



**PETERBOROUGH CULTURAL ALLIANCE**

**5 January 2023 at 1130 on zoom (invite below and on emails)**

**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 including strings, profile etc
  - 3.2 Anything else
- 4 **Drafting the Infrastructure leg of the programme**
  - Core elements of the model
  - Recruitment of a director
  - Review of the networks and staffing
  - Process
- 5 **The Collaborative Programme - preparation for meetings in January (Kate)**
- 6 **Other strands of the Transition Programme – update where not covered above)**
  - Data and next steps (Sarah H)
  - Advocacy and comms ( verbal – Natalie P)
  - Networks & connections (verbal - Kate H/Sarah W) if additional to 4 above
  - Governance – (Matthew B/ Sarah T)
- 7 **Comms and PR**
- 8 **Peterborough Positive tender for programme of events**  
<http://www.peterboroughpositive.co.uk/2023eventsprogramme>
- 9 AOB
  - *Meeting of 2 February arrangements*

Item	Attachment
2	PCA NOTES 011222
3	PCA 050123 UKSPF Report
4	Building the infrastructure; PCA 011222 Infrastructure and recruitment
7	PCA 050123 Comms & PR (very short)

*Future meetings at 1130 – Sarah to circulate zoom invitations. Also see item 7*

2 February 2023 (in person, time to be confirmed, with show)

2 March 2023

30 March 2023



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1 December 2022

### NOTES

#### 1 Introductions and apologies

*Apologies* Natalie Philips, Michael Corley, Ally Oberrotman (till last part), Jamie Fenton, Jamie Jones and Penny Hansen (only available first part), Sarah Wilson, Liz Knight.

Susie Thornberry, new CEO & Artistic Director of Metal, joined the meeting and introduced herself. Everyone else introduced themselves.

Also present: Matthew Bradbury, Sarah Haythornthwaite, Ruth Campbell, Penny Hansen, Ivan Cutting, Caroline Wallace, Jamie Jones, Stephanie Peachey, Mark Richards, Sarah Tanburn

#### 10 Notes of last meeting

Agreed.

#### 11 Financial and other contextual updates:

3.1 *Shared Prosperity Fund*: no updates yet, despite JF chasing. Apparently the CPCA is saying the profiling may need even more tweaking. Senior managers are now aware and JF will be exploring & advising on other routes of encouraging a productive outcome and soon.

3.2 *Any Autumn Statement & NPO outcomes* – issues of impact on footfall and spend already and can expect that to get more so as taxes raise etc, but that makes the work all the more important. At the same time, the amount of investment in NPOs and CPP is extremely welcome and indicates a much stronger relationship with ACE and organisations really based in the area. Also note the theatres, and groups which do a lot of work in PBO, including Oblique Arts. Peterborough did well in regional terms and congratulations to everyone. Emphasises the importance of building on the scaffolding of the PCA and Strategy.

On numbers, it was noted that seat numbers are holding up for the Cresset panto, which is encouraging, but advance spend on the spring seems slower. People are booking later and are perhaps defiantly enjoying Xmas. Important to keep track of this, alongside rising costs.

Important to recognise the impact on fundraising and need for support to practitioners, cash flow and profile, and opportunities for being the 'affordable' treat. Noted that the PCC gap remains huge but does not yet appear to be getting even worse. The area is however growing.

Noted too that increasing costs are hitting students, and creating challenges around certain courses and careers. There is increasing international student interest, but the complicated political messages make that more challenging. The shape and nature of the recession is also new territory, making prediction difficult.

3.3 *Anything else* - noted Census data now coming up and should influence our data work. The sense is that there will be more Levelling Up funds announcements in January and may be space for culturally-based bids. Even if it is there, it must not let CPCA and others off the cultural hook.



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3.4 *Implications for timetable* – very frustrating! Recognise that keeping an eye on the options for match is crucial and knowing that the Collaborative Programme would in effect start from Autumn 23, though infrastructure could start sooner. Note that the Collective (for young people) is also being delayed and experiencing frustration over the uncertainty.

