

## Appendix 1.

# Peterborough Cultural Alliance Meeting Minutes 30 June 2025 | Lakeside Meeting Room Ferry Meadows | 9 - 11am

### In attendance

Matthew Bradbury – Chair, Peterborough Cultural Alliance  
Lydia Baldwin – Creative Cultures Leader, Peterborough Cultural Alliance  
Anna Ghosh - Creative Cultures Leader, Peterborough Cultural Alliance  
Hana Sayeed - Creative Cultures Leader, Peterborough Cultural Alliance  
Jamie Fenton – Partnership Manager, Culture, Sports and Leisure, Peterborough City Council  
Becky Marrs - Peterborough Hub Manager, National Literacy Trust  
Jamie Jones - Vice Principal at ARU Peterborough (online)  
Jan Armitage - COO Peterborough Cathedral  
Adrian Oates – Head of Fundraising, Nene Park Trust  
Alex Anslow - Norfolk & Norwich Festival (online)  
Jacqui Mooney - General Manager at Flag Fen Archaeology Park  
Stephanie Peachey – Head of Visitor Engagement, Nene Park Trust (online)  
Kate Hall – Creative Producer, Jumped Up Theatre  
Ruth Campbell-Ekins – Director, Metal Peterborough  
Caroline Wallace – Relationship Manager (Engagement and Audiences), ACE  
Darren Buckman - Head of Cresset Operations  
Sarah Haythornthwaite - Programme Director, Peterborough Presents  
Sarah Wilson – Heritage Manager, Peterborough Museum

### Apologies:

Adrian Chapman – Executive Director, Peterborough City Council  
Rob Hill - Service Director, Housing and Communities, PCC  
Professor Ross Renton – Principal of ARU Peterborough  
Jag Singh – General Manager, Landmark Theatres  
Liz Knight – Academic Director, University Centre Peterborough  
Nick Reinis-Keightley – HE Manager for Arts, Social Sciences, University Centre Peterborough  
Jake Smith – Artistic Director & CEO, Eastern Angles (online)

### Minutes by:

Lydia Baldwin, PCA

## Chair of Meeting – Matthew Bradbury

Item	Details
<b>Welcome (MB)</b>	The Chair gave a warm welcome to Jacqueline Mooney, General Manager at Flag Fen Archaeology Park and Becky Marrs, Peterborough Hub Manager at National Literacy Trust, both new to PCA Quarterly meetings. Members introduced themselves. Apologies were noted, no conflicts of interest declared.
<b>Minutes of the last meeting (27/03/25)</b>	Jan Armitage, COO for Peterborough Cathedral noted a small amendment to the previous minutes.
<b>Update on PCA recruitment (MB)</b>	The Senior Creative Cultures Leaders team is complete, with a final Head of Place & Partnerships role in the final stages of recruitment. The Chair thanked all PCA Members who supported the recruitment process, and noted that enlisting Peridot Partners to oversee recruitment had led to a pool of strong candidates. Kate Hall noted a similar positive experience using Peridot in recent Jumped-Up recruitment.
<b>Refreshing the ACE programme: progress in recasting delivery, budgets and timelines (PCA team)</b>	<p>Lydia Baldwin, Hana Sayeed and Anna Ghosh reported on their recent work recasting delivery pathways and timelines for PCA’s ACE programme, and regrouping projects around the PCA’s newly identified central pillars of work: Infrastructure &amp; Space, Community Engagement &amp; Participation, Children &amp; Young People. The team is clarifying how programming will sit with the team, but currently CYP sits with LB and Infrastructure &amp; Community projects sit with both HS and AG. LB spoke to members about moving towards more transparent and inclusive governance and membership.</p> <p><b>EDI / Cultural Awareness Programme</b>            Whilst still a programme priority, PCA team are looking to scale down the programme to be more focused and achievable. AG and HS have drafted a Culture Awareness plan to be shared with members. PCA will keep the EDI strategy presented to Members in Dec 2024, but would welcome input on priorities for programme delivery.            KH - mentioned that Jumped Up had recently undertaken a deep dive into EDI/cultural awareness and recommended starting with environment/creating a safe space for success – a diverse working landscape supported through training – a priority that might align with PCA.            AG - asked Members to self-select to continue the discussion about EDI priorities over the next period.  <b>Action: Anna to reshare EDI strategy and contact self-selected members to discuss next steps for programme.</b></p> <p><b>Advocacy &amp; Communications</b>            AG reported the PCA team had been working on a mission statement and marketing strategy and would welcome Members input on how PCA positions itself within the wider cultural sector. Members self-selected for a follow up conversation with Anna. <b>Action: Anna to follow up with self-selected members.</b></p>

### **Citizen-led advisory panel**

HS spoke about the need for PCA to strengthen accountability and build public trust, which the team believes a citizen panel model could help to achieve. HS has already sounded out some Members on the subject but wanted to understand if this was something Members were considering within their own work, and whether it feels like the right approach.

