



# **Peterborough Cultural Alliance Meeting Minutes 27 March 2025 | Lakeside Meeting Room Ferry Meadows | 10–1 pm**

## **In attendance**

Matthew Bradbury – Chair, Peterborough Cultural Alliance  
Lydia Baldwin – Creative Cultures Leader, Peterborough Cultural Alliance  
Stephanie Peachey – Head of Visitor Engagement, Nene Park Trust  
Adrian Oates – Head of Fundraising, Nene Park Trust  
Jamie Fenton – Partnership Manager, Culture, Sports and Leisure, Peterborough City Council  
Kate Hall – Creative Producer, Jumped Up Theatre  
Sarah Haythornthwaite - Programme Director, Peterborough Presents  
Jag Singh – General Manager, Landmark Theatres  
Laura Hensser - Executive Director, Cross-Site for Metal  
Ruth Campbell-Ekins – Director, Metal Peterborough  
Caroline Wallace – Relationship Manager (Engagement and Audiences), Arts Council England  
Jan Armitage, COO Peterborough Cathedral  
Sarah Wilson – Heritage Manager, Peterborough Museum  
Alex Anslow - Norfolk & Norwich Festival  
Daniel Brine - Norfolk & Norwich Festival  
Jake Smith – Artistic Director & CEO, Eastern Angles (online)  
Kirsty Tallent – Creative Comms Co-ordinator, Eastern Angles (online)  
Paul Jepson, Landmark Theatres (observing) – (online)

## **Apologies:**

Darren Buckman - Head of Cresset Operations  
Jamie Jones – Vice Principal (Operations & Infrastructure), ARU Peterborough  
Ross Renton, ARU Peterborough  
Claudia West, East Area Interim Director, Arts Council England  
Liz Knight – Academic Director, University Centre Peterborough  
Adrian Chapman – Executive Director, Peterborough City Council

## **Minutes by:**

Michelle York, Nene Park Trust

## Chair of Meeting – Matthew Bradbury

Item	Details
<p><b>Welcome (MB)</b></p>	<p>The meeting was opened by Matthew as Chair, who welcomed all attendees and emphasised the continued importance of PCA’s role in supporting regional and international partnerships. A warm welcome was extended to new PCA members and partners. An overview was provided of the agenda, there were no additional AOB items raised and there were no conflicts of interest.</p>
<p><b>Minutes of the last meeting 12/12/24</b></p>	<p>The Minutes of the Meeting held on 12th December 2024 were considered and points of note made:</p> <ul style="list-style-type: none"> <li>- Anti-Semitism to be explicitly included in Arts Council considerations.</li> </ul> <p>The minutes to be amended to reflect this and then published on the website subject to this correction. <b>ACTION: Lydia Baldwin.</b> It was agreed that past actions won’t be reviewed immediately due to significant programme changes and will be considered at a later date.</p>
<p><b>Update on Changes at PCA (MB)</b></p>	<p>Matthew indicated that there had been concerns raised over lack of transparency, inclusivity, and pace in delivering the programme.</p> <p>There is also a financial under-spend noted; only £7,000 spent by end of December. ACE (Arts Council England) funding remains unused due to delays. With the leadership transition and departure of the Managing Director this has allowed for a programme refresh and Metal have been supporting key areas.</p> <p>It was noted that Lydia has made significant progress in the area supporting young people and Madiha had developed some key aspects before her leaving the organisation. Matthew expressed his thanks to Lydia for the support she has given over the past few weeks. In the last few days two cultural leader posts have been filled to support programme delivery. Thanks expressed to Sarah Haythornthwaite and Lydia for their support in the interview process.</p> <p>For discussion today will be an appointment of a new PCA Leader.</p>
<p><b>Review of Programme progress to date (LB)</b></p>	<p>Lydia presented the slides outlining the progress of the 5 areas within the Arts Council bid, and where there were gaps or no progress to date, and suggestions were highlighted on a way forward to refresh the work programme, in summary:</p>