### 12 Preparation for meetings early in the New Year and towards co-designing the Collaborative Programme

Discussed the approach and build up to the workshops. Importance of clear understanding of how the sessions are going to run and important that people in those events don't think that everything and only those things supported are in the programme. The Board must look at gaps and other opportunities and takes final responsibility for the shape of the programme.

It needs to be very clear to community groups, organisations and practitioners that the final shape of the programme rests with the Board not a wider group. Managing probity and transparency of decision making will be important.

Leads the Board perhaps towards a clear framework/provocation for the whole process. This will be a clear requirement for the January meeting. At the same time, we do want to be genuinely open to opportunities and creativity.

Also ensuring that people hear about it and frame it right. **SCT** and **KH** to ensure a strong lead but still open to the amazing and the new, and clear process to prioritisation of proposals. **KH** asked to send out dates on Outlook to all PCA members to get in diaries. **All** to start preparing proposals now if you have them – with strong emphasis on **joy, participation, legacy and partnership**. **KH, MB** and **SCT** to meet before Xmas.

Festivals: network, training etc are definitely infrastructure. The collaboration between them is more complex, with shared commissioning in the mix. Should that be in the programming side.

Chauffeurs: request is now via infrastructure for a feasibility study on the building, for up to £40K. Crucial that the Council ensures PCA has a real voice in that process, demonstrating how PCA and PCC work together in the future.

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

- *Data and next steps* (Sarah H): a great deal of information has been circulated.
  - Suggest we stick to essential outcomes at the moment which will still give us a huge amount of info and support a good Economic Impact Assessment (EIA);
  - Detailed challenges of working with specific communities, external partners (eg UROCKS in the Undercroft) and workshops considered;
  - Importance of simplicity and longitudinality emphasised, including requiring collecting data as part of the Collaborative Programme;
  - Noted TAA will have the ACE contract from April though pretty much the same process, except for the detailed TAA audience segmentation. This will represent a shift for NPOs on which Caroline will provide further info;
  - The process in the TAA is our destination but not where we can start, and we need an even simpler first stage for the little organisations;
  - Will tie in with an EIA. That and the data collection will both be subject to tender.



- Advocacy and comms ( verbal – Natalie P): next meeting
- Networks & connections (verbal - Kate H/Sarah W) none additional to 4 above
- Governance – (Matthew B/ Sarah T): MB and SCT progressing. Comments are limited but primarily about decision making, dealing with members going wrong, relationship between membership and directors. For next meeting but KISS is key.

#### 14 **Budget review** for Transition Programme

Noted the importance of managing in the elongated timescale.

On evaluating: don't add an extra layer to February!

On data templates: would it be better to wait till the new supplier to ACE in place. Agreed to do so.

Further decisions may be made after Xmas depending on what news we have on the SPF and ACE comfort with any changes.

#### 15 **AOB**

- Meeting of 2 February: start later and stay at the New.
- **Sarah H** to send invites to everyone for future meetings
- Penny thanked everyone for PCA support on their bid for £4m, and reported it went through first stage with good progress
- PCA thanked Mark **enormously** for all his wisdom, support and loveliness over all the years. We all expect to visit Portugal in the near future.

***Levelling Up/ Shared Prosperity Fund***

*The Board is asked:*

- To note that an award of £264,800 has been announced but we do not yet know the conditions, if any, that might be imposed
- That this is 50% of the putative annual budget for the PCA (excluding the Collaborative Programme) set out in the Leadership Model, unadjusted for inflation
- To note the accompanying papers on this agenda regarding the *infrastructure leg* and *recruitment*.

*The Announcement of award*

On December 21 the Combined Authority announced their decisions regarding the Shared Prosperity Fund. I circulated the news that day (and add thanks to Caroline Wallace for spotting it). The link is at <https://cambridgeshirepeterborough-ca.gov.uk/news/10-million-government-funding-secured-to-support-communities-jobs-skills-and-growth-in-cambridgeshire-and-peterborough/>.