SW – Museum is also progressing towards citizen-led models, particularly to support decision-making around their programming and acquisitions. SW mentioned Birmingham Citizen's Jury as a best practice example.

SH – Agreed this was a good approach and wondered how a citizen's panel would sit within or alongside PCA's networks so that roles were clear to panel participants. RC agreed, noting the importance of mapping to prevent repeating work already happening in the city.

BM – National Literacy place meetings in different locations (Dogsthorpe, Welland, Millfield and Central as examples), to draw representation. Could organizational plans for citizen-led models be combined somehow in order not to duplicate or over consult?

KH – Suggested for this level of consultation there might be a radical way we could deliver this that fits Peterborough's size and context.

CW – Welcomed more information about the process and successful comparators. Recommended PCA put together some research. CW pointed out that the model should factor in consultation overload but raise expectations of what citizens can deliver.

SH – Volunteered to be part of a follow-up meeting and wondered if an interim or pilot version could be set up in the meantime, while work could continue finding the best model for Peterborough.

RC – Within PCA membership are networks that engage artists and communities from all locations. These relationships could be utilised for a pilot programme.

JA – Seconded the need for interim approach in order for work to be visible.

MB – Outlined actions from this conversation, emphasised the need to add value and not duplicate, as well as move quickly.

**Action: HS to pool/map learning and knowledge from within the city/PCA membership, drawing on best practice external comparators. HS to follow up with members to shape a pilot programme.**

### **Infrastructure & Space**

No change to Data Framework project, but minor additions including accessible data reporting in the form of a 'state of Peterborough' summary. Place Profiler to be launched within the month. Members were informed that new round of activity data collection will take place in September. SH updated the group on moving second Be Heard Survey to Sept 2026 as engagement with PCA programmes should have increased by this point.

Members discussed the importance of having a Culture Hub that is accessible, address transport challenges and identifying existing underutilized spaces that can be acquired. Also approach community hubs and schools to partner with us for spaces. LB shared that the economic impact assessment was on hold

until PCA's lead role is in place but invited comments from members about the future of the programme.

MB - engaged with Tom Hennessey from Opportunity Peterborough around Visitor Economy Strategy recently and suggested more conversations needed to take place before this piece of work could begin. From ACE budget perspective, AO confirmed an EIA was always to be match funded.

SH – asked how important it was that the case comes from Peterborough, as there are other UK cities demonstrating this already.

RC – Wondered if this could sit with advocacy.

JA – Commented that the city centre success leans heavily on Cathedral Square 'donut' of businesses and proposed this should be a critical conversation to have at the next Bondholders meet.

### **Children & Young People**

LB shared small changes to delivery for active CYP programmes, including a continued partnership with NNF to support Peterborough Collective and Culture Talks and moving this programme towards two leadership pathways. Peterborough's LCEP has been re-established and PCA is working with Eastern Angles on a pilot creative education programme exploring schools as cultural hubs. Creative Careers programme being shaped, needs a working group to help shape further and identify delivery partners.

### **Community Engagement & Participation**

HS reported on Intercultural Network and Large-Scale Events Networks, both active. Y1 and Y2 plan for LSEN is in the process of being reviewed to enhance accessibility and impact of programme. LB reported on Culture Forum, now in its second year with a slightly changed delivery model including host commissions from within the network. KH shared the programme for the next forum session. AG spoke of bringing multiple community projects under one umbrella by PCA providing support required to them.

LB reported on changes to Heritage Share, now refocused to sit under the CE&P pillar with the Museum and PCA leading a phase of connecting & equipping for a heritage network, but with small number of community heritage partnership commissions (wording clarified to exclude use of term 'grants') to help heritage orgs better connect with their local communities and support contemporary collecting. This would lead to a sharing phase so that these communities are becoming more visible within the heritage offer.

CW – clarified as a grant giving body ACE needs to retain control on where money goes so these cannot be 'grants' but would need to look and function as commissions or partnerships. LB and SW agreed to amend the language, but assured CW that the latter was the aim of the commissions.

