

**Culture Consortium**  
**Draft Minutes of the meeting 28/6/2024**  
**Adelphi Room, Sheffield Theatres**

**Present**

Roger Bateman	Sheffield Hallam University
Sonia Gayle	African Heritage Culture Forum
Annabel Grundy	Sheffield DocFest (Co-Chair)
Kate Brindley	SCC/Culture Strategy
Georgina Kettlewell	Yorkshire Artspace
Jo Towler	Music in the Round
Olivier Tsemo	SADACCA (Co-Chair)
Sarah Sharp	Head of Service Culture (SCC)
Lesley Webster	University of Sheffield
Ian Wild	Showroom Workstation
Jo Wingate	SCC/Cultural Pipeline Fund

**Apologies**

Tom Bird	Sheffield Theatre
Diana Buckley	SCC
Amy Cooper	Sheffield Children, Youth and Family Consortium
Mojisola Elufowoju	Utopia Theatre
Kirstie Hamilton	Sheffield Museums
Judith Harry	Site Gallery
Neil Jones	SCC/Programmes and Partnerships
Claudia Lastra	Arts Catalyst
Katie Matthews	Gut Level
Daljinder Singh	Theatre Deli
Wendy Ulyett	SCC/Marketing
Rose Wilcox	The Leadmill

**1. Introductions**

**Matters Arising**

- Jo W updated the group that Robin Hughes/ Joined Up heritage had been invited to attend future meetings. They welcome the idea of working together and would attend when they had the capacity, not necessarily every meeting, but when agenda items and themes were pertinent. They are very open to discussing collaborative ways of working and this can be discussed at a future Consortium meeting.

- Sonia updated on ideas and suggestions re Unesco International Day of Remembrance of the Slave Trade and its Abolition. Responses need to include all communities which is still an issue amongst many communities including in Sheffield. How celebrate the day. Possibly a poetry reading Danae wellington – city could do something more inclusive and bigger.

Sonia will know more when has an idea of budget, could look at big at bold ideas over several years.

Roger suggested the [We are the Monument](#) exhibition at Graves may be keen to do something.

Olivier commented that the University of Sheffield Department of History came forward to the community.

Sonia added that the Windrush exhibition in the Winter Gardens – had demonstrated there is still a need to educate people. Need to tackle in all forms. **Action:** SG to update at next meeting

## **CULTURE STRATEGY**

Kate introduced the 1st draft. Opus had led on engagement process. This was a comprehensive piece of work which won't be presented in way you see it; the first draft has everything in it.

The team are conscious of different audiences and the kinds of documents which might be the result, but you've seen everything. This document has been circulated to the Consortium, Culture Collective and Task and Finish group and city council colleagues but that's it. The 2<sup>nd</sup> draft will be publicly posted.

There will be a workshop event to comment on the draft. On 17<sup>th</sup> July, 10am at the Workstation Creative Lounge.

There will then be another opportunity to give comments online.

The 3<sup>rd</sup> and final draft will be worked on through August.

Trying to represent the sector and balance priorities, there are still gaps to address.

The case studies are not final. If have a view let us know but already have a massive list – honing it to 10 or 15 needs curating.

Looking to launch in autumn may be a way to use case studies in a different way – hone for final version.

Email comments re. the detail spelling editions – happy to receive. Easier to have these by email as a proof.

The organising principles around 4 missions has taken quite a lot of work.

Reasonably confident on the 4 missions to organise around but can comment on language.

Sarah would also like to discuss the delivery plan and have a conversation re. governance and leadership ideas. Still figuring out the council's role as new in post.

With strategy and delivery need a mechanism to hold it to account – needs to happen within the sector – theme in the feedback.

Tom asked are we clear audience is funders; to get more money in the city.

Will help shape it.

Kate stated the strategy has to work in a number of ways; for funders, influencers and decision- making, but also an organising set of principles that people recognise.

Needs to be a public expression of it, more distilled – a one-pager. Will continue to be honed.

Judith felt that if it's a call to action/for change then it needs to be presented as positive, aspirational and forward looking. The tone is initially critical and negative and doesn't celebrate what we have. No sense of confidence or aspiration for us and funders to convince its cohesive, ambitious and extraordinary.

Kate stated the team had taken the feedback from the engagement and had to balance realistic vs aspirational.

Judith with any consultation some will be unhappy – but how present it.

Kirstie agreed it needs confidence but also leadership, where want to go not clear – missions are broad. Struggle on point re. funders – what pull out to help make an argument.

Ian stated that film and film funding is largely missing including one of the UK's independent cinemas, Community Cinema/Cinema for All/film societies, Youth Film Academy. Warp films, Tyke and other production companies.

