

Gloucester Culture Trust				
Report to Gloucester Culture Trust & Gloucester City Council on progress in delivering Gloucester's Cultural Strategy 2016-2026				
Objective	Action	Status	Progress as at 10th Sept 2020	Owner
1. Develop artists and arts organisations so as to build the cultural and creative industries	A.1. Develop an arts, culture and creative industries hub and incubator in one of the City's many underutilised buildings	In progress & on track	GCC has granted GCT and The Music Works each a 20-year peppercorn lease on the first and second floors of Kings House. With Great Place, Arts Council and other funding, GCT and The Music Works will be investing over £1.1 million to help bring what was a largely derelict and underused building at the heart of Kings Quarter back into productive use. Jolt will be opening as creative studios, co-working and rehearsal space in Autumn/Winter 2020, depending on lockdown rules; TMW's music studios and young people's hub will open Spring 2021. At Jolt, this physical space is supported by a year-round programme of workshops, networks and mentoring to support creative practitioners to develop sustainable practice for the benefit of the city. We are working with GCC to ensure the shared areas (under the control of GCC as the landlord) are made accessible, safe and welcoming.	GCT
	A.2. Consider an alternative delivery model such as a charitable Trust for the Council-run cultural venues - the Guildhall, Blackfriars Priory, the City Museum and Art Gallery, the Folk Museum - to release their potential for innovation, entrepreneurial development and fundraising	Further work needed to release their potential	Commissioned a report by Adrian Ellis Associates (AEA) - which made recommendations in the report. This has resulted in the Gloucester Life Museum being transferred to Gloucester Civic Trust. A decision was taken not to move the management of Guildhall and Blackfriars Priory to a trust / third party delivery organisation. City Museum, Guildhall and Blackfriars Development Plans are all to be developed during 2020/21.	GCC
	A.3. Encourage grass-roots community arts activity that works with the NHS and others to deliver health and wellbeing outcomes	In progress & on track	Create Gloucestershire are part of Arts & Health South-West and through this and the Culture Matson programme have been trialling ways to develop social prescribing. One of the major match funders of the Great Place project is Gloucestershire NHS, who fund a role within the Trust to support this work. We need to learn from the outcomes of these pilot projects and look at how we can roll them out to other neighbourhoods in the city.	GCT
	A.4. Develop a Cultural Leadership Group to ensure a future generation of cultural leaders in the city	In progress & on track	Rather than one Group, it became clear we would need to have a more targeted approach. The Jolt programme supports creative and cultural entrepreneurs, through workshops, networking and mentoring (and, soon, through spaces in Kings House to work and create). The Gloucester Roundhouse Exchange supports talent development through a variety of ways, including a Young Producers' scheme that runs for its second year in 2020. We have also appointed in 2019/20 four Creative Leadership Trainees, aimed at emerging leaders in the cultural sector; they have had full-time, year-long placements at GCT, Glos Libraries/Strike A Light, ArtShape and Three Choirs Festival.	GCT
	A.5. Fundraise to support investment in high quality projects and fundraising capacity building in the sector	Ongoing but further investment needed into GCT and the sector	Since launching the Cultural Strategy in March 2016, Gloucester has directly raised £2.15million inward investment to support its roll out. This is from Great Place (£1.5m from Arts Council and Heritage Lottery); £450k from Paul Hamlyn Foundation and £200k from Arts Council. Further applications are pending and GCT has a rolling programme of fundraising. In terms of indirect investment, more ACE funding is going to more artists and arts organisations than ever before, in recognition of the city's growing ambitions, skills and programme - and its diverse range of independent organisations and practitioners.	GCT
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2. Broaden the cultural offer to support social and economic development	A.6. Work closely with the Council's Economic Development team, the Media and Culture Group of G-First LEP and Marketing Gloucester to ensure that cultural planning is aligned	In progress but further alignment needed	GCT works closely with the Place team at GCC, who from April 2020 will provide some core funding for GCT, in recognition of the alignment of economic development and culture. GCT also has a good relationship with the LEP, who recognise the value of a strong cultural offering in Gloucester in supporting the Local Industrial Strategy and the need for the county to retain more young people; the LEP recently included a Gloucester City of Culture bid on its suggested post-Covid recovery plan for the County. GCT welcomes the findings of the reviews that took place into Marketing Gloucester before Christmas 2019 and looks forward to working with a re-vamped, re-purposed DMO and new Manager to more fully achieve this action.	GCT