	<ul style="list-style-type: none"> <li>• Children &amp; Young People’s work strands progressing well, including scoping a school’s led programme, Peterborough Collective programme, &amp; Culture Campaign youth voice activation programme in partnership with Peterborough Youth Council. Creative Careers to be a focus soon.</li> <li>• No progress to report on cultural awareness (originally cited as BRAP commission), other commissions programmes or economic assessment.</li> <li>• Networks currently in action: Peterborough Culture Forum and new Intercultural Network.</li> <li>• Network launches in progress: Heritage Share and Large Scale Events (for the latter, the network is already convening but PCA and Metal yet to finalise partnership docs &amp; payment plan).</li> <li>• Need for clearer advocacy and comms strategy</li> </ul> <p>The group were asked for their comments and it was agreed that timelines should be set for programme delivery and recommendations on how to measure success.</p>
<b>Financial Position (AO)</b>	<p>Adrian outlined the financial position and the underspend to date, with only £7000 being spent by the end of December 2024. A 6 month extension has been granted by ACE.</p> <p>There is also an amount of unsecured funding, and although the fundraising plan may be changed due to the programme reset, there are a number of funders still to reach out to, however due to the timescales the scale of amount could be reduced. The question was asked whether match funding could be considered to add value in line with the ACE bid.</p>
<b>Discussion on refreshing / resetting then programme and its framework</b>	<p>The team were asked to split into groups and share reflections on where the programme currently is and to consider what the next 2 years look like and the key recommendations and themes that need to be addressed.</p> <p><b>Programme Structure &amp; Governance</b></p> <ul style="list-style-type: none"> <li>• <b>Pillars &amp; Simplification:</b> Strong support for structuring the programme around clear thematic pillars. Suggestion to streamline activities beneath each, possibly assigning PCA sponsors to each for shared ownership and accountability.</li> <li>• <b>Governance Transparency:</b> Need for clearer communication about decision-making processes, including panel composition and member involvement—especially within financial and strategic committees.</li> <li>• <b>Leadership &amp; Advocacy:</b> The central PCA role (director or equivalent) must be supported collectively. Emphasis on shared responsibility in advocacy and partnership-building, not placing the burden solely on one individual.</li> </ul>

## 2. Engagement & Participation

- **Collaboration & Inclusivity:** Celebrate the diversity of voices and encourage collaboration across roles. Emphasis on simplicity and clarity to enable better participation.
- **Community Involvement:** Recognise the value of broader community involvement, particularly underrepresented groups. Suggested use of surveys and other feedback tools to enhance engagement and identify barriers to access.
- **Working Groups & Co-Delivery:** Endorsement of focused working groups and involving member organisations in the delivery of PCA strands as co-sponsors, promoting shared leadership and ownership.

## 3. Vision, Legacy & Sustainability

- **Clarity of Vision:** Current structure still feels “embryonic”; there is a need for clarity on deliverables, expectations, and individual organisational contributions.
- **Consortium Approach:** Move toward a consortium-led model, building strong bridges between PCA and local organisations, mirroring successful city-wide partnerships (e.g., ACPP).
- **Long-Term Legacy:** Strong emphasis on sustainability post-funding. Align ongoing work with broader goals, such as a potential City of Culture bid. Leverage arts and culture to contribute to wider sectors (education, commercial, etc.) and foster citywide impact.

### Key Action Items agreed:

- Define and communicate clear programme pillars and assign project owners.
- Improve governance transparency and stakeholder communication.
- Establish working groups for programme strands.
- Increase engagement through inclusive community outreach and participation tools.
- Clarify PCA’s collaborative model and resource-sharing expectations.
- Begin planning for long-term legacy and funding sustainability.
- Expansion of digital platforms
- Enhanced data collection and impact measurement for programs.
- Strengthening inter-agency collaboration at the local level.
- Consideration of a celebratory event as a platform to show progress and reaffirm vision.
- Awareness of broader political and structural changes, including devolution, which could influence future directions.
- Access and inclusion to be a key priority.
- Consider a skills assessment of the team when fully in place, particularly in terms of commissioning.

<b>Recruitment of Project Lead</b>	<p>The role of project lead was discussed and agreed that the role profile needs to be clear in terms of the priorities.</p> <p>The focus for the new Programme Manager and the Alliance Leadership will sit under three programme pillars:</p> <ul style="list-style-type: none"> <li>• Infrastructure and Space</li> <li>• Children and Young People</li> <li>• Community Engagement and Participation</li> </ul> <p>As an interim model the 3 members of the team will work on a hybrid approach to management, supported by NPT and Matthew as the Chair to take on some line management. Members will be asked to take part in this approach whereby the working group will be an integral part of the process and key for induction.</p> <p>The recommendation is that the G&amp;F Group are further empowered to act as the Shadow Board of Trustees. Membership to be reviewed to ensure the right skills, experience and representation. Matthew is happy to lead this process and suggested the board has 12 members.  <b>ACTION: Members to consider their support in sitting on the shadow board.</b></p> <p>It was also suggested that there is a Deputy / Co-chair of the Board which could be on a rotating 12 months basis. This will help to support the governance in a more transparent way. It was agreed to pursue this course of action and any members interested were encouraged to come forward.</p> <p>Matthew will write to Caroline at the Arts Council with the recommendations agreed to be included in the ACE planning.  <b>ACTION: Matthew Bradbury.</b></p>
<b>AOB / Date of Next Meeting</b>	<p>No AOB declared.</p> <p>Date of next meeting to be agreed.</p>
	<b>END</b>