



**PETERBOROUGH CULTURAL STRATEGY GROUP
APRIL 2021
EMERGING RECOMMENDATIONS**

Some key messages:

These are my people and I live here now

Courage, confidence and curiosity are necessary to creative work

Build a sector which is fit for purpose

Explore the Peterborough which is resilient, appreciative and understanding

'Twenty-first century literacies': interpersonal skills, synthesising skills (eg offering critique and being creative); organising skills for group work, and collaboration and peer review' are all enhanced by culture.

Acronyms (at this stage)

BID	Business Improvement District, Peterborough Positive
CB	Culture Board / Culture Action Group – or whatever we end up calling it (see MS2)
CCP	City Culture Peterborough
CF	Culture Forum
CLF	City Leadership Forum
CPCA	Cambridgeshire & Peterborough Combined Authority
CSG	Culture Steering Group
DMO	destination management organisation, which does not currently exist – used here as short hand for proto-version eg with VP/OP and BID
JCCP	John Clare Countryside Project
OP	Opportunity Peterborough
PCC	Peterborough City Council
STF	Stronger Towns Fund Board
VP	Visit Peterborough

Shaded recommendations are about programming cultural events and activities.

***Note: these recommendations are for discussion and better understanding during May and June.
They are not final. They have come from the extensive discussions held in Phase 2.***



Mission: vision, cultural offer, empowerment, attracting investment, driving change in key organisations, synergy and joined up strategies

Ref	Recommendation	Lead?	Timetable?	Comments
MS1	Formalise and profile the connected, mixed, open and exciting culture and associated vision set out in the slide deck	CB/CSG/PCC	As part of final strategy	Will need testing with council post election. Biggest addition from consultation would be <i>joy</i> .
MS2/PP1	Develop collaborative, inclusive, resilient cultural leadership for Peterborough which can drive and enable the vision for Peterborough 2030 and models the kind of culture we wish to grow	CB/CLF	Firm recommendations and process by July	Create a single, shared view about the importance of culture and heritage. This 'leadership' connected to programming, to city leadership, to young people and diverse communities, with strong practitioner input, is what we are calling the 'Culture Board'.
MS3	Create a Peterborough way of doing culture – which we do together	CB	Ongoing	Build on the artist led programmes and ambitions to see mixed and shared events. Peterborough has a distinctive 'doing it ourselves' approach to culture, a great strength.
Programming (NB: all programming recommendations throughout the document are shaded.)				
MS4	Ensure the Year of Recovery showcases culture in Peterborough and is led by practitioners and communities	CLF/BID/CB	Immediate	This is an important opportunity to ensure programming and animation of public spaces learns the lessons already from the Strategy.
MS5	Programme/invite/create/prioritise events/exhibitions which <i>mix and combine</i> cultures, and enable people to learn about each other	All organisations, inc CCP, other venues etc	Ongoing	This is a strong ambition from young people across discussions and the online survey and might be seen as especially important in heritage related activities.
MS6	Use those artist-led programmes which have had strength to grow opportunities for audiences, practitioners and investors.	CB/ leaders of those programmes and events	Ongoing	Spoken word events, community festivals, Open Studios are important examples of the Peterborough approach to be facilitated in the future.
Tell Peterborough's stories: Build the Future now				
MS7	Build on the strength of Peterborough's <i>heritage</i> – with specific action plan and recommendations to come.	CB / heritage attractions (tangible and intangible)	Ongoing	Further discussions to come in Phase 3; use eg John Clare, Cathedral, Jurassic collection, Must Farm & Flag Fen, migration stories and global connections. Work together to promote the jewels in the crown.

Mission: vision, cultural offer, empowerment, attracting investment, driving change in key organisations, synergy and joined up strategies

Ref	Recommendation	Lead?	Timetable?	Comments
MS8	Use the programme of festivals collectively to publicise the stories of Peterborough across the year	CB/DMO/festivals	Ongoing as festivals begin again	If brought into one calendar they could be cross-promoted as one story. (Also see C1)
MS9	Have measurable (but not over-measured) outcomes eg improved press coverage, footfall at profiled attractions, improved satisfaction of young people with events, traffic to signposting websites, more vibrant (eg banners for events) city centre and gateways, environmental/climate justice impact.	CB (in close liaison with CLF)	Ongoing	Make these measures, targets and annual results public.
MS10	Network with other similar places to both learn and maximise collaboration, eg re-join Key Cities, Global Cultural Districts Network, and feed into other networks eg around transport/logistics, sustainability, community/global links.	CB/CLF	Ongoing	Many consultees talked about the need to turn thinking outwards and learn from elsewhere, as well as the benefits for Peterborough's diversity in its global connections.
MS11	Use twinning opportunities through Peterborough's many communities, from Pakistan to Poland, to enable cultural exchange	CB/CLF. Community leaders	Ongoing	
<i>Be future ready</i>				
MS12	Link the artist-led programmes and community heritage with the writing and other cultural-related courses at FE and HE institutions to improve both the talent pipeline and improve the student stick rate long term.	CB/CF/ educational institutions	Ongoing from 2022	Would benefit students, practitioners and audiences as well as helping the area profile.
MS13	Acknowledge, display, keep revisiting shared objectives to see a thriving Peterborough,	CB	Ongoing	Should not be something that bogs people down: build on the unanimity of views expressed in Phase 2



