensure the Director has a base there (and possibly also at Chauffeurs or elsewhere), we seek NPT support in acquiring and using initial ICT capacity etc. The Board is asked to comment on this matter.