



PETERBOROUGH CULTURAL ALLIANCE
2 MARCH 2023 at 1130 ON ZOOM (invite on next page)

A G E N D A

- 1 Introductions and apologies
- 2 Notes of last meeting
- 3 **Financial and other contextual updates:**
 - 3.1 Shared Prosperity Fund
- 4 **The Infrastructure leg of the programme**
 - Chauffeurs Cottage (RC-E & JF verbal)
 - Data: update on tender (SH paper already circulated)
 - Comms (NP/PH)
 - The Collective (EZ/AO)
 - Cultural Forum (KH)
 - Overall

(see recruitment as a separate item)
- 5 **Recruitment**
 - Recruitment of the Director
NB this includes the
- 6 **The Collaborative Programme - review of workshops and preview of thinking for meeting on 6 March**
- 7 **Other strands of the Transition Programme – update where not covered above)**
 - Networks & connections
- 8 **Comms and PR**
- 9 **AOB**

Item	Attachment
2	PCA Notes 020223
	Infrastructure leg PCA 020323
5	Note regarding recruitment 020323; Marked up ID_PCA_recruitment_flipper_23_2_23 copy; PCAEQF Director[blank] final Edit; PCACDIRECTORAF(blank) final; PCA Director ad Recipient List PCA 020323
6	Prep for Collab Prog review 060323; BRIEFING NOTE ON THE COLLABORATIVE PROGRAMME targeted discussion

Future meetings at 1130 – Sarah to circulate zoom invitations.

30 March 2023

27 April 2023 – in person. Venue to be confirmed (UCP have offered)

25 May 2023 – In person. Venue to be confirmed



PETERBOROUGH CULTURAL ALLIANCE
2 FEBRUARY 2023

NOTES

1 Introductions and apologies

Present: Kate Hall, Emillia Zirker, Jamie Fenton, Natalie Phillips, Penny Hansen, Ruth Campbell-Elkins, Ivan Cutting, Carline Wallace, Sarah Wilson, Sarah Haythornthwaite, Sarah Tanburn, Stephanie Peachey, Ally Oberrotman (by Zoom)

Apologies none received

10 Notes of last meeting

Noted it would be useful to have feedback on the BID tender from **Dave**. Otherwise agreed.

11 Condolences on the ill-health of the co-chair and consideration of any interim arrangements

The Board sent their sincere condolences to Matthew on his illness. Sarah T to pass this on and our recognition of his irreplaceability.

The Board discussed how difficult it is to replace Matthew himself. The need is for someone to chair meetings, plus the issue of head-space, plus being the public face.

Agreed: **Sarah H** to principally help with chairing and ambassadorial/front of camera work, and **Jamie and Natalie** as extra sounding boards. Noted the importance of the line to Rob who is stepping into many of the Boards Matthew has sat on. **Kate** to talk to **Dave** about his availability and the possibility of a quarterly update on BID activities.

12 Financial and other contextual updates:

3.1 Shared Prosperity Fund

Sarah T and Jamie F reported on the discussions with CPCA and the impact on profiling and tactics.

13 The Infrastructure leg of the programme

- *Costings and plan*

Discussed the draft 'one approach' to the SPF money and in particular the options for the feasibility study for Chauffeurs Cottage and the EIA. New budget agreed, noting that the team recruitment is the first call on the next tranche of money:



The meeting noted that this includes a budget for further support from Sarah Tanburn Associates until the Director is in post.

Recruitment to Director	6000
18 month of salary inc costs	105300
Governance & set up (includes kit etc)	5000
Team salary x 1 for 12 months	34250
Data	20000
Support till recruitment	7500
Comms	10000
Collective	20000
Forum	10000
Evaluation	5000
Feasibility	40000
Other/contingency	6000
	269050

The total sum available combining outstanding Transition Programme and SPF allocation is 276,440, so this leaves 7390 as the foundation for the next salary.

Sarah T to turn this into a profiled budget and liaise with Jamie, CPCA and Adrian at CPCA to get money released.

- *Review of the Peterborough Collective proposal*

Discussed the proposal, noting that the recruited young designer is now preparing materials for the Collective. Will be crucial to have something that people can actually see to promote recruitment and very tangible work and outcomes. Recognised importance of linking with the rest of PCA and using the networks. A budget showing the whole 20K is also needed. **Emillia** to progress

- *Data: proposal for the tender*

Will go for £20K, and is the moment of setting up the actual tools, collecting and analysing and also looking at some qualitative work. Noted the importance of that data is as useful to eg Prin or Lamphouse as bigger groups, and that partners have ownership of the data, not the contractor. Seeing this as useful data to be whacked into bids etc and readily available.