Mission: vision, cultural offer, empowerment, attracting investment, driving change in key organisations, synergy and joined up strategies				
Ref	Recommendation	Lead?	Timetable?	Comments
	build connection and joy and celebrating a resilient, diverse cultural life.			
MS14	Review and refresh this strategy with a light touch yearly and robust engagement with public sector asset review in 2024. Timetable a complete overhaul in 2026, at the half way point: it must accommodate change as Peterborough develops.	CB	From 2022	Ensure the strategy can evolve as more diverse voices involved, real life happens, and learning improves. (ie do not be straitjacketed by the thinking of 2021 in 2025!)
MS15	Decide whether to create a Cultural Compact or another form of cultural leadership agreement	City Leadership Forum/CSG/PCC	By March 22, poss sooner if £££ attached	Strong recommendation of Culture Cities Enquiry & Recovery reports. But may be an exclusionary vision in PBO context? Relate to thinking about future leadership.



Connections: diversity and inclusion, networks, partnerships, systems

Ref	Recommendation	Lead?	Timetable	Comments
<i>Networks</i>				
C1	Create a combined calendar stretching 18 months to 2 years ahead (minimum). <i>Share this</i> with partners – so eg students can prepare and use in curriculum, destination marketing can agree partnerships and ticket deals, sponsorship opportunities can be maximised etc.	CB/DMO	Start now	Some work has already begun between theatres but needs to be formalised, and shared much more widely. This is a cornerstone of future improvement as well as practice for more profound collaboration.
C2	Allow for themes – eg make April Earth month – so people can respond to them in making work and programming	CB/DMO	Sept 21	Enables strong marketing and collaboration. Encourage coalescence.
C3	Build on and use existing <i>projects</i> which can be delivered (see PP2) to build confidence and joint working. Support Quick Wins	CB/Project owners	Ongoing	Eg the Countryside Trails are ready to go. Promote into city communities (esp ethnic minority communities) to build on nature connections, mental health etc.
C4	Build on and use existing, strong networks which disseminate information, opportunities, invitations etc – eg education (college, schools), communities of faith.	All	Ongoing	Important lesson from Phase 2: this is where people seem to have got information on which they took part.
C5	Encourage and develop networks of creative, cultural and innovative enterprises within Peterborough and across the area (also see Place)	CF/CB – also OP	Ongoing	To share professional expertise and support joint investment into shared infrastructure – while building on existing structures such as CF, and work of groups such as Metal.
C6	Value what people say and act on it: enable honoraria payment for people (especially freelancers etc not paid to be in meetings) to participate in leadership development, policy creation etc.	CB/STF/CLF	Ongoing but start now	Non-payment only means that you either donate time, or you are only in the room if already paid to be there and therefore with capacity in the existing systems. (This issue often raised by people of colour in Peterborough and beyond.) A key part of multiplying leadership.



Connections: diversity and inclusion, networks, partnerships, systems

Ref	Recommendation	Lead?	Timetable	Comments
<i>Progression</i>				
C7	Share information, eg audience data: combine cultural learning through eg Cultural Forum and Board – make it an explicit and declared objective and process. Aim to have shared, audience focused marketing by 2026	CB	Start asap. 2026 (half way mark) key objective	Share learning from specific events as well as broader information: which communities (age, geography, ethnicity) come to see what, feedback on what/why/where is ‘not for me’. Everyone’s objective is to ‘grow the market’ (ie audiences) and rather than see this as competitive disadvantage, collaborate for the whole infrastructure to grow.
C8	Link cultural institutions and activities to educational institutions (esp HE/FE) to show students progression opportunities that keep them working within Peterborough, including eg re-enactment at Flag Fen for archaeology students	Colleges, universities, key cultural institutions	From Sept 21	Note ongoing level of courses supplied by Peterborough College as well as arrival of ARU. Also note importance of linking Cathedral choir to Music Hub etc: needs to be properly encouraged by institutional leadership.
C9	Bring HE/FE together to promote stickiness of Peterborough for new and graduating students (connects to MY1 in long run)	Colleges/ universities/ CB	From Sept 21	Student stick rate a reasonable proxy for cultural vibrancy!
<i>Diversity</i>				
C10	Ensure promotions, including for audition calls, reflect diversity in Peterborough. Use diversity as something to celebrate – in pictures promoting Peterborough as much as growing markets.	All – esp commissioning bodies, DMO, OP	Ongoing	Specific point made by a number of younger BAME people.
C11	Recognise that Peterborough has a strong market in some less-recognised arenas (Polish rappers, Lithuanian film) and build on that.	All	Ongoing	Already exists and could be better promoted.
C12	Cultural bodies to establish diversity targets for their boards and leadership teams, reflecting local demographics and each organisation’s purpose. Progress against targets should be published by each organisation.	All	Ongoing but start now	Begins with modelling diverse leadership coming out of this Strategy. Recognise that ‘boards’ are easier to reshape than ‘leadership teams’ because most cultural organisations are very small employers with slow turnover..