There's a danger Sheffield is failing to recognise strengths – and more opportunities.

\*Action – Kate and Joe will look into addressing the gap.

Sonia felt there is so much in document, it's hard to focus – need to think of end user. Not just about funding but about sustainability.

Confident – says the words re. being celebratory.

Judith mentioned the SPF projects and Pipeline fund – work is just kicking in now, it's in motion.

Kirstie felt the NPO stat unhelpful, we need to recognise but move on.

Tom added we don't know what ace looks like in future.

Sonia felt the need to recognise untapped potential. What could do with right partners.

Roger felt that this comes from design - another area not represented enough.

Kate recognised design also not represented and is already addressing this.

Roger commented that the design of the document itself is very dense, need to look at different formats.

Also size of the creative and cultural industry in terms of education, even currently - sector pledge to grow number of jobs by another million might attract people to look at FE and HE.

Kate gave the context she had felt it important to get a document out at an early stage.

Kirstie commented that a lot of the delivery mechanism will come from organisations in this room. Consortium has stated it's up for change, need to feel ourselves in it.

E.g. heritage isn't in. Lots of award-winning history projects in city.

Structural missing what the problem statement is and what trying to resolve – here is something re. each of sectors.

Olivier stated this stage is always challenging – would expect all this on a first draft, the idea is to co-design. The volume of feedback on 2<sup>nd</sup> draft will be minimised with good observations.

Olivier stated people can recognise themselves – language more balanced – sense of belonging good, just need to sell ourselves.

Kirstie felt the need to balance being confident with knowing needs.

Jo suggested concentrating on the delivery section – the opening will refresh – the delivery section – look at delivery for your sector.

Strategy more about money as well as community, need to find balance.

Sonia in reference to race and culture commission – manage expectations – governance and leadership. ‘Hub and spoke’ model – how will that work with Collective. There is some tension in the leadership model, how work together and how better.

Judith felt the delivery plan order could be switched around; rebuilding the foundations pointed language – better language – that we have done much work building foundations – up for change but switch language – already done this.

Ian commented on the ‘Models’ section, the outside body holds purse strings – it’s open to interpretation.

Sarah recognised this is quite a big area to get right and has taken that detail out while we figure it out, have some ideas how to simplify.

Great to hear willingness for change – having similar conversation with the Collective.

Kate one of the things recognised is the balance of process body – way of overseeing strategy outcomes. Re-ordering how the sector self-organises not our suggestion. The strategy does need a delivery model – haven’t yet finalised.

Tom felt it fine for SCC to lead on delivery, governance – delivery of strategy.

Joe added that the team have worked with 700 people including smaller organisations and have had to balance the information heard - some is quite negative. The problems named have surfaced. The strategy needs to speak to funders but also those who have been part of the process, they need to see themselves.

Lot engaged are freelancers – having difficult time. Their experiences are in strategy document. Strategy tries to give a platform as well as bigger picture funding.

Want to make sure communities are seeing themselves.

Georgina, felt there is a danger it’s inward looking. There is amazing professionalism in the city – agrees the tone needs to be more aspirational and ambitious.

Creative Health feels really strong - what generates the growth.

A strategy showing grumbles might not achieve the goals the wider community want to achieve.

Kate added that it does need to reflect the authenticity of the voices that we’ve heard.

Kirstie added we won’t get one document everyone likes.

Roger suggested there shouldn’t be one document, they should be different in their visual language. 3 documents. Mistake to have a 120-page doc.

Sarah had been in a lot of conversations, had touched on asking for separate areas – as a team that conversation will be had including how it’s broken down or concertina together.

Roger felt this can embody so much re consultation process but need to speak about how its presented now.

Katie hasn't had chance to read from a perspective grass roots sector and nighttime economy. Will be looking at future how strategy will push for nurturing – celebrating – amazing sector that funds itself. Hope something looks at how can sure grassroots activity doesn't fizzle out. How support in long term.

Tom commented on the aesthetics – later date – if neither council/4<sup>th</sup> Street/ Opus able to give it – please ask and find a creative director.

Kate agreed the need to look at it with a different lens. Not what been asked to do this but that's not to say it's not needed.

Ian commented the creative missions were quite passive in way presented – bit that's missing mechanism – person to drive creativity and culture in the city, make it successful. Not positioned to take advantage of opportunities that arise.

Sonia - needs someone to bring some structure – independent from organisation.

Kate strategy vs organising needs of sector.

Annabel danger re delivery plan; who is owning it. Goals and intentions – what the action is that's creating conditions.