14 Recruitment

Natalie to write a plan for recruitment. Partners asked to volunteer for some of the admin: probably NPT as contractors. **Steph** to confirm if viable. **Everyone** will need to tap into their networks to publicise. Emphasis on the importance of the timeline.

Needs to be supported by a Comms plan to support the proposal. **Penny** to draft a skeleton to support this inc some risk management.



Sarah to ensure Recruitment Pack circulated and everyone to comment asap. Also need to think about the work of making a video for the website.

15 **The Collaborative Programme - review of workshops underway in January** (Kate verbal)

Around 28/2, will aim to have an on-line review of everything we have, proposals at various stages of development, and a gap analysis. All welcome to that. Also note that projects are not only those which come out of the Open Space but those sessions (which will be fully written up on JUT site) to temperature test enthusiasm. Also all to review the outcomes matrix from the Cultural Strategy.

Agreed to a 2 hour online meeting to review the Collaborative programme at **1400 on 6 March**. Will review the need for additional meetings at that session.

Noted that we need to start thinking about the EoI for the Priority Place programme: **Sarah T** to investigate with **Caroline W**. Crucial to use the DNA we already have. **Sarah T** to draft a timeline for all the partners to see and **Kate** to share list of the proposals. All to note the emphasis on *step change*

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

- Data and next steps (Sarah H) – see plan for infrastructure leg
- Advocacy and comms (Natalie P) - see plan for infrastructure leg: **Natalie** and **Penny** to proceed.
- Networks & connections (verbal - Kate H/Sarah W) if additional to 5 and 6 above

17 **Comms and PR**

See above.

18 **AOB**

Will discuss Steph's paper next time.



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2 MARCH 2023

TOWARDS THE INFRASTRUCTURE LEG

By Sarah Tanburn

This report builds on previous papers but is not yet a full programme.

The Board is asked to

- Note where we are (updates from last report in *italics* if no separate para);
- Note update from the Peterborough Collective;
- Note possibility of a black, Asian, and ethnic minority network as an additional infrastructure line

I will aim to have a good draft of this element by the end of March to leave space for confirming the Collaborative Programme during April and May.

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) recruitment to Director on this agenda
Support to core networks	Culture Forum: determine what is covered in NPO and what might additional. Collective: determine proposal for inclusion	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



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	Others – to be considered	talks about minority communities, environmental links and heritage in particular.) <i>See below on networks</i>
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. <i>Data update circulated separately and again with agenda</i>
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. <i>To be done</i>
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 <i>Verbal update</i>
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. <i>To be done</i>
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. <i>JF/RC-E to update</i>



Budget and spend

Using the budget agreed at our last meeting (attached as spreadsheet), we have agreed profiling with PCC and are now working on process for ensuring money reaches NPT.

This can be summarised as:

Projected spend of resources to end Quarter 1 23/24

This sheet includes the ongoing availability of the Transition Programme and as discussed at the Board meeting 020223

	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Total	
Recruitment to Director	3000	3000								6000	
18 month of salary inc costs			11700	17550	17550	17550	17550	17550	17550	117000	(Note 1)
Governance & set up			2000	2000						4000	
Recruitment to team			1000							1000	
Team salaries for 12 months			2925	8775	8775	10237.5	6825			37537.5	
Data		2000	18000							20000	
Support till recruitment			7500							7500	
Comms	3000	2000				3000		2000		10000	
Collective	2000		10000		8000					20000	
Forum		2500	2500	2500	2500					10000	(Note 2)
Evaluation		3500								3500	
Feasibility		4000		36000						40000	
Other / Congingency										0	



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Totals	8000	17000	55625	66825	36825	30787.5	24375	19550	17550	276537.5
Remainder of TP	12440	Allocated to data, advocacy and evaluation								
SPF	264000									
	276440									
To enable continued employment etc	-98									

Note 1: this projection assumes the Director coming into post in July 23 and the staff team from September 23 & includes 18 months director and 12 months team as discussed.)
 Note 2 - Forum support shown here as one year only but will need to be included in future years - ditto Collective and any other networks