Connections: diversity and inclusion, networks, partnerships, systems				
Ref	Recommendation	Lead?	Timetable	Comments
C13	Encourage a radically inclusive approach to event invitations (eg private views) to build up a dense network of less formal connections.	All, especially venues & event producers	Ongoing but start now	Not hard but important. Educate leaders not to patronise & understand role of art. Enable 'outsiders' to join networks. Widen participation and audiences. Build pride. (Also recognise that not going to something is not necessarily a rejection)



Money: revenue, investment, growth, economy				
Ref	Recommendation	Lead?	Timetable?	Comments
<i>Building markets together</i>				
MY1	Have a combined, *professional*, approach to promoting Peterborough’s attractions to encourage people to live, work, visit, study and invest here. Have a Front of House (online and in real world) which actively promotes and sells diverse artists’ work from within the City (which used to happen.)	DMO/ OP	Get started as soon as possible	This will be an evolving ‘thing’ but should be both digital as well as highly visual. <i>This is the single most commonly shared ambition</i> which comes across (unprompted) from discussions and surveys in Phase 2. (One measure would be increased pride in Peterborough from local people.)
MY2	Use the money spent by individual organisations on marketing more smartly through collaboration to grow both impact and investment	All/OP/ DMO	Agree a way forward by July 21	Links to improving Peterborough’s image as a place to live/work/invest/study and to <i>recovery</i> over first year to three years of this Strategy.
MY3	Create an ecology of leadership across all cultural sectors – ensuring all are related to the Culture Board (see MS2)	All/CB	In Phase 3 and beyond	Recognise that there will never be a totally non-subsidised cultural ecology – to drive new markets and new work.
MY4	Involve businesses (non-cultural) better in building the cultural life and attractiveness of Peterborough. Don’t see them only as sponsors/investors but beneficiaries of a stronger talent pool, better profile etc.	OP/CB /CLF	In Phase 3 and beyond	Currently direct engagement is limited despite need to attract talent, grow student bodies etc
MY5	Join up culture communication between agencies, city leadership etc – both for marketing but also shared messaging on events, priorities etc: make Peterborough investable through unified presentation in key circles	CLF/OP /CB	In Phase 3 and beyond	Peterborough tends to talk itself down, and leaders sometimes give fragmented messages in response. Key institutions and individuals need to agree the messaging and stick to it to improve the area’s profile and attract funding/investment
<i>Stimulate demand</i>				
MY6	Create and use joined up offers to attract audiences eg for students, eg with food partners	DMO/ CB	By 2030	Grow the ‘hospitality of the offer’ and take the chance to innovate. Connect to the programming proposals and who gets to make programming decisions.
MY7	Use data to co-design offers and share risk. Research what is working elsewhere.	CB/all	Immediate	Eg swimming pools have good data.



Money: revenue, investment, growth, economy

Ref	Recommendation	Lead?	Timetable?	Comments
MY8	Acknowledge and cater to the value to schools of a joined up offer – with the choice to decide what you see.	CB/ Phace	Sept 21	Grows many opportunities
<i>Attract investment</i>				
MY9	Collaborate for cultural investment: expand opportunities for <i>enterprise development in cultural organisations</i> eg through targeted funding, creating workshop space on flexible, favourable terms, pop-up galleries for intangible heritage.	CPCA/ STFB / BID/ PCC	Ongoing	Consider in new development, including eg live work opportunities in city centre; relate to empty shop use (see PL1); requires acknowledging the need to formally support to Creative and Cultural Industries (CCI) sector through recovery and Brexit challenges.
MY10	Create capital and seed-corn revenue funds for small scale investment to enable <i>repurposing of underutilised buildings and public spaces</i> for cultural activity as part of recovery and re-establishing city and district centres	CPCA / PCC/ BID	From September 21?	Each grant, eg to have a shop window, install better lighting etc need not be great. Key to rebuilding economy
MY11	Fully <i>understand and share funder priorities</i> from all sectors so that practitioners, curators, owners and commissioners can understand requirements and those funders can see how their priorities are linked to other investments	CB/PC C/ACE	Ongoing from June 21	Public sector funds will become even more constrained and tightly focused but are crucial leverage in other relationships. Peterborough does not access enough private and philanthropic funding for the opportunities in the area.
MY12	Develop funding streams for culture which show how activities <i>promote both skills and inclusion</i> in many different ways	CF/CB	Ongoing	Culture is a route to solutions in these areas, not a nice -to-have afterthought; practitioners and funders need to collaborate to demonstrate this impact
MY13	Consider a <i>City-wide Corporate Cultural Venture fund</i> to increase the supply of repayable finance for the heritage, cultural and creative sectors, with mentoring support from corporate investors.	CB/STF	From 2022	Target the smaller entrepreneurs and practitioners with an emphasis on growing the CCI sector within Peterborough
MY14	Identify and <i>secure multi-year funding</i> for (suggested order of priority) <ul style="list-style-type: none"> the cultural enablers/provocateurs/development cadre (PP1) effective joint marketing and comms (C1, MY1) payment for participation (most of the people and connection recommendations rely on this) 	CSG/ CB – with collab- oration from PCC/	Ongoing from April 2021	This is a blended offer, across all sectors, enabling much bigger markets while requiring some risk. Discussions required with BID, other businesses and sponsors about how to make all this happen. This is an investment in the cultural capital of Peterborough then (exc Heritage Festival & costs of