Sarah raised the 'hub and spoke' model – so many different sectors and passions.

Will look where strengths lie – bring central body.

Sarah sensing what sector wants – not wanting to drive all into council.

Sonia mentioned the successor to Sheffield city partnership could be a role of a cultural committee. Council to still have a role but one step removed.

Sarah asked in what sense-separate?

Sonia said all have own deliverables and targets – oversight – independent role link in with collective and consortium helpful- joined up.

Sarah sees a tension in that some want the council to do more but also doesn't want council to steam roll this – need to work out the balance. Want to enable.

Tom never been a single creative vision Breadth of engagement phenomenal.

Not too late to have a Chair; someone to distil to a single creative vision.

Jo suggested we may need a BHAG big hairy audacious goal. Makes things happen.

Each activity plan areas is part of balanced score card- weighting held by council but group's ownership of it.

Kate explained the struggle is that a strategy was commissioned with an emphasis on engagement – transiting into how make it happen, need to distil – then the ideas.

Everybody sends in the big ideas and that helps.

SCC is transitioning – less passive more active with partners.

Sarah stated Diana is very open to BHAG idea, ambition from the sectors and areas.

Sonia emphasised the need to make sure smaller versions are heard.

Olivier felt the first draft anyone in community has opportunity to close the gap.

Kate reminded the Consortium the strategy came from a place with no documents to work from. This is a process – the beginning not the end. Why everyone is part of that. Any good examples also very helpful.

Annabel beauty of scorecard - it's not hierarchical. A simple overarching structure – then become more granular.

Annabel comment – internationalism – aspiration – detail of that could be expanded on. Olivier need Sheffield to feel confident of the strategy.

Kirstie will have to deliver need to align with it.

Judith asked how long it's valid for – what point of re-iteration?

Kate explained the 5 – 10-year frame. Some of ambitions are beyond 5 years – something around this in delivery plan.

Tom felt 2030 feels sensible end of arts council strategy.

Judith permission to think re. artforms.

Ian link between funded artforms and Strength of sector

Other sectors how can link commercial spin off from funded culture.

Kate is tricky – have to mention enough but can't be totality of creative industries.

City has a growth plan – destination management plan, major events plan etc

There is more to do. Need to show as a system.

Sonia have to be careful not to knock an emerging organisation out of orbit.

Kirstie, the macro vs micro – why it's hard to read – if kept at macro – then case studies hoodwink you. Individual artists – odd choices.

Sarah re. macro/micro have to get this right in reference to the delivery plan – steps to get there can be headline can see that happening.

Challenge how balance across the areas.

### **3. EDI**

Sonia stated that the REP Sheffield are awaiting news on the two deputy chairs race equal part back

Challenge to define what does an anti-racist city look like.

Need to be careful re deadlines - more about the journey – going in right direction.

Is there an executive beneath that role – secretariat – scc role.

Plan with city partnership – the reps will sit within that.

### **4. CLIMATE ACTION**

Judith updated that the Climate Action group has had another meeting. The group is growing and has now reached 30 people (25 organisations).

There are 2 strands: how we can share what we have in terms of resources, policies etc

Creating a folder – all sharing plans and policies

Most organisation don't have time to write policies, this helps speed people on their journey.

Also want to devise a training programme in Carbon Literacy for Sheffield that the group can roll out to staff in cultural organisations – not sure how to fund it. Can devise one straightforwardly for organisations.

SAIL independent now but grouping of staff has evolved.

GMAST also work in quite a different way. Run international programmes.

Judith to devise it so that can roll it out ourselves. Carbon literacy programme.

Olivier felt that developing the language used is important.

## **AOB**

Sonia raised the idea of a culture calendar – June was busy with events.

\*Tom would be happy to offer admin support from Sheffield Theatres for the culture calendar

Olivier said the culture strategy could note this.

Sonia feels all competing – or opportunity - Sheffield summer of festivals.

Culture calendar – all use.

Train station – a screen, moor market what's on.

Put in strategy

Sarah commented on the need to note re. big funding bid clashes.

Just about knowing. Incumbent on all to feed in.

\* Agenda item at the meetings.

Judith updated the group that Site Gallery have received support from Esmee Fairbairn foundation for a programme of work with care leavers in Sheffield.

Sarah mentioned 2 pieces of work cultural capital asset – scoping basis for culture across Sheffield – or where working from. Will be starting mid-august and build on what Tom Agar has started goes further and deeper. Organising piece of data.

Annabel is taking a break from 6 July – back in August.

The consortium congratulated Annabel on this year's edition of DocFest.