Projected CPCA spend of 264000

	Q4 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Total
Recruitment to Director	3000									3000
18 month of salary inc costs			11700	17550	17550	17550	17550	17550	17550	117000
Governance & set up			2000	2000						4000
Recruitment to team			1000							1000
Team salaries for 12 months			2925	8775	8775	10237.5	6825			37537.5
Data		2000	18000							20000
Support till recruitment			7500							7500
Comms		2000				2000				4000
Collective	2000		10000		8000					20000
Forum		2500	2500	2500	2500					10000
Infrastructure support (Chauffeurs Cottage feasibility)		4000		36000						40000



PETERBOROUGH CULTURAL ALLIANCE

Totals	5000	10500	55625	66825	36825	29787.5	24375	17550	17550	264037.5
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Annual spend	Per Year	Cumulative
Yr 1	5000.00	5000.00
Yr 2	169775.00	174775.00
Yr 3	89262.50	264037.50
	264037.50	

Data:

Sarah H has circulated one response on data, attached again to the agenda for ease of reference.

Networks

(1) *Collective:* I shared some feedback to Emillia (who has had to apologise for this meeting) asking for a bit more specificity on the proposals. Emily from Mighty Creatives has given an update:

With regards to the emerging artist work, at the time your feedback was shared, the Collective had already made plans and connections to deliver a school-based emerging artist programme (with the funding that was granted from Bridge), as the funding from the Alliance wasn't confirmed. This programme was for an artist to mentor younger emerging artists to consult with secondary aged young people.

*Considering your feedback, Emillia and Cerys decided that the consultation piece would be around the topic of **A Blueprint for Potential** looking at young people's perspectives on a 'dream creative Peterborough', contributing to a final piece that incorporates these voices through an art form.*

The artist and the mentored young artists will then work to bring this piece of artwork together, to then hopefully have this exhibited at one of the Alliance's venues/events (date and venue tbc). They are going to be working alongside Metal, to find local artists who can deliver this work (they've already made contact with a few). Emillia and Cerys will also be doing some more in-depth consultation at the workshops.

They see this as a pilot, of which can then inform a wider and more long-term emerging artist mentoring programme moving forward, using the additional funding, looking at incorporating this further into the aims of the alliance.



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Having read your feedback, they believe this meets a lot of your points and can feed into the youth consultation work that is expected of the Collective, but in a creative way. Does this sound like a good step forward to yourself and the Alliance? I'm sure Emilia will be happy to share this with them at the next Alliance meeting.

In the meeting we also re-arranged the budget to allow the Collective to report quarterly as well as to your budget headings, which will be shared with you once we've finalised them. I hope that's okay?

The Board is asked to consider this way forward.

- (2) *Culture Forum* – discussion outstanding on any interaction with NPO funding
- (3) *Black Asian and Ethnic Minority Network* – there is a longstanding ambition to create such a network and this may be emerging post the Forum meetings held in February. If so, (which we will know more about by end March) this would be a key area for further support from any unallocated funds.

**COVERING NOTE REGARDING RECRUITMENT
2 MARCH 2023**

Attached for the meeting and available on request as later amended drafts:

- *Recruitment pack with mark up from comments*
- *Application Form and Equalities Monitoring Form post comments*
- *List of recipients with additional suggestions*

The intention is to open this process next Monday 6 March. By then we will need the page on the website and QR link to that. That page will have the pack and the forms as word. They will be for candidates to download, complete and return to Amanda at NPT.

Please note:

- We will need a longlisting meeting by 18 April. *Will all Board members please indicate whether they wish to participate via the doodle poll at <https://doodle.com/meeting/participate/id/er2DyM6e> (You have also had a doodle invite.)*
- Penny, Natalie and I need to complete the website page by the weekend to create the link.
- Once it is up please will *all* institutions etc spread the word by social media with the link at least once a week during April. Please liaise with your social media team/person if needed. This will be really important.



RECIRCULATED FOR REFERENCE

***TOWARDS A COLLABORATIVE PROGRAMME
October 2022***

This document is for the Cultural Forum and related meetings to discuss in co-designing the programme. It aims to:

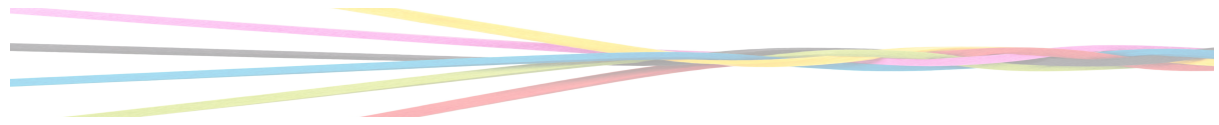
- Give the context
- Set out the Alliance objectives for the programme
- The two 'legs' of the three year plan
- List out all the projects that have been floated at various points and state where we are with them

Context

The Peterborough Cultural Alliance is coming into being as a key recommendation of the Cultural Strategy and is developing a three year strategy. The Arts Council has enabled funding to do the formalities, to work on the basics of a data framework, and develop some advocacy support. The fourth strand of this funding is to create a collaborative programme of work (events, commissions, opportunities) which fully establishes the Alliance and demonstrates and embeds the vision and values of the Strategy.