	A.7. Scope the potential for a new large-scale arts and cultural venue in the city centre that could also be used as space for other commercial activity	Done	AEA Report into Venue Demand released Spring 2019. Gloucester is not yet ready for a major (1,000+ seats) new venue and we have a roadmap for how we can get to the point that the city is ready. The recommendations of the report are reflected in how GCT has approached the Actions in this Strategy e.g. building audiences, getting on national touring networks, investing in existing venues such as the Guildhall (see above ref Guildhall Development Plan)	GCT
	A.8. Make contact with national cultural organisations that have the potential to bring substantial projects to the city, particularly for young people and in the areas of music and heritage	In progress	The Gloucester Roundhouse Exchange is regarded as an exemplar partnership and connects a London-based organisation with the city of Gloucester to achieve shared goals. GCT is also building relationships with artists and arts organisations of national and international status, such as Luke Jerram and Squid Soup, to support the growth of the city's programmes and ambitions.	GCT
	A.9. Support the development of Gloucester Carnival as the most inclusive carnival in the UK and create a greater sense of community ownership and quality	In progress	Great Place funding (c.£22k, 2017-2019) has supported the growth of Gloucester Carnival as an inclusive event for a range of communities. GCT and GCC are now working with the Carnival Arts Partnership to develop the event even further.	GCT
	A.10. Support Gloucester based arts organisations like G-Dance and ArtShape to collaborate further, making inclusive art and dance programmes for the community	In progress	G-Dance no longer exists, but we are working with other organisations, such as The Music Works, Your Next Move and Strike A Light (through the Gloucester Roundhouse Exchange) and with e.g. GL4 CIC to increase the range and diversity of participation opportunities across the city. The Music Works' studio, which we are supporting, will also go a long way to support this goal. During lockdown, GCT, with GCC funding, has worked with Gloucester Community Building Collective and others to commission 14 artists to create 850 art packs aimed at families, teenagers and care home residents. Through Of Earth And Sky, we have worked with a number of community leaders, such as Halima Malik, KulchaLee and Dawn at The Venture to garner poems, find locations and install the artwork - we worked with 15 paid workers and 30 volunteers to bring this artwork to life.	GCT

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3. Develop a vibrant city centre full of cultural activity and things to do	A.11. Commission a regular programme of high quality outdoor arts events, including street arts and parades, using the city's fantastic outdoor spaces	In progress	GCT has been working with artists and arts organisations across the city to grow and improve the quality, reach, range and environmental sustainability of outdoor events, e.g. through the Innovation Fund. However, we have found our impact overall has been limited. We look forward to working with the new Strategic Events Partnership / Culture & Visitor Economy Recovery Group and the Gloucester BID to support a more joined up and collaborative approach to outdoor events.	GCT
	A.12. Review the current programme of events and festivals supported by Marketing Gloucester and the Council to ensure they meet the objectives of this strategy, including economic impact, pride in the city and community cohesion	Done	Independent review of F&E carried out in 2017; GCT F&E Action Plan, including recruitment of a highly experienced Strategic Producer, commenced in Summer 2018. GCT has been driving forward recommendations where it can, investing in and supporting the growth of the city's portfolio of Signature & Growth F&E. We are now working with GCC to support F&E delivery for 2020 onwards in a more integrated way. See also A.16 below.	GCT
	A.13. Scope the potential for a new visitor orientation centre in the city centre that could include the Tourist Information Centre and heritage interpretation involving the museums	Done	Decision taken to relocate TIC to Museum of Gloucester has proved to be a success and the centre is now established and integrated within the Visitor Experience team of Cultural Services.	GCC
4. Develop audiences who enjoy the new cultural opportunities being created	A.14. Map out and raise investment for a long term audience development strategy that sits alongside the developing cultural infrastructure	In progress	Create Gloucestershire and Strike A Light are our partners working with Matson and, more recently, Barton & Tredworth to develop audiences specifically in and for these localities. We are now looking at how we can grow this place-based, community approach in other neighbourhoods across the city. GCT is also delivering an Audience Development Strategy for 14-30 year olds, collaborating with arts organisations, local artists and local businesses (e.g. who are keen to grow the evening economy); this is based on research into young audiences by Radioactive PR in 2019 and aims to change perceptions of Gloucester city centre as a place to spend time. 'First Fridays', which will offer monthly activities, have had to be postponed until 2021 due to lockdown. In the meantime, the Young Creatives Network is being seed funded to set up an artist-led magazine for the city & county - first edition is due in Autumn 2020. We are also supporting Deepbed, an artist-led radio station connecting Gloucester, Stroud and Bristol. Through the Gloucester Roundhouse Exchange, GCT is working with GCC and Roundhouse to develop a new business plan and purpose for the Guildhall, which includes audience development. (See A.2 above. A.15. below will also support this Objective, to work on growing 'core' audiences from the city and from a one and two hour radius.)	GCT