Money: revenue, investment, growth, economy				
Ref	Recommendation	Lead?	Timetable?	Comments
	<ul style="list-style-type: none">enabling commissioning which supports the ambitions for a café culture (PL1)re-create the Heritage Festival on a broader canvas (see PL6)	CCP/ BID/ STF		posts for display) some £250-300K a year over 10 years would make an enormous difference. Some elements will leverage additional funding more easily than others.



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Places: infrastructure and assets, heritage and the future, environment, adaptability and resilience				
Ref	Recommendation	Lead?	Timetable?	Comments
<i>Public spaces</i>				
PL1	Use the growing cultural infrastructure to lead on animating public spaces during the Year of Recovery to promote the Peterborough offer and help reinvigorate the local economy	BID/CPCA/CSG /CB	Immediate (from 12 April 21)	Work using the principles in this Strategy – inclusive, connected joyful – to demonstrate the many different possibilities.
PL2	Use streets and squares, empty shops and windows to promote culture alongside cafes – using local performers as much as possible	BID, town centre management	Immediate	Encourage people into safe mingling & spending some money in cafes etc, outdoors, with a cultural element. Programme paid, professional singers, jugglers, street artists. (overlaps with PL6 but more about performance in public space)
PL3	Do stuff <i>locally</i> : use culture as a way to connect local neighbourhoods and streets (as well as central and whole-PBO); work in specific areas to build new audiences and participation through hyper-local and co-curated work.	All commissioners and venue managers	Ongoing	Particularly emphasised by young people and people with disabilities: seen by both as part of learning from and legacy of lockdown. The experience of Peterborough Presents alongside eg Peterborough Citizens demonstrate the appetite is there but it must show real change.
PL4	Make more of the rural parts of Peterborough, to promote access: encourage better education in outside activities, from birdwatching to leaving no trace, in partnership with landowners etc and promote countryside access	JCCP/CB/NPT		Target communities who are less active and feel less welcome in natural environments (eg as reported by some black and minority ethnic communities), for both mental health and wider cultural opportunities
PL5	Encourage a clearer programme of <i>festivals</i> (often but not always outdoors) so that that happen anyway can flourish through promotion and new ones can grow.	DMO/CB	From September 21	Connect to MS8
PL6	Reimagine and recreate the Heritage Festival – using all of Peterborough, curated collectively and celebrating all communities	CB/heritage sector partners/community leaders	Aim for June 2022 for first new one	Frequently mentioned in survey and consultation with request for wider canvas; work already beginning on this front.



Places: infrastructure and assets, heritage and the future, environment, adaptability and resilience

Ref	Recommendation	Lead?	Timetable?	Comments
<i>Climate Emergency</i>				
PL7	Consider whether to sign up to Culture Declares Emergency, whether collectively, as separate organisations or as individuals, focusing on challenges to the cultural sector in the city.	CB/PCC/all	September 21	Would connect to a network of environmentally active practitioners. (see https://www.culturedeclares.org/resources/why-declare-why-culture)
PL8	Work with Julie's Bicycle to ensure the impact measures for this Strategy (see MS9) reflect climate interventions	CB/all	July 21	Use work already underway in Peterborough and beyond. (Connects to MS9)
PL9	Promote green/climate aware programming by commissioners and venues eg through climate month (April), also supporting accelerating changes in behaviour	All	Ongoing	Consider how artists work, the links between climate emergency and social justice, travel and other emission impacts.
PL10	Promote net zero, and net gain for biodiversity in the management of cultural spaces (as in all spaces) from installing bat boxes to new partnerships with research institutions	All	Ongoing	See https://juliesbicycle.com/wp-content/uploads/2019/10/Biodiversity_Brief_Web_2019.pdf
PL11	In 2022 following the Year of Recovery initiate a national Climate Arts conference to review the productive links between environmental action and creative work	CB/PECT/NPT/all	Third quarter 2022	Expanding the Green Arts events in Scotland and building on the strong environmental tradition in Peterborough.
PL12	Connect parks managers curators, plantspeople, conservators, head gardeners etc of important open spaces and growing spaces across Peterborough with a view to promoting creativity and biodiversity in their planting and use. Promote land use which leads towards net zero by 2050, including through behaviour change. Engage young people in this process.	CB/PCC/NPT/Cathedral/others?	From September 21	For Peterborough it is important that gardening and designing open spaces is <i>itself</i> an important creative act, from Green Backyard to the Lido, from the Cathedral to Flag Fen. Open spaces are not only a venue or an ecological matter or a site for land art: the making of those spaces is often mentioned with great attention and affection.
PL13	Aim to make the created landscapes of Peterborough carbon-negative as a contribution to the city's target to reach carbon-zero by 2030	All	Ongoing	Plant trees and prevent peat loss in land management and encourage understanding through culture.
<i>Building communities in new developments through cultural impact</i>				
PL14	Wherever there are new developments, make sure creative practitioners and communities are at the table from the start to design and enhance public spaces from	STF/ PCC	Ongoing	Closely linked to feelings about external vs local: people 'own' and protect spaces much better