The Cultural Alliance is not listed in the article but is securely shown in the spreadsheet as awarded £264,800 to be spent between now and March 2025. It is perhaps worth noting that while the grant is not the smallest Peterborough project, it represents less than 10% of the total £2.655M awarded to the area and 2.7% of the total awarded to the combined authority. The spreadsheet is attached to the agenda for reference.

Given the timing of the announcement it has not been possible to confirm any requirements from CPCA or Peterborough Council regarding process, timing, spend or restrictions.

*What we bid for*

The primary content of the proposal for this money is to support the Alliance itself. As a reminder to PCA members I have attached two more documents:

- The Leadership model, as published on the website and adopted by all partners. This paper includes a budget. (see below)
- The additional information drafted for CPCA in early December 2022. (Note that I am not aware of further amendments before submission.) This includes elements of governance and monitoring which will need to be confirmed.

*The budget as at October 2021*



A *preliminary* estimated annual budget for PCA was assumed to start from 1 April 2022 and did not include inflation. The awarded sum is half of this budget. Clearly since that time the Alliance thinking has moved on and inflation has taken off. The text below also comes from the Leadership Model paper.

<i>Spend</i>	<b>2022/23</b>	<b>23/24</b>	<b>24/25</b>	<b>Total</b>
<b>Director</b>	70000	70000	70000	210000
<b>2 FTE equivalent</b>	50000	60000	60000	170000
<b>Employers contributions</b>	20400	22100	22100	64600
<b>Governance &amp; participation</b>	10000	10000	10000	30000
<b>Small commissioning budget</b>	10000	10000	10000	30000
<b>Communications</b>	5000	5000	5000	15000
<b>Yr 1 fundraising, advertising &amp; formal establishment</b>	10000	0	0	10000
<b>Totals</b>	<b>175400</b>	<b>177100</b>	<b>177100</b>	<b>529600</b>

*Staffing:* CSG strongly supports the first appointment of a director’s role to continue the strategic guidance that has led to the Strategy having a broad base. It is therefore proposed that there be immediate support and funding for a three year Director role to carry this forward (draft JD below). Note that these costs include oncosts including the increased employers NI contributions.

The Strategy recognises that promoting a resilient, sustained and inclusive approach to culture does not ‘just happen’. The experience of Creative People & Places (nationally, not only here), Cultural Education Partnerships and others is that the key investment is in time from creative practitioners committed to socially engaged work. If engagement is to grow and hence audiences and empowerment.

The strategy therefore also envisages a small team (2 FTE for funding estimates) of enablers or connectors, recruited initially for two years and with the roles set out above

*Governance, participation and communications* are essential. Valuing people’s time and enabling participation in meetings/events/discussions again requires resources. Without sufficient resource to pay for time, the city will see the same people again having the same discussions. Communications, whether maintain a static website or ensuring capacity to respond to robust debate also carries some cost. (The PCA is not a marketing organisation, and any event specific promotion would need its own budget.)

*Commissioning leverage:* the strategic process has been enhanced by commissioning creative practitioners to support the investigation and development of networks, especially with communities which have had little representation, participation or input into culture across the city. Among other elements, this has demonstrated the importance of creative approaches to finding, presenting and representing the heritage of ‘newer’ communities in the area, particularly those who have settled post-1945.



The cultural sector is extremely good at leverage, using small sums of cash to find resources for bigger projects or wider dissemination. Following Portsmouth's example, PCA would benefit from this small annual pot dedicated to promoting commissions from local artists working in the area. How it chose artists might vary from year to year and would be a matter for the Board.

*Year 1 costs:* there are legal and practical costs associated with establishing a new body – from robust advice to new computer equipment. This budget would be a start up cost, which would ensure PCA was standing on its own feet and resilient from the beginning.

*Three year planning* is assumed as short term 'flash in the pan' funding has been strongly criticised during the strategic development. This would give the Board and its staff time to properly evaluate cost requirements, establishing funding routes and develop a longer term funding strategy.