LB reported on PCA's ACE funded commissions programmes, a mixture of R&D and larger co-commissions. PCA's intentions are to retain R&D commissions as they are (and the communities they intend to reach) but to direct some of them towards existing programming and PCA networks for

	<p>delivery. LB reported large-scale commissions need to be scaled down to reduce risk but were being compensated for in PCA prospectus.</p>
<p><b>Financial position (AO)</b></p>	<p>AO – shared figures of current PCA expenditure. 25% of budget spent (spending half as quickly as planned) - main spend on core costs. AO working with PCA team to revise the budget, looking to extend the timeline an extra 6 months to March 2027 if the budget can accommodate. AO and PCA team looking at where we might be able to revise match funding to de-risk.</p> <p>The Chair asked ACE relationship manager CW for initial reaction. CW responded that ACE understood the change of circumstances but would need to see PCA demonstrating effort and attempt to bring in match.</p> <p>JA – Critical we are telling the story of how we are spending the money. RC – Emphasised the importance of collective bid-writing SH – Sharing bid writing at all levels is a key purpose of our partnership.</p>
<p><b>Reflections on PCA workshop (20.05.25) (SC, LB)</b></p>	<p>Steve Cox reminded the Members of the purpose of the PCA shared prospectus in delivering many of the aims spoken about in the meeting. He also touched upon the national context for cultural funding, including the National Industrial Strategy, Creative Industries Sector Plan, funding to support for film/tv, music, performing and visual arts, video games and advertising.</p> <p>More detail was given on funding pots within the Creative Industries Sector Plan, including the Creative Places Growth Fund, allocated to 6 mayoral authorities (unfortunately CPCA not currently included). Launch dates for specific pots noted as many are in 2026, but importance of shaping a prospectus in readiness. More detail was also given for ACE funding streams, including Creative Foundations Fund. SC welcomed comments about the PCA Prospectus workshop experience for members in May. MB commented that the workshop was valuable in interrogating the PCA’s new proposed pillars, mapping current and future work within them, and collectively identifying key priorities against them.</p>
<p><b>Reviewing the investment prospectus: projects discussion (SC, LB) – Paper 3</b></p>	<p>SC shared the draft proposed projects to be included in the prospectus, including establishing a new cultural hub in the city centre and repurposing and/or regenerating community spaces across the city for increased cultural activity. Members commented on developing draft.</p> <p><b>Infrastructure &amp; Space</b> Comments on space identification and gaps in infrastructure.</p> <p>SH – Approach could involve elaborating on Place Profiler infrastructure, looking at spaces under threat and where there is potential to transform. JM – Ideas feel very city centre focussed, but valuable cultural heritage sits outside of centre and one of the main barriers to growth and engagement is transport. SH – recommended PCA connect with Peterborough Citizens around transport. KH – Good to consider rural audiences. Contemplating setting ‘transport’ as a theme for next New Creatives cohort as part of a way to investigate this topic.</p>

SW – Citizen UK are doing a citizen assembly on transport.  
SH – could look at multiple ‘cultural centre’ hub and spoke models across the city not just in the city centre.  
JA – Advised not to lose sight of the tourist market which is vital for city centre. Cathedral visitor metrics record ratios of local vs tourist visitors and there is a need to address both.  
SH – space matrix exists

**Action: SC and PCA to arrange further conversations with Members needed to drill down into space specification, intended audiences/activities, and priority needs.**

**Action: PCA team to follow up with SH about space matrix**

### **Community Engagement & Participation**

Unlocking community spaces

SH – community projects use current ACE activity as a starting point, including networks that connect and spark new ideas/collaborations. From this foundation, future investment can look to support and test ideas that emerge from current programmes and networks (add value). Larger collaborations and commissions can take place city-wide and involve a number of partners. Getting the mechanisms right for building and engaging communities is fundamental.

RC – shared thinking around events and festivals as convening projects

SH – commented that in creating prospectus projects it was difficult to create ideas out of isolation, opportunities might become clearer as PCA programmes develop in first year of delivery. At the same time, other large cultural events/festivals/ are being proposed (with relatively little consultation with wider cultural orgs., if any), and all efforts run the risk of being created in a bubble.

SC – have solid processes is of great value, but would be good to give ourselves some timelines and goals for larger collaborations/cultural activity with some attractive headlines to attract investment. Suggested targeted activity in 2027. (Members agreed generally with timeline, more thought needed around what this would look like).

SH – Could be about how PCA communicates the impact of getting processes right, moving the PCA programme forward and being ready to seize opportunities.

### **Children & Young People**

LB shared thinking around skills and careers investment projects for CYP.

KH – noted title overlap with Creative Sparks. Also commented on ‘make space’ programme, wondered if space choices could be driven by conversation with YP and with PCA networks.

CW – advised making sure that work isn’t overlapping with NNF.

LB - Has been connecting with AA on CYP work.

KH – also noted a dearth of dance spaces in the city

<p>Establishing a PCA Council (MB)</p>	<p>MB reported on PCA governance. G&amp;F have been empowered to act as Shadow Board of Trustees for the purpose of the CIO Charity application, with a view to recruiting additional trustees in the future.</p> <p>Council to be made up of this group, PCA will move to formalise this. Council will hold Board to account. PCA Membership to be better defined but opened to all with a vested interest in arts and culture, the cultural strategy.</p>
<p>AOB</p>	<p>No AOB, dates of the next two meetings were confirmed</p>