(You can see the recommendations and supporting documents, along with a description of the process of developing the Cultural Strategy at www.peterboroughculturalstrategy.org.uk.)

We want to create a plan which will cover three years, at the end of which we are ready for the next phase of maturity and Peterborough is firmly on the cultural map. This will have multiple strands of funding, including the ACE Priority Places opportunities, so it is important to address our priorities rather than tailor only to specific funding programmes – although of course there are limits to the money available. Some elements will be closely affected by the NPO decisions and the Council's bid to the Shared Prosperity Fund. We would like to have a clear programme as a basis for bidding by Xmas 2022.



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The ACE funding for this transitional phase provides some consultancy advice to pull all this together. It is for the Alliance and the cultural and community sectors to develop a programme which will work for us.

Objectives

The Cultural Strategy states:

The Vision for Peterborough in 2030 is a transformed Cultural Scene, renowned for

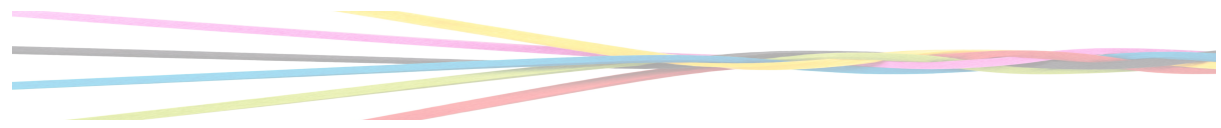
- Its **collective ambition** to make Peterborough a better place for everyone living working or visiting, with culture at its heart
- The breadth and **diversity of its cultural life**, driven by an inspiring range of communities and a young and engaged population
- Boundless **creative energy** and 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 and isolated 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, growing skills valuable to all sectors*
- *Promotes and grows Peterborough as a CULTURAL DESTINATION welcoming visitors, businesses and communities*

These ambitions form the core cultural investment principles for Peterborough. We expect significant bids or proposals to all sources to reflect some or all of them, alongside aligning to the overall vision. These ambitions will directly inform this Collaborative Programme.

We have translated these into questions for potential projects in the Collaborative programme:



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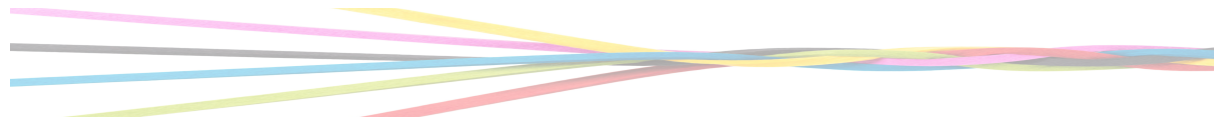
Objective	Comment
Fit with the Cultural Strategy	Delivery against the principles; delivery of the recommendations; gaps and opportunities
Excitement and joy	Do you love this? Will others? Will it be amazing, beautiful, inspiring and fantastic?
Diversity and connection	Who has had the chance to be part of this? How broad are your originators and decision-makers? Can it be better?
Partnership	Is this is a multi-partner project? Does it bring new people to the table and keep them there?
Learning	How do you build in and share learning from this proposal?
Maturity of proposals	How ready are you now? How ready by December 2022? How ready do you need to be or can we build in a period of R&D? What level of input and from whom will you need to be ready?
Financial issues	Is the project fundable? By whom? Have you understood funding requirements and are you able to do the necessary work?
Partner capacity	Can the partners you have identified and worked show us and funders that you collectively can do this?
PCA and members capacity	Can PCA deliver your requirements from the Alliance for your project?
Appetite for risk	What level of risk of failure do you foresee? What would failure look like? How bad would it be?

A Three Year Plan – with legs

The draft plan aims to cover three years, starting from mid 2023. It has two ‘legs’, which are interlinked but distinct:

The Collaborative Programme: a series of projects with the three key objectives, derived from those above, of

- embedding the strategy vision and values ;
- promoting better connection, diversity and inclusion, especially at the leadership level of culture, and
- enhancing the profile of Peterborough and specifically culture in Peterborough for residents, visitors and businesses alike.



