

# Gloucester City Council

<b>Meeting:</b>	Cabinet	Date:	19 July 2017
<b>Subject:</b>	<b>Gloucester Culture Board Update &amp; Gloucester Great Place Programme</b>		
<b>Report Of:</b>	<b>Cabinet Member for Culture and Leisure</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	No	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Jonathan Lund, Corporate Director</b> <b>Email:</b> <a href="mailto:jonathan.lund@gloucester.gov.uk">jonathan.lund@gloucester.gov.uk</a> <b>Tel:</b> 396276-		
<b>Appendices:</b>	<b>None</b>		

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

- 1.1 To provide a general update on the work of the Gloucester Culture Board and the establishment of the Gloucester Culture Trust.
- 1.2 To report on the successful bid for Great Place funding and to outline the programme of activity that will be supported by the Great Place Grant.

### 2.0 Recommendations

- 2.1 Cabinet is asked to **RESOLVE** to note and welcome the Report

### 3.0 Background and Key Issues

#### 3.1 Gloucester Culture Board

- 3.1 A Cultural Strategy for the City of Gloucester was adopted by the Council on 24 March 2016. The strategy was developed using support from Arts Council England (ACE) and a partnership of organisations having a stake in the cultural economy of the City including

- Gloucester City Council
- Marketing Gloucester Ltd
- Gloucester Cathedral (Project Pilgrim)
- University of Gloucestershire
- Create Gloucestershire
- ACE
- GUST (organisers of the Gloucester History festival)

3.2 The Strategy has six broad objectives

- To develop artists and arts organisations
- To broaden the cultural offer
- To develop a vibrant city centre
- To develop audiences
- To put Gloucester on the cultural map
- To make things happen

3.3 The Cultural Strategy seeks to establish a Cultural Trust to deliver the Strategy. The Trust will be a Charitable Incorporated Organisation (CIO) led by a Board of 12 Trustees (including the Chair); one of whom will represent GCC (currently Councillor Lise Noakes). The establishment of the Trust to deliver the Cultural Strategy effectively devolves strategic leadership of culture to this broader cultural partnership. Individual organisations, including the City Council (and through the City Council Marketing Gloucester Ltd), will remain responsible for delivery, but the Board/Trust will shape, articulate and lead the delivery of the strategy by supporting and commissioning activity, fundraising and grant giving, enabling, co-ordinating facilitating and influencing. MGL will continue to support the City Council, and through the City Council, support the Trust's strategic responsibilities, by delivering a range of ancillary activities. These are set out in a Contract for Services between the City Council and MGL and include: business, tourism and destination promotion; marketing and the promotion of a high quality visitor experience; inward investment and particular support for tourist related businesses; provision of business, local skills and training advice and support; outcomes delivering economic and promotional impact and improvement; provide a link between business and the public sector; educational and promotional visits to the City; marketing related market research, tourism marketing and information; income generation and city and civic events programmes.

3.4 In late summer 2016 the process started to recruit the Board of Trustees. Councillor Noakes was appointed as the City Council nominee. An interview panel was chaired by Dame Janet Trotter DBE, Lord Lieutenant of Gloucestershire, and appointments were made in October 2017 to a further eight of the twelve Board places. A further round of recruitment is taking place this summer to the three vacant places. Interviews are underway and if we are able to notify the successful candidates in advance, the outcome will be reported at the meeting.

3.5 The first nine Trustees are

- 3.5.1. **Lise Noakes** – Gloucester City Councillor and Cabinet Lead for Culture and Leisure.
- 3.5.2 **Donna Renney** - Company Director, founder of GUST and organiser of the Gloucester History Festival, former Chief Executive of the Cheltenham Festivals
- 3.5.3 **Neil Hopwood** – Social entrepreneur and community activist – Project Manager with GFirst LEP (Local Enterprise Partnership)
- 3.5.4 **Deborah Potts** – Chief Executive of Active Gloucestershire and The Music Works