#### *Next steps*

Two key stages can now be developed and both are the subject of *separate papers* on this agenda:

- Recruitment of a director
- A robust budget and description of the infrastructure leg of the Collaborative Programme



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5 JANUARY 2023

### ***The Infrastructure and recruitment***

*The Board is asked to consider*

- Proceeding to recruit the Director's role
- Whether the Director's salary level is still appropriate
- Identifying a sub-group to develop the infrastructure leg to report back in February

### *Context*

In the attached Leadership Model the Strategy sets out the proposal that PCA be created and that it works towards a three year programme. We are now talking about that programme as having two 'legs':

- The infrastructure – the arrangements needed to create resilient cultural leadership for Peterborough which aligns with the values of the Strategy
- The 'Collaborative Programme' – the suite of projects which demonstrate and embed the values of the Strategy.

This paper looks at the *infrastructure*, and in particular the core elements and the process for developing it.

The Board is reminded that last year there was an unsuccessful attempt to recruit a Chair and many of those documents are still relevant.

### *Core Elements of the Alliance*

The Cultural Strategy agreed the creation of an Alliance to be an effective inclusive body with the structure and resources to strengthen the broad cultural infrastructure of the area, and position Peterborough to maximise both finance input and the quality and range of its cultural life.

The intention is *not* to take over or create 'big (capital) projects' but to provide that broader leadership strongly supported during consultation. CSG (as it then was) strongly supported a Director role, with the capacity and experience to ensure the connections and vision built so far are maintained. ACE and other partners also considered that this role should be paid at a level commensurate with the experience required and comparable to the seniority of staff in local government and other governmental bodies. £70K is roughly equivalent to a second to third tier role in a local authority and is a significant leadership salary in the cultural sector. I have consulted with an independent advisor on pay who suggests that this is a competitive package, especially given the need for attending evening events etc.



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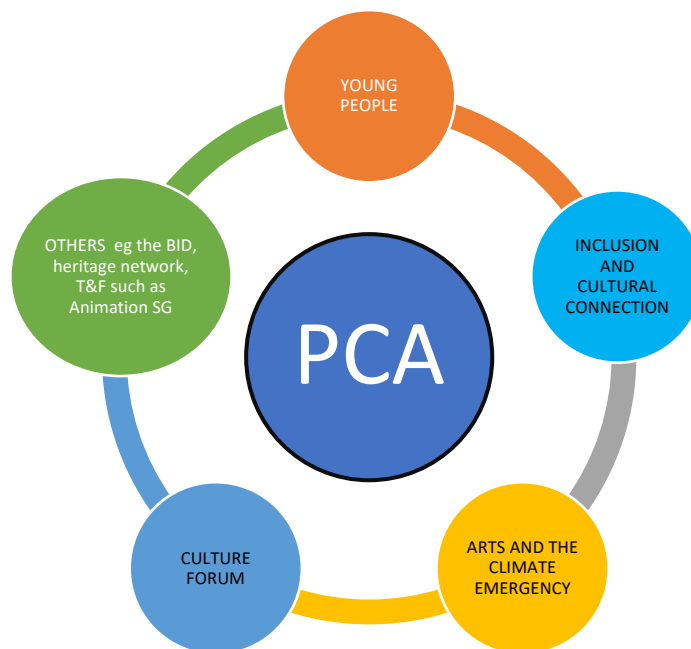
I **recommend** that we proceed as quickly as may be possible to recruit the Director (given grant requirements and agreements between NPT as host and PCC/CPCA). Note that it will probably take a month to sort out all the documentation, and maybe another three weeks of advertising, meaning the recruitment would close at the end of February with interviews (say) mid-late March. If this senior post was on three months' notice, the new Director would not be starting until June.

If the Board is comfortable to proceed, and is comfortable with the salary level, I will review all the paperwork and advertising requirements, confirm with NPT and proceed. Note that there are resources available for the advertising.

At this point I am not recommending recruitment of the other roles as I suggest we undertake a quick review of requirements. I also suggest that we recruit a Director who can then support the search for a Chair, given our previous experience.

### *Review of this infrastructure*

The Model emphasises that the PCA sits within a network of networks, a series of relationships which are fundamental to building capacity.