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Places: infrastructure and assets, heritage and the future, environment, adaptability and resilience				
Ref	Recommendation	Lead?	Timetable?	Comments
	branding cycleways to commissioning public art works to celebrations of major milestones and commissioning land art and cultural uses in new green spaces.			when they have had an explicit stake in their development. Crucial to sustainability.
PL15	Commission public art linked to new developments	STF/PCC/CPCA	Ongoing	See below on funding; if communities are to be connected at the roots, then the cultural activities make a difference from the beginning. Build on the DIY culture distinctive to Peterborough.
PL16	Consider the higher prioritisation for culture and place making in any future review of s106 obligations and the Community Infrastructure Levy (CIL)	PCC/CPCA	Ongoing	Timetabling of reviews of policy to be considered, recognising the impact of cultural activity on place, connectivity and climate emergency.
PL17	Review the resources available through existing s106, Planning Obligations Implementation Scheme (POIS) and CIL with a view to enabling further funding of cultural activity in new developments	PCC/CB	Ongoing	Most recent reports suggest there may be resources to be released here against planning and neighbourhood priorities.
PL18	Explore and use all relevant funding schemes, including DEFRA schemes and any emerging from the Environment Bill to promote cultural investment	All	Ongoing	Link to climate emergency
PL19	Build on good practice from elsewhere and use all partners to promote good practice in commissioning public and land art. Consider whether Peterborough needs a cross-sector group focused on this work.	All, especially planners, funders and owners	Ongoing	Consider Cambridge Public Art Commissioning Group and existing involvement of CPCA.
<i>Making spaces</i>				
PL20	Promote visual marketing opportunities IRL – hang banners on lampposts, use display boards etc to create buzz and awareness that things are going on.	BID, property owners	Immediate and ongoing	Start with PCC assets (post Covid messaging) eg to use lampposts for banners. Needs some property owners to reconsider their income expectations for advertising to promote footfall.
PL21	Use existing spaces in educational buildings better (eg but not only theatres) and promote good curation for those spaces (links to PP1) which will support learning and demonstrate good cultural work	Schools/CB/PHACE		PHACE and other networking bodies to consider approaches.



Places: infrastructure and assets, heritage and the future, environment, adaptability and resilience

Ref	Recommendation	Lead?	Timetable?	Comments
PL22	Explore and promote models to generate space for practitioners using existing places and buildings to address the limited opportunities now: fully map existing opportunities, including those created by pandemic changes, consider portfolio approaches to management in the long term	CB/STF	Ongoing	See also MY7 & MS8 about building opportunities for cultural investment. Crucial link to economic development request for demand evidence to support recovery: extend beyond Bridge Street.
PL23	Use the outdoors for events and arts not only in existing, known venues but in new and different spaces - whether commissioning new sculptures or investing in spaces to lengthen the season	All involved in managing spaces and events	Ongoing	Strongest in recovery phase (see PL1) but plays to a key strength of Peterborough
PL24	Build on and benefit from existing assets – eg Heritage funded projects in Nene Park and use as catalysts for more work.	All managers of spaces and places	Ongoing	Also see PL11



<i>People: communities, audiences, practitioners, learning</i>				
Ref	Recommendation	Lead?	Timetable?	Comments
<i>Delivery and enabling</i>				
PP1/MS2	Develop collaborative, resilient, inclusive, cultural leadership for Peterborough which can drive and enable the vision for Peterborough 2030 and models the kind of culture we wish to grow	CB/CLF	Firm recommendations and process by July	Create a shared view about the importance of culture and heritage. This 'leadership' is connected to programming, to city leadership, to young people, diverse communities and environmental activities with strong practitioner input, is what we are calling the 'Culture Board'. This process/structural issue should not stop other quick wins.
PP2	Build & fund a cadre of people across organisations, whose specific role is to build cultural connections, from practicality of calendars to growing talent and deliver this programme under whatever leadership model is developed. Ensure this cadre is itself diverse across ethnicity, age, sex and other characteristics, and all those within it recognise their role in promoting a diverse culture in PBO	CSG/CB	Funding in place asap	Funding confirmed in 22/23 budgets for 3 (?) years. This means investing in people who have a specific role of networking and disruption. <i>Closely related to the resilient leadership recommended at PP1/MS2.</i>
PP3	Centre young people (taken as under 25) by explicitly acknowledging the impact of climate emergency on that generation, long term effect of pandemic and the long-standing cultural deficit for young people in Peterborough. Use leadership and forum opportunities to link both with young people directly and with education and employment – eg partnerships with schools and colleges	CB	Both immediate and ongoing	See further recommendations below alongside this statement accompanied by concrete steps eg – create programming panel, adopt 10 yr goal of peer led arts centre, mentoring opportunities, representation in the CB.