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We are advised (by ACE) that where we are clear about these objectives and projects work towards their achievement, we do not need a single over-arching 'theme': the narrative is about making the lives of people in Peterborough better through enriching culture.

We started talking about a demonstrator or collaborative programme back in 2021. All sorts of factors have conspired to make progress slower than our original ambitions but nothing has stopped us. This paper lists out the proposals that have surfaced during this time. Some have been superseded, or done another way, but many are still on the table in some form or another.

There is no order of priority to the listing below; it is purely alphabetical.

Infrastructure and Ecology: growing the overall capacity and leadership of the sector including commissioning new work and underpinning existing networks. Because the two legs are interlinked, these proposals are also listed below.



PETERBOROUGH CULTURAL ALLIANCE
 PROJECTS PROPOSED, IDENTIFIED, DEVELOPED AND CONSIDERED SO FAR

For those projects which are more developed, we do have proposals around timing and cost. Others are still at the stage of discussion, but many could be pulled into shape quickly if originators and partners wished to do so. In addition to the questions above, proposals will need to show:

- projected spend across the three years from 23/24, including any capital
- projected sources of finance
- key targets and milestones
- beneficiaries and participants including estimated numbers

This would be the minimum needed for substantial bids and PCA might be requiring more information of course. ACE requires a minimum cash match of 15% across the programme: PCA has not set a standard per project, but we are very conscious of the challenges facing any commercial/ticket income targets - we will need to meet and better that target as a whole.

*Indicates a potential opportunity for commissioning new creative work

COLLABORATIVE PROGRAMME of demonstrator projects embedding the vision and values of the Cultural Strategy	
Celebrations *	Potential projects and commissions supporting/integrated into the NPT Celebrations Festival, eg showcasing practitioners, encouraging community heritage etc.
Community-imagined and led project *	Ideally a project/commission led by one or more ethnic minority communities to build profile, capacity etc.
Creative Careers	A proposal to encourage collaborative working to (re)build pathways into careers into the creative sector. Currently on hold as everyone so busy with change and new year.
Dance Everywhere	Initially a proposal from UCP to create a collaborative dance showcase. Now superseded by the Digitising the Arts project.
Digitising the Arts *	Project led by UCP and drawing on existing partnerships with schools in Peterborough, aimed at building confidence, and creating a real-life and digital gallery for the city.
Heritage Accelerator Programme *	Small grant fund for heritage-based community projects, based on the successful Luton project adapted to Peterborough. (https://www.beds.ac.uk/arts-and-culture-projects/cultural-sector-support/national-lottery-heritage-fund/heritage-impact-accelerator/)
Leverage Fund *	A fund specifically intended to provide small amounts of leverage for projects and proposals which meet the priorities and ambitions of PCA. (This may be very difficult to fund.)
Matchmakers and Visiting Partners *	To grow and deepen our relationships with exceptional artists from outside of Peterborough who can make a significant

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	impact on the cultural life of the city (as have Scottee, Talia Randall, and Darren Pritchard, for example) Partnerships would lead to work made here through residencies, commissions or linking directly to local artists through call-out and also leave a real legacy by mentoring local artists to develop new work and profile. Overall programme probably led by Metal but individual partnerships tailored as best for the work.
Must Farm	Considering the strongest and most strategic approach to the future of this crucial asset in the long term.
Crypto-art exhibition *	Proposal originally for the Café Culture Programme to hold an exhibition of crypto-art (sometimes known as NFTs) which could showcase the pioneering work of Peterborough artists in this new territory
New heritage attraction *	Peterborough Museum is bidding for a major new attraction (to be housed outside the Museum) which would be a unique cultural, learning and profile opportunity. (Sadly the details cannot be shared until the process is complete.)
Outside In Street Arts *	Proposal for displays, workshops and exhibitions showcasing the strong record of Peterborough artists.
Peterborough Positive marquee project *	The new Business Improvement District (BID), Peterborough Positive, is keen to build footfall in the City Centre and is planning an annual or twice-a-year programme of marquee projects, within which we might aim to integrate potential projects and commissions eg showcasing practitioners, encouraging craft makers, performances to attract the public etc.
Reimagining Museum Spaces	Making galleries and spaces radically more inclusive, both challenging the existing narratives and showcasing/profiling/exhibiting the complex and diverse heritage of Peterborough's communities
Right Here, Right Now *	Building on the work already done, creating a young people's digital, culture Zine supported by artists' residencies and live events, co-created by a youth Sounding Board and digital artists. (See https://fb.watch/g6ncPMPDre/ for previous work Fierce Talent.)