Of these, we have the strongest representation of *young people*, through the Peterborough Collective and of the *Culture Forum*. The Collective, thanks to support from Norfolk & Norwich Festival Bridge, has made a good start and is preparing an element to be included in the infrastructure programme. The Culture Forum was developed by JUT and there will need to be a discussion about the relationship between the work of that organisation going forward and the way PCA structures itself. Since this Model was drawn up, the work of both

The logo for Peterborough Cultural Alliance features several overlapping, semi-transparent lines in various colors (pink, yellow, grey, blue, green, red) that create a sense of movement and connection. Below the lines, the text "PETERBOROUGH CULTURAL ALLIANCE" is written in a bold, sans-serif font, with each letter in a different color corresponding to the lines above.

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heritage and inclusion undertaken by PCC has evolved, not least thanks to financial stringency.

At the time of the Model, it was envisaged that the Director would initially be supported by a recommended two FTE enabler/connecting roles to

- Facilitate the relationships and accountabilities envisaged in this model;
- convene the work needed to establish a shared approach to audience measurement and data;
- support strategic bidding;
- work with communities and practitioners.

However, given all the changes since then, I **recommend** a quick and dirty review of the infrastructure requirements for the PCA, especially the initial staffing model and capacity to build networks into the future while also undertaking the leadership, capacity building and funding work anticipated.

I suggest that this is done with a sub-group of this Board, and that in particular this should *include* a representative from the Collective. We would meet at least once and probably twice over the next four weeks with a view to bringing a proposal for the infrastructure element to the February meeting.

### *Process*

These steps will give us movement on the recruitment and enable the Board in February to review a draft infrastructure element for finalisation either March or April, alongside the process for the Collaborative Programme. (The outline programme considered in December is attached for reference.)

We have at various points touched on *probity* in relation to decision making. I attach as an Appendix the draft Code of Conduct for Directors adopted through the recruitment process for the Chair. Paragraphs 12 to 15 specifically expect members of the Board to absent themselves from decisions where they or their organisations might expect to directly financially benefit. This should be borne in mind for the relevant conversations for February and beyond.



**PETERBOROUGH CULTURAL ALLIANCE**  
**DRAFT Code of Conduct for Directors**

## **Introduction**

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

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

## **Purpose of the Code**

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

## **The Code**

### **General**

1. Directors should ensure that the Alliance complies with its governing documents and is carrying out the purposes for which it was set up, and no other purpose.
2. Directors should support the objects and mission of the Alliance, championing its work and using any skills or knowledge they have to further that mission.
3. In all their dealings as directors, directors must act in the best interests of the Alliance.
4. Directors must act with probity and diligence, manage the Alliance's resources responsibly and should take and consider professional advice on anything in which the directors do not have expertise themselves.
5. Directors must administer the Alliance and all its assets in the interests of current, potential and future beneficiaries. This includes:
  - a) Not taking inappropriate risks with the Alliance's assets or reputation
  - b) Not over-committing the Alliance
  - c) Taking special care when investing or borrowing



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- d) Complying with any restrictions on spending funds
  - e) Checking that appropriate procedures and safeguards are in place to ensure adherence with the above
6. Directors should hold themselves accountable to the [Charity Commission/other regulator] and the Alliance's beneficiaries for the directors' decisions and the performance of the organisation.
  7. Directors should uphold the values of the Alliance and the Cultural Strategy, behave with integrity and conduct themselves in a manner which does not damage or undermine the reputation of the Alliance, or its staff individually or collectively.
  8. Directors should take into account how the Alliance is perceived by other people, other organisations involved with the organisation and the public. They should make sure that the Alliance operates responsibly and ethically, in line with its own aims and values.
  9. Directors must make balanced and adequately informed decisions which should be taken as a group together and accept joint responsibility for them. The extent to which any one director or a committee of directors is empowered to speak for or take action on behalf of the Alliance must be a matter for all directors to decide and record together.
  10. In order to develop a working knowledge of the Alliance and to assist in carrying out their role, directors should endeavour to maintain links and keep in touch with the Alliance, its staff and partners by participation in the cultural life of Peterborough.
  11. Directors should participate in induction and training and share ideas for improvement with the group of directors.