People: communities, audiences, practitioners, learning

Ref	Recommendation	Lead?	Timetable?	Comments
PP4	Promote the hospitality of the offer across different communities: eg through the energy of takeovers of venues or	CB/all programmers and commissioners	Ongoing	Need to start to see these changes in the near future. Also see recommendations on facilities below)
PP5	Work with organisations to develop 'youth wings' which can relate to the Culture Board and programming ambitions	CB/PHACE/ all	Ongoing	This is a challenge in Peterborough as makes it harder for young people to find a 'way in'.
<i>Developing people</i>				
PP6	Work with schools to ensure diversity in performers/makers/decision makers around culture and programming of spaces, alongside quality of cultural product. (Also see PL19)	Schools/PHACE	Ongoing	Schools have the crucial role in young people's lives, the confidence and capacity to build experience and resources that might be used better to promote cultural opportunities.
PP7	Build on schools' real world work on diversity and their capacity to signpost young people to build confidence in the cultural landscape (also see MY8)	Schools/ PHACE	Ongoing	
PP8	Mentor and support people of colour coming up through the arts – from showing their faces in the promos for audition calls, to running targeted mentoring programmes to bring forward producers and leaders	All organisations in CB	Ongoing	Set up programme in time for September 21. Build on existing platforms including the Metal Emerging Artists Network and Fierce Talent. While this applies to all disadvantaged communities it was particularly highlighted by people of colour during consultation.
PP9	Use cross-sectoral mentoring and shadowing opportunities to grow understanding of different organisations and grow city skills (eg as in Common Ground, Clore Leadership etc)	CLF	Get in place for Jan 22? Examples in Clore	Will take significant collaboration but will encourage much greater cross-fertilisation and diversify access.
PP10	Work with the student and faculty body of arts and culture courses (especially strong at UCP and with projected growth over 10 years at ARU) to showcase the work of those students along with local and other practitioners	Educational institutions/CB/all	Ongoing	Will be using some work eg on Cultural Strategy website. Use those links with student bodies much more in career progression etc (also see C4,5,6)



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<i>People: communities, audiences, practitioners, learning</i>				
Ref	Recommendation	Lead?	Timetable?	Comments
PP11	Create a route to invest in arts students (in all art forms) in Peterborough eg through commissioning, venture fund etc	CB/all	From September 22	Currently difficult to target resources on emerging artists still in education.
PP12	Grow the opportunities for arts based training in Peterborough eg through promoting FE or HE courses, short term residencies , links to artist led programmes etc (See C8 and C9)	FE & HE institutions/ DMO/CB	Ongoing	Stick rate a good proxy for vibrancy; course currently quite small so should be capacity to grow.
PP13	Using this Strategy, develop a city-wide development plan for growing, attracting and retaining creative talent and aligning resources to increase the supply of training opportunities (and campaign for greater flexibility in the use of Apprenticeship Levies and structuring of Apprenticeship Programmes.)	PCC / ARU / UCP/ City College / schools / employers	Ongoing	Also see C5 and C6. This is derived from the Core Cities report on Recovery; it is also an opportunity to build greater skills levels in Peterborough through innovation, risk-taking, enquiry and transferable experience.
PP14	Support the ecology which helps emerging and mid-career artists in non-art-related matters (eg filling in tax returns), recognising professionalism of cultural producers	CB/funders	Ongoing	Cultural and Creative Industry (CCI) sector is strongly comprised of freelancers/micro-companies which often require such support but many more standard providers do not understand the sectors complexity.
<i>Programming and facilities</i>				
PP15	Create a long term Young People's Programming Panel with real decision-making power over choices, especially but not only in public sector venues to create programming which meets their ambitions	CB/CCP/other venues and cultural institutions	Start now and keep it going	Work needed in Phase 3 on how to design this and give it real purchase. Needs to allow for 'mistakes' and learning from experience. Work with non-cultural groups (eg Youth Voice, Citizens) as much as value of groups such as Music Hub. Will need proper mentoring (from outside) to build skills and promote self-advocacy by those involved.