- 3.5.5 **Nickie Miles-Wildin** – Artistic Director of TwoCan Theatre Company, associate artist at GDance, Chair of Theatre Gloucestershire
  - 3.5.6 **Stephen Marston** – Vice Chancellor of the University of Gloucestershire and Board Member of GFirst LEP
  - 3.5.7 **Anne Cranston** – Community Trustee, Project Manager for Gloucester Cathedral's Project Pilgrim, founder member of Gloucester Heritage Forum.
  - 3.5.8 **Tyler Attwood** – student of contemporary dance, Director of Multi Styles Battle Community Interest Company, Trustee of Theatre Gloucestershire
  - 3.5.9 **Julie Reynolds** – Fundraising specialist and Gloucestershire Museums Development Officer
- 3.6 In December the Board began the process of recruiting a paid-employed Director. Following receipt of a strong field of applications Hollie Smith-Charles was appointed to the post and she took up her new role in March 2017. Hollie has worked in fundraising and business development for organisations including Cheltenham Festivals, Birmingham Museums and Create Gloucestershire. She has particular experience in collaborative working and a passion for talent development, new work and supporting young people.
- 3.7 An external firm of Solicitors has been engaged to advise the Board on the formal steps to be taken to establish the CIO. An application has been made and the response from the Charity Commission is awaited.
- 3.8 Since the adoption of the Cultural Strategy and Vision the City of Gloucester has seen the successful 2016 Summer of Music, Art and Culture (SOMAC), the further development of the Gloucester History Festival, the very popular Robots exhibition and the Henry III celebrations, the opening of space in Kings House to provide temporary accommodation for artists, performers and producers and the provision of financial support towards the establishment of a Music Works studio in Gloucester. In June 2017 Gloucester Guildhall-based Strike-a-light theatre group were successful in achieving Arts Council England (ACE) National Portfolio Organisation status (a first for Gloucester) alongside the same achievement for Create Gloucestershire which is a partner in the Great Place scheme (see below).

#### **4. Gloucester Great Place Programme**

- 4.1. In March 2017, the City Council supported the Culture Board in a major application to the ACE/Heritage Lottery Fund (HLF)/Historic England (HE) Great Place Scheme. Gloucester City was one of only fifteen applications to be awarded Great Place funding. The Council was awarded £1,489,200 to support a £3.1million, three-year programme entitled:

“Gloucester – a proud past: Culture at the heart of an ambitious future”

- 4.2. Gloucester's was one of only two successful applicants in the South West (the other being Torbay). Nationally 15 schemes won funding from a total of 141 applications.

- 4.3. GCC is the grant-holder and is accountable to HLF but delivery will be led by the Gloucester Culture Trust (GCT) who will manage and spend the grant and work directly with project partners to deliver the activity. GCT will therefore provide leadership of the programme and ensure quality control. The Project Manager for the Great Places programme will be the Director of GCT, Hollie Smith-Charles. A Project Steering group is being established as a formal sub-committee of the Board, convened by the Project Manager and chaired by the Chair of GCT, Councillor Lise Noakes, Cabinet Member for Leisure & Culture.
- 4.4. Great Place will help GCC & GCT deliver on all aspects of the 10-year cultural strategy, published in 2016. The vision is to put “Culture at the Heart of Gloucester for the Good of All”.
- 4.5. Great Place provides a fantastic opportunity to invest in culture, regeneration, heritage and place-making in new, coordinated ways. It will support the achievement of the six strategic objectives, especially towards:
- 4.5.1. Developing leadership and building capacity in all areas of the city’s arts & heritage ecology
  - 4.5.2. Transforming how our historic buildings and outdoor spaces are viewed and used
  - 4.5.3. Increasing the appeal, quality and diversity of our festivals and events
  - 4.5.4. Raising the aspirations of all our communities, especially young people
- 4.6. There are seven interlinked strands of activity:



4.7. In practice, this will involve a range of practical activities:

- 4.7.1. A Big Conversation with the people, communities and businesses in Gloucester to talk about what culture means to them, what type of culture we should be creating, offering and supporting and what festivals and events we should make Gloucester known for.
- 4.7.2. Practical development of the Culture Board as an effective strategic leadership body and the establishment of a Cultural Forum to provide a platform for people to have their say in the cultural development of the city
- 4.7.3. New weekly provision of music, drama and music technology workshops for young people at risk of exclusion
- 4.7.4. New, community-led arts projects to investment in a ‘creative industries incubator’ for start-up businesses
- 4.7.5. A feasibility study, business plan and three years of pilot performing arts activity to test the need/desire for a major city-centre arts venue, based in a heritage building currently ‘at risk’
- 4.7.6. Development of new models for embedding culture into the city’s public policy organisations, such as health, criminal justice and housing – in other words, how can the arts help us tackle long-term, urban challenges in new ways?
- 4.7.7. Digital marketing, website training
- 4.7.8. Workshops for local property developers and homeowners about caring for heritage buildings
- 4.7.9. Development of a City Heritage Strategy
- 4.7.10. Heritage focussed volunteer development, training and management
- 4.7.11. A comprehensive review of the City’s Festival and Events programme to help inform decisions about our strengths, weaknesses, opportunities and gaps
- 4.7.12. Funding to support new events and festivals and to grow the History Festival as one of the City’s signature offers.
- 4.7.13. Creation of a Cultural Entrepreneurs Hub to provide practical support to people and organisations wanting to establish and grow sustainable creative businesses based in Gloucester.

4.8. The funding will drive forward many strategic priorities, including:

- 4.8.1. Investment in Gloucester’s year-round cultural offer and festivals to help put the city on the cultural map
  - 4.8.2. Making the city a more attractive place to live and work once formal education has finished; supporting young creative entrepreneurs to develop their talents, networks and businesses in Gloucester
  - 4.8.3. Advancing our ambition to be City of Culture in 2025
- 4.9. The headline budget is £3.1m over three years. £1.3m is match funding from activity already underway or planned in the City – for example £60,000pa the City Council’s expenditure on events and festivals is included as matched funding and a further £300k is in kind and volunteer support. The remaining £1.5m is provided by the Great Place Fund. The detailed breakdown is shown below.

	Total Budget for each strand	Proportion of project budget	Match funding (Cash)	Match funding (In Kind & Volunteers)	Great Place funding
1 Development of Culture Trust	£426,250	14%	£115,500	£104,100	£206,650
2 Gloucester Venue: feasibility & activity	£449,250	14%	£195,000	£90,000	£164,250
3 Cultural Commissioning	£482,100	16%	£304,300		£177,800
4 Destination Marketing	£360,000	12%	£215,000		£145,000
5 ARCH (Heritage)	£260,300	8%	£72,000	£64,800	£123,500
6 Festivals & Events	£832,000	27%	£420,000		£412,000
7 Cultural Entrepreneurs' Hub	£290,000	9%	£0	£30,000	£260,000
<b>TOTAL</b>	<b>£3,099,900</b>	<b>100%</b>	<b>£1,321,800</b>	<b>£288,900</b>	<b>£1,489,200</b>

4.10. Great Place is a project fundamentally built on partnership working; the HLF identified this as one of the strengths of our bid. Local partners who will help us deliver Great Place include a range of local cultural charities, education partners and other not-for-profit organisations, including:

- GCC's Cultural Development, Visitor Experience, Community Wellbeing & Growth & Delivery teams
- Gloucester Heritage Forum and its members, including Gloucester Cathedral
- Marketing Gloucester
- University of Gloucestershire
- Gloucester History Festival
- Create Gloucestershire
- The Music Works and Strike A Light
- A nationally significant arts organisation

## 5.0 Asset Based Community Development (ABCD) Considerations

5.1 The Cultural Strategy and Vision, the establishment of the Culture Trust and the Great Place Scheme are founded on the belief that there are a broad range of stakeholders, organisations and individuals with the talent, energy and capacity to help take forward Gloucester's cultural ambitions and the approach that has been adopted seeks to recognise, harness and develop those assets in the community.

## 6.0 Alternative Options Considered

6.1 This report seeks to provide an update on actions previously reported and agreed.

## 7.0 Reasons for Recommendations

7.1 To report back on progress and welcome the actions taken so far.

## 8.0 Future Work and Conclusions

8.1 None arising from this update report

## 9.0 Financial Implications

9.1 None arising from this update report

(Financial Services have been consulted in the preparation this report.)

## **10.0 Legal Implications**

10.1 None arising from this update report

(One Legal have been consulted in the preparation this report.)

## **11.0 Risk & Opportunity Management Implications**

11.1 None arising from this update report

## **12.0 People Impact Assessment (PIA):**

12.1 None arising from this update report

## **13.0 Other Corporate Implications**

### Community Safety

13.1 None arising from this update report

### Sustainability

13.2 None arising from this update report

### Staffing & Trade Union

13.3 None arising from this update report

**Background Documents:** None