INFRASTRUCTURE AND ECOLOGY – projects and proposals beefing up Peterborough's cultural capacity

Chauffeur's Cottage option appraisal	The cottage has been a central part of the cultural life of Peterborough, nurturing practitioners and organisations for many years but in the current financial climate, inevitably faces challenges. This proposal would be for an options appraisal of how best to preserve it for the city and the sector.
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Communications and Branding *	A budget for comms and branding will be crucial to achieve the objectives around profile and impact, including for communities within Peterborough.
Cultural Forum	This is a vital component of the network of relationships in which the Alliance is embedded.
Data Model	A key strategic recommendation is developing and resourcing a shared model of audiences/markets in Peterborough so we can work together to build both numbers and reach.
Evaluation *	A key part of any programme: the Cultural Strategy explicitly promoted commissioning new art as part of evaluation and consultation and would intend to do so again.
Festival Infrastructure	A planning discussion for festivals, facilitated by Metal has identified key ambitions, opportunities and challenges in growing Peterborough's diverse and energetic festival culture, and has identified forms of support to be part of the plan from group buying power to event management training.
Learning & Growing: an Action Research Programme	Closely linked to data and evaluation and learning from the experiences of Peterborough Presents, an in-built strand of action research to maximise the potential of the programme overall.
Peterborough Collective *	The young people's change-maker forum, this is a vital component of the network of relationships in which the Alliance is embedded. The current group are developing a proposal for inclusion, including commissioning.
Peterborough Cultural Alliance	The budget needed for a small staff team, including an ambassadorial Director, for governance and leadership, and to build additional networks with communities, and around heritage. For more background, see the Leadership Model on the Cultural Strategy website; this is adapting as this programme develops.



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Black, Asian and Minority Ethnic practitioners and community leaders & promoting projects for the Collaborative Programme

Paper for a meeting on 1 March 2023

By Sarah Tanburn

Context

1. In 2021 a Cultural Strategy for Peterborough was developed on the back of a consultative and practitioner process. This is documented at www.peterboroughculturalstrategy.org.uk. Several key principles and plans emerge from that which inform the work we are doing now.
2. The Cultural Alliance is born from the widespread recognition that in Peterborough the sector needs ambassadors, leadership and advocacy to grow. This will be a Community Interest Company (CIC), sitting in a strong set of networks and employing a small team answerable to a Board. Alongside the Alliance, the Strategy proposes a three year programme of projects which demonstrate and embed the values of the strategy.
3. We had hoped to move forward with this in 2022 and some preliminary work was done, recognising all along that some Council support was necessary to lever other funds eg from Arts Council etc. That took longer than anticipated, but has now been achieved through Levelling Up funding, announced in late December 2022.
4. The plan now is to develop a three year programme which has two elements:
 - The *infrastructure leg* which supports the Alliance, a shared data framework, support to festivals, and strong comms and
 - The *Collaborative Programme* for which we are now identifying proposals and projects.
5. We intend a bid to ACE under their Priority Places programme but will also seek other funding/support other applications where appropriate. The expectations and approach to ACE is shaping this phase of the work. The previous funding plus an element of Levelling-Up allows for roughly one 40% FTE to get that work done. Recruitment of the first PCA Director is about to start but we are not waiting for that process to complete before finalising the bid.

Timing and amounts

6. Momentum matters. After the challenges of keeping going while awaiting money (and thanks to ACE for a small pot to support that period) it is important to pull together the next stage. We also need to use the Levelling Up funds as leverage so it is important that as little of it is spent before bidding as possible! Having said that, it is also important to get the next stage right and the following timetable tries to balance those two pressures. Below is a draft timetable (for further discussion by the Board.)

7. *March 2023:* gather and review all the proposals currently on the table for the Collaborative Programme. In particular review for *gaps* against the values and vision: we know there is a real risk of gaps in projects led by black, Asian and minority ethnic practitioners and communities: hence this paper and discussion.

6 March: Board meets to create a long-list of proposals but with space for proposals which meet gaps

20 March gaps and later proposals to come forward (Template 1)

Ongoing work with project leads to address issues and understand timing and quantum issues, broker partnerships etc.

23 March have Template 2 from projects to enable a good notion of what is to be on the table and what work needs to be done to get such projects proposal ready.

By **end of March** submit EOI for ACE consideration.

April 2023: work up the details and get as much clear as possible.

19 April have good material ready to circulate – including partners, outcomes, contribution to step-change, costs, profiling etc.