People: communities, audiences, practitioners, learning

Ref	Recommendation	Lead?	Timetable?	Comments
PP16	Agree a ten year goal of peer-led young people’s facilities in Peterborough and set out the programme to achieve it	CB	By 2030	Might be existing venue/building or something as yet non-existing but set the goal now and start working with young people to imagine, design and deliver it.
<i>Confidence building</i>				
PP17	<p>Identify and deliver quick wins to build real confidence and trust that this time is different. (also see C3), including</p> <ul style="list-style-type: none"> • professional, artist-led animation in public space during Year of Recovery (MS4, PL1); • committed investment in cultural network cadre (PP2, C6); • Younger People’s Programming Panel established (PP15); • shared forward calendar (MY1); • joined up marketing and information (MY2); • promoting John Clare trails & other existing projects (PL16, MS7C4, C5); • workspaces in empty shops (PL2, MY9); • connect curators/managers of planted spaces around creativity and climate emergency (PL11) 	CSG/PCC	March to July to deliver by October 21	<p>These are big early wins if delivered.</p> <p>NB – also relevant to PCC’s consideration of public sector cultural assets when current arrangements are reviewed prior to 2024.</p>

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A note on leadership/governance

Cultural leadership is not simply about making the current system work a bit better or more fairly: it is about radically rethinking the systems by which the city 'does' culture. The task now is to define the approach, processes and arrangements which will help to deliver cultural change in Peterborough.

The Appendix offers a tiny selection of a vast literature, which is still short on how to do the sort of work CSG and partners have discussed: *distributive, inclusive, flexible, resilient, accountable*. The closest is Robinson's analysis of *multiplying leadership*, but we need to turn that into achievable, Peterborough-specific recommendations.

Much exciting and inspiring thinking is circulating both about how to lead cultural change and development and how cultural organisations/activities help to lead cities and places. There are many different models out there.

The Cultural Cities Enquiry, for instance, is a top down, government targeted pair of reports (one on recovery) which contains several very useful insights. Its Advisory Group contains important cultural figures from across the UK and until recently was all white (though the very first picture in the report itself is of a young Black woman). It strongly recommends a formal Cultural Compact Body and makes a persuasive case for the importance of a well-structured agreement committing major local players to investment and promotion. But – although it has warm words on diversity and addressing division, it is not clear to me that such an approach will meet the passionate demand for visible, sustainable change that is clear in Peterborough.

A radically different approach, although short on practical recommendations, comes from Mark Robinson's piece on multiplying leadership. He talks about '*building trust, being open and positive and **sharing control** ... vastly more connections between people that creates more collaborative, less patriarchal structures for informed decisions, action and learning.*' (my emphasis).

He adds that this approach is not a programme but '*an ongoing process and practice. It is something you do, rather than something you become, although you can become better at it, ... It is helpful, though, to think about starting points, feedback loops and learning cycles within collective leadership, and to understand interactions as processes which are part of larger patterns.*'

We can also look at Graham Leicester's paper from 2013 which, in the way of things is bang on about some predictions and way off on others. He suggests that in challenging/powerful/changing times *the task of leadership is to help evolve the culture. California senator John Vasconcellos says we need to be hospice workers for the dying culture and midwives for the new. This is real cultural leadership.* This insight really reflects the issues raised by climate emergency, the fight for racial justice, the inequalities exposed and emphasised by the pandemic and the divisions known to exist in Peterborough.



The consultation exposes a number of elements which are in tension. Can something be both nimble and multiple? How does any leadership body become effective at making sure its decisions have traction, and be embedded within communities who have been excluded and disempowered by traditional models?

The cultural sector is (by definition) imaginative. The Clore Fellowship and other experiences show that it is historically often a diffuse, responsive model rather than more traditional hierarchical, linear structures. But that does not mean we have worked out how to design an approach which will match Peterborough's specific needs for flexibility, connection and delivery over the next decade.

What might this look like in practice? Tony Morgan makes the important point (initially in relation to church leadership but absolutely relevant to the issues raised in Phase 2) that leadership development is *personal* rather than programmatic. Leadership means seeing potential, creating opportunities, finding the people who already 'have the DNA' of the place. He also says the results of this approach cannot be measured beyond build the long term leadership itself.

The thinking so far suggests certain features of a *permanent* 'culture board' (working title?) whose job is to promote collaboration and leadership with a clear link into city leadership/decision making. In addition to the 'in principle' issues such as inclusion and effectiveness. Some key questions of (for lack of a better word) mechanics have also been identified through Phase 2, including:

- Must be diverse (ethnicity/age/geography/ability)
- Must be effective – be able to achieve real impact on cultural priorities and spend
- Strong preference for an independent, ambassadorial chair eg from business
- Should this be working towards its own constitutional status?
- Building genuine partnership for the future
- Embed key players eg education, faith
- Include both practitioners and audiences
- Should it be elected/self-selected/institution biased? Thought needed on who
- Have regular forum for practitioners (a la Culture Forum) which allows for networking and co-learning
- Have eg biannual event bringing together leaders, practitioners, venues etc etc to discuss culture & related issues (eg destination marketing)
- Be accountable and transparent for not only what it does but how it does it

There is clearly an *appetite* for such a body from a wide range of stakeholders, but also considerable *mistrust* of whether it will work, make a difference and be genuinely inclusive and empowering. The recommendations so far clearly rely on there being such a body, which I have called the Culture Board (CB) for now.