**Managing interests**

12. Directors must not receive any benefit from the Alliance unless it has been properly authorised and is clearly in the organisation's interests; this includes anyone who is financially connected to the director, such as a partner, dependent child or business partner.
13. If a Director perceives an occasion of potential conflict (notably if a practitioner might wish to be considered for a commission wholly or partly funded by the Alliance), they must excuse themselves from all discussion of the issue giving rise to conflict from the earliest opportunity.
14. Directors should avoid putting themselves in a position where their duty to the Alliance conflicts with their personal interests or loyalty to any other person or body. Directors who sit on the Alliance as the nominee or representative of a group or



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organisation, must accept that their sole responsibility is to the Alliance, not to their nominating group or body.

15. Directors must aim to foresee and avoid any conflict of interest. Where one arises, a director must at once declare the interest and not participate in any discussion or vote taken on the matter by the other directors. A failure to declare a conflict of interest will be considered a breach of this Code. Any transaction under which the director will benefit either directly or indirectly must have proper legal authority.

### **Compliance**

16. Directors should, with the help of the staff, formulate and review the Trust's vision, values and long term strategy as well as policies for its delivery.
17. With the assistance of the staff, partners and appropriate professional advisers, Directors should ensure that the Alliance complies with regulatory and statutory requirements and must exercise overall control over the organisation's financial affairs.
18. Directors should have a commitment to the development and implementation of good practice and continuous improvement throughout the Alliance's objectives.
19. Directors must be familiar with and keep under regular review the rules and constitution of the Alliance. Any changes must be made in accordance with constitutional and legal requirements.

### **Meetings of the Directors**

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



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24. The board recognises, respects and welcomes diverse, different and, at times, conflicting directors' views. Where significant differences of opinion arise, directors should take time to consider the range of perspectives and explore alternative outcomes, respecting alternative views and the value of compromise in Board discussions.
25. Following discussion and decision making, directors must act in support of the overall decision. Those who strongly disagree with a particular decision may ask to have their objection minuted. A director who regularly and strongly cannot support Alliance decisions should consider their position.
26. Confidential information or material (relating to users, beneficiaries, members, staff, commercial business, etc) provided to, or discussed at an Alliance meeting must remain confidential. Directors are responsible for the security of these items outside of the meeting.
27. Directors have a responsibility to develop and ensure the maintenance of a properly constituted, balanced and competent group of directors including clear procedures for selection, election, training, retirement and if necessary, removal of directors and to ensure arrangements are followed for recruiting the Chair and staff team

### **Relations with others**

28. Directors will promote diversity and the different voices within Peterborough contributing to the cultural vision.
29. Directors will respect the different roles and boundaries of the staff, volunteers, stakeholders, partners and others involved in the cultural scene. Directors should work in accordance with the defined roles for the Chair and staff.
30. Directors should provide oversight and direction to the Alliance and support and constructive challenge to the organisation and its staff.
31. Directors must ensure there is a clear understanding of the scope of authority delegated to the staff. Directors should be careful, collectively and individually, not to undermine it by word or action. Directions given to the staff must come from the Chair or the group of directors as a whole, and not from individual directors.
32. Directors should act fairly and in accordance with good employment and equal opportunities principles in making decisions affecting the appointment, recruitment, professional development, appraisal, remuneration and discipline of the staff.
33. Directors will not make public comments about the organisation unless specifically authorised to do so. Any public comments made about the Alliance must be



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considered and in line with Alliance policy, whether made as an individual or as a director.

### **34. Leaving the Board**

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



**PETERBOROUGH CULTURAL ALLIANCE**  
**5 JANUARY 2023**

***Communications and PR***

The Board is asked to consider

- A press statement about the award of funding
- A subgroup to develop comms for the future

The award of funding takes PCA into a different environment for communications and so this is a good time to consider both practically and strategically how to manage comms over the next few months.