27 April discussion at PCA Board

Note that there are no commitments to inclusion until the whole programme is in front of the Board – balance over time, costs, communities and deliverability need to be considered across all the proposals.

May 2023: finalise programme

18 May deadline for circulation to the Board by

25 May agree final version at PCA Board on (assuming consent granted from EOI).

8. Note that ACE expect 8 weeks to consider the EOI but may take less. Once they have agreed it, we have 8 weeks to submit the full bid. They then may take up to 14 weeks to determine the result. (This is usually 12 but the website says 14 at the moment.) Thus if we do submit at the end of May, the results would be due in September. There can be no certainty or commitments till then.

Core principles of the Collaborative Programme

9. The PCA Board has a series of principles that proposals for the Collaborative Programme must demonstrate:

Objective	Comment/elaboration
Fit with the Cultural Strategy	Delivery against the principles; delivery of the recommendations; gaps and opportunities
Excitement and joy	Do you love this? Will others? Will it be amazing, beautiful, inspiring and fantastic?
Diversity and connection	Who has had the chance to be part of this? How broad are your originators and decision-makers? Can it be better?



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Objective	Comment/elaboration
Partnership	Is this is a multi-partner project? Does it bring new people to the table and keep them there?
Learning	How do you build in and share learning from this proposal?
Maturity of proposals	How ready are you? When are you planning to programme this and how does that fit with other projects? How ready do you need to be or can we build in a period of R&D? What level of input and from whom will you need to be ready?
Financial issues	Is the project fundable? By whom? Have you understood funding requirements and can you do the necessary work?
Partner capacity	Can the partners show that you can do this?
PCA & members capacity	Can PCA deliver the requirements of such projects?
Appetite for risk	What level of risk of failure do you foresee? What would failure look like? How bad would it be?

- While any project necessarily has a lead organisation or practitioner, it will need to show partnership and co-working from very early in the project design;
- this PCA Board will decide what is included and do it via an intensive discussion when we have the proposals all in place. There will need to be a probity process for bids with members of the Board in leadership positions and we may review participation in the decision making process to broaden it out;
- While staff will be being appointed, the final decisions would always rest with the Board;
- Detailed information about the project including timing, costs, capacity etc will be collected via the information form at Template 2;
- For people wanting to make proposals for the programme, their next steps are to do a short summary as per Template 1;
- Participating projects will need to comply with comms and branding requirements from the PCA and funders.

Summary of what is needed from potential project leads

Asap: name/outline/elevator pitch would be great but there is no commitment on either side. The more info the better but this is the minimum

20 March: Template 1

23 March: Draft of template 2

19 April: final Template 2 plus draft of additional info required and discussed

18 May: final info for inclusion in the bid which will include all the measures etc required by ACE.



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TEMPLATE 1

To be returned to sarah.tanburn@workthewind.com asap and by 20 March at the latest

NAME OF PROJECT (a working title is fine)	
SHORT DESCRIPTION OF PROJECT (not more than 200 words).	
NAME OF LEAD PERSON	
NAME OF LEAD ORGANISATION	
CONTACT DETAILS: name and email please	
WHO ELSE IS INVOLVED (If you have already got them signed up, great. If not, mark as hopeful.)	
WHEN DO YOU PLAN DELIVERY? (To the nearest quarter. If you're thinking of something to run more than once, add all provisional dates.)	
VERY PROVISIONAL ESTIMATE OF COSTS We will not hold you to this but need an idea of scale. If you can say anything about match funding put it here.	
MEETING THE OBJECTIVES OF THE STRATEGY add a short statement here (not more than 200 words).	
ANYTHING ELSE TO ADD AT THIS STAGE?	



BRIEFING NOTE ON *THE COLLABORATIVE PROGRAMME*

By Sarah Tanburn, consultant supporting the Cultural Alliance,
February 2023

Introduction

The Peterborough Cultural Strategy was developed in 2020-2021. The process and outcomes can be seen at www.peterboroughculturalstrategy.org.uk.

The Strategy recommends a three year programme of work to embed and demonstrate the values and vision. Part of this programme is to develop the relationships and cross-sector links envisaged in the Leadership Model (also on the website). That *infrastructure leg* will also work on shared data and marketing for culture in the area.

The other part is *the Collaborative Programme*. This is intended to be a series of cultural projects and events which demonstrate and support a step change in Peterborough's cultural life. The emerging Cultural Alliance has secured £264k to start the infrastructure side and to act as the anchor for seeking match funding. This will include making a large scale bid to the ACE Priority Places Programme. Projects included in that programme, if the bids are successful, would then receive some or all of the resources needed for delivery.