	A.15. Work with Marketing Gloucester to develop a cultural tourism marketing strategy and campaign, collaborating with neighbouring towns and regions, to promote the existing and newly developed, quality, heritage and cultural attractions of the City	Not yet achieved	GCT welcomes the findings of the reviews that took place into Marketing Gloucester before Christmas 2019 and looks forward to working with a re-vamped, re-purposed DMO Manager to achieve this action. During Covid, the Cultural & Visitor Economy working group, chaired by Cllr Morgan, has enabled a city-wide ('one city') Good To Go campaign to be launched, which includes promotional activity around the city's cultural offer.	GCT
5. Put Gloucester on the cultural map by developing high profile events	A.16. Invest in and develop one or two existing Growth Events, and encourage the creation of new events with potential, into a small portfolio of nationally significant Signature Events. Examples include the existing Strike a Light Festival, the Gloucester History Festival and a potential Folk Festival	In progress	Independent review of F&E carried out in 2017. F&E Action Plan commenced August 2018. Includes investment in (via Great Place funding) & support for Signature & Growth events: Glos History Festivals, Tall Ships, Strike A Light, Kings Jam, Three Choirs, Carnival, Rooftop Festival. Also supporting development of new, major activity which supports the wider strategy, connects high profile artists with local communities and puts the city on the map, at the heart of the county and with reach across the region / nationally: Of Earth And Sky is an example of this; plans for a Winter Light Festival will continue this progress. Close working between GCT and GCC to make these major partnership events happen, as other commissioning partners are limited. Festivals & Events Forum meets quarterly to support collaboration, skills, ideas sharing etc. GCT is not pursuing Folk Festival idea because we feel it is a mis-match with the wider strategic goals.	GCT
	A.17. Evaluate the potential investment required and return on investment to develop a bid for UK City of Culture in 2025 as a Major Event to inspire the sector and the City, acting as a beacon to signal the cultural regeneration of Gloucester	In progress but more local (city) political support needed	Clear local political support required. GCT supports the goal of being UK City of Culture 2025. Have secured support from many advocates round the county incl. LEP, University, Cathedral, County Council. Andrew Dixon brought in April 2019 to review how 'match fit' Gloucester is - had positive feedback. Currently working up plan of action and budget for 2020-2025 + legacy. All of GCT's work is helping to lay the foundations for a successful bid, from growing festivals & events to engaging more communities in culture. A bid would therefore be part of and a milestone along our bigger journey, rather than a standalone action.	GCT
6. Make things happen to continue the momentum for change	A.18. Set up a Cultural Partnership consisting of a wide Cultural Forum and led by a Culture Board acting as a Taskforce to make things happen	In progress	GCT Board in place 2017, became a charity March 2018. The Board is quite large (currently 10 trustees, was 12) so acts as a Forum too, in addition to the Great Place Strand Leads' group (meets quarterly) and other more localised / specialist Forums: Culture Matson, Festivals & Events Forum, Youth Advisory Board. GCT Board to revisit whether a Forum to which trustees are answerable is also required as we move out of Great Place.	GCT
	A.19. Develop an online platform to support and advocate for the development of the cultural and creative sector to engage and build creative and art based communities and to promote cultural activity in Gloucester similar to the Creative Assembly websites of Torbay, Swindon and others	In progress	Has been more complex than this action envisages, but goal is for GCT website to act as a home for 'stories' about people active in the city's creative & cultural work, to showcase what's happening, advocate for Gloucester's cultural strategy, link with policy-makers etc. This will be complemented by the What's On / Visit Gloucester website, which is primarily public-facing and will be developed once the new DMO Manager is in place. We also host the Jolt website, aimed at young creative practitioners.	GCT
	A.20. Apply for funding from Arts Council England and other fundraising to support the strategy	Ongoing	More funding from ACE is coming into the city, to a wider range of artists and arts organisations, than ever before. E.g. for GCT (core funding), Kings Jam, Rooftop Festival, Carnival.	GCT