This short review and the discussions in Phase 2 suggest that the participants so far:

- Know roughly what sort of animal Peterborough wants: one embedded in the local forums and networks but fleet of foot and with many openings for people to be part of decisions
- Must proactively encourage investment in people, must make room for that to change institutions and arrangements and not expect people to contribute to leadership in the city for free
- Needs current leaders to invest time and organisational capacity in both participating in structures but growing a new kind of cultural leadership for the future
- Needs to emphasise this enquiry in Phase 3 so it can make specific recommendations in July which have taken into account the complex views and approaches of stakeholders.

Having picked out this issue, **all the other issues** identified are really important for the Strategy. In some ways ‘process’ and ‘governance’ are many people’s comfort zone. If we can design the right arrangements, creative inclusive outcomes will follow, but we will not have to make them happen. As one participant in Phase 2 reminds us: *we’ve broken all the rules for Covid. Why can’t we break them for justice?* The answers to such questions will not be by rebranding old structures but allowing ourselves to take risks for new ones.



A note on funding

This *could* be a relatively cheap strategy (compared to, for instance, housing, transport, education – all of which are also important.). No-one has said they want immediately new shiny things in the way of buildings and resources. There is a clear wish for much more capacity for (young people's) cultural engagement, but a real recognition that this might be met by rethinking/orienting existing assets over the life of the strategy. People (as everywhere) want more spaces for artists workshops and creative entrepreneurs; there is significant room to talk about this in the redrawing of city and district centres, especially given conversations around economic development.

The biggest financial demands are

- **people on the ground**, with some committed longevity of funding. This might be a team within some existing organisation, or a dispersed team but with a shared purpose and accountability into the culture board. Some £250K per year over 10 years would make a huge difference to cultural networking and capacity within the area and yet £2.5m – a small capital sum - will seem a large revenue challenge. It will be important for all partners to think creatively about how to build such a cadre to show genuine investment in the people of Peterborough
- setting up **effective joint marketing and comms** both as a website and physically (including banners and poster capacity in the city centre) – there will be a coordination cost once some fairly low cost set up is achieved. This should be delivered by professional marketers but commissioned by the Culture Board – ie seen as part of the cultural development of the area than purely an economic development/visitor economy initiative
- **ability to pay participants and volunteers**, again with longevity. This seems minor (and is cheap) but is *crucial* to participation. In particular, being able to pay people of colour (often freelancers, in the precariat, and/or very low paid) is an important demand emerging from campaigns for racial justice
- **animate public spaces during recovery and re-establish the Heritage Festival**. This was mentioned by many people in discussions and the Survey. People want coordination of other festivals and better marketing but *also* want to see this returned. It would need support, especially to begin with, including support to organise it and develop funding. It would be very popular.
- **commissioning approaches** eg to promenade performance around café culture which profile, support and grow local artists as well as bring in inspiration and options elsewhere. This is a connection cost, not necessarily an additional expectation, and insofar as it is rebuilding footfall should very much be shared with businesses



APPENDIX: SOME REFERENCES ON LEADERSHIP & FUTURE CASTING

This is a tiny selection of a vast literature, but one which is surprisingly short on how to do the sort of work CSG and partners have discussed: distributive, inclusive, flexible, resilient, accountable. The closest, it seems to me, is Robinson's analysis, but we need to turn that into achievable, Peterborough-specific recommendations.

Mark Robinson, for Creative People & Places, on Multiplying Leadership <https://www.creativepeopleplaces.org.uk/our-learning/multiplying-leadership-creative-communities> (link already circulated to CSG, this is a long read but well worth it.)

MissionsModelsMoney 2013 paper on leadership by the Director of International Future Foundation
https://www.culturehive.co.uk/wp-content/uploads/2013/10/23974676-Rising-to-the-Occasion-by-Graham-Leicester-2007_0.pdf

Short piece on The Multiplying Leader <https://www.christianitytoday.com/edstetzer/2018/january/multiplying-leader.html>

Core Cities reports on Cultural Cities. The first is a broader report published February 2019. The second is a Covid19 response, published October 2020 which is much shorter but does build on the first one, especially in relation to Compacts.

<https://www.corecities.com/sites/default/files/field/attachment/Cultural%20Cities%20Enquiry%20%5Bweb%5D.pdf>

https://www.corecities.com/sites/default/files/field/attachment/ACE316%20Cultural%20Cities%20Enquiry%20V10_0.pdf

Although about smaller places, there are some useful reports in this recent Demos report <https://demos.co.uk/wp-content/uploads/2020/12/The-Future-of-Towns-Report.pdf>

A useful if inevitably rather 'corporate' report by Oxford University and KPMG on collaborative leadership is at <https://www.oxfordleadership.com/collaborative-leadership/>

The 2020 report by Westfield on retail centres predated the pandemic but many of its trends will only have been accelerated, not least the demand for creating unique memories: https://images-urw.azureedge.net/-/media/Corporate~o~Sites/Unibail-Rodamco-Corporate/Files/Homepage/INVESTORS/Financial-Information/Other-Presentation/20200113-WESTFIELD-How-we-shop-the-next-decade_onlyEN.ashx?revision=aaf28ea7-7919-4cda-9577-1cd1d0dd6893

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