We are therefore reviewing project proposals for a Collaborative Programme. We have quite a few which have come forward over the last two years, but we know there are gaps. In particular, the Strategy identifies the importance of work led, created and produced by practitioners from black, Asian and minority ethnic communities, and which help to grow audiences from those communities – yet we also know we have not been successful enough in fostering such proposals.

This briefing is therefore to encourage such practitioners to think whether they have projects they would like to put forward. We are specifically targeting people we know from our networks might have such opportunities and the capacity to deliver them over the period to March 2026.

The rest of this briefing looks at the priorities/criteria and the process.

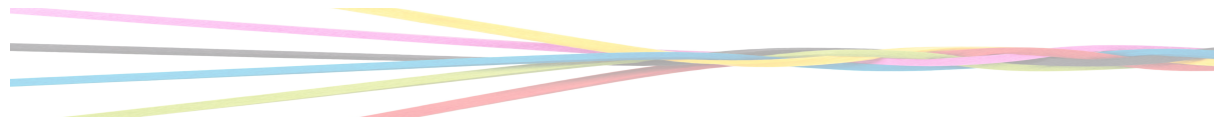
Priorities/Criteria

The Strategy creates a number of priorities which we have developed into ways we would think about projects to be included in the Collaborative Programme. The key challenge, especially for access to the Priority Places funding, is to demonstrate that projects will enable a *step change* in Peterborough’s cultural life.

Objective	Comment/elaboration
Fit with the Cultural Strategy	Delivery against the principles; delivery of the recommendations; gaps and opportunities
Excitement and joy	Do you love this? Will others? Will it be amazing, beautiful, inspiring and fantastic?
Diversity and connection	Who has had the chance to be part of this? How broad are your originators and decision-makers? Can it be better?
Partnership	Is this a multi-partner project? Does it bring new people to the table and keep them there?
Learning	How do you build in and share learning from this proposal?
Maturity of proposals	How ready are you now? Will you be able to put forward a coherent proposal for submission in May 2023 even if the project is in late 2025? How ready do you need to be or can we build in a period of R&D? What level of input and from whom will you need to be ready?
Financial issues	Is the project fundable? By whom? Have you understood funding requirements and are you able to do the necessary work?
Partner capacity	Can the partners show that you can do this?
PCA and members capacity	Can PCA deliver the requirements of such projects?
Appetite for risk	What level of risk of failure do you foresee? What would failure look like? How bad would it be? What might you learn from failure?
Step change	Do all these features add up to a step change? How will Peterborough’s cultural life be different and how we will know?

If you want to put forward a project, please think about what you would say about it in respect of these criteria.

Note that there is no specific preference for artforms or disciplines. The Alliance really wants to support Peterborough practitioners, and grow audiences, so there is no problem with, for example, partnering with people from elsewhere but the work should be of value and take place here and include local creatives. We are also really open to the need for R&D, mentoring and other preparation as part of the project itself. Also – you might propose to extend or reshape an existing project. That is very welcome in terms of risk and experience, but you will need to show how that makes for step change rather than more of the same.



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Process

The Alliance has not done this before and we are developing the process. In broad outline:

Date	Action	Anticipated outcome
Now (mid Feb)	Targeted request for proposals for the Collaborative Programme	Projects taking shape
Very early March	Possible online meeting to discuss projects with targeted practitioners and groups	Answering questions, considering possibilities
6 March	First Alliance consideration of programme, gaps and opportunities. (At this point a few lines of description will be all that's needed.)	Very provisional list, possibly more targeted requests. Where possible, Alliance will be asking project leads to provide more information on timing, finance, partners etc
30 March	Second Alliance consideration of programme including progress on proposals, ongoing gaps, quantum etc	Contents and impact of emerging Collaborative Programme
27 April	Alliance consideration of overall programme	Ideally sign off of Collaborative Programme and Priority Places bid.
25 May	Backstop date for finalisation of programme	If not possible by 27 April.

It takes up to three months for the priority places decisions on a large scale bid to be made so the earliest we could expect confirmation will be late July. The programme is intended to run till end March 2026 so you should think of projects falling within that timescale.

The Alliance will hold the pen on the final bid, though (depending on who is making proposals) some people will not be involved in some aspects. We may also want to invite others into that decision-making process after March, when we know what is on the table.

Questions:

Contact sarah.tanburn@workthewind.com after 23 February 2023.