

Gloucester City Council

Meeting:	Cabinet Council	Date:	11 September 2019 26 September 2019
Subject:	Culture Vision and Strategy 2016-2026 Progress Report Gloucester Culture Trust Annual Report to Council		
Report Of:	Jonathan Lund, Corporate Director Hollie Smith Charles – Director, Gloucester Culture Trust		
Wards Affected:	All Wards in the City		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Jonathan Lund, Corporate Director		
	Email: jonathan.lund@gloucester.gov.uk	Tel: 396276	
Appendices:	1. Great Place Evaluation Criteria		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 This Report presents a progress report on delivery of the City's Cultural Vision and Strategy 2016-2026 and an update on delivery of the Great Place Programme. The report also presents the annual activity report of the Gloucester Culture Trust which was established as part of the Cultural Strategy to lead the City's cultural development and delivery of the City's strategy.
- 1.2 The Report highlights the progress that has been made and particularly the external funding which has been secured to assist the City in delivering its strategy.

2.0 Recommendations

- 2.1 Cabinet is asked to **RESOLVE** to **RECOMMEND** to Council that:

- (1) the Strategy Update and Annual report be welcomed
- (2) the significant progress made during 2018/19 be noted
- (3) the Trust's stated priorities to 2022 be endorsed
- (4) the potential significant external funding opportunities opened by having an active, well-regarded, and successful Cultural Trust with a growing track record of delivery be noted.

3.0 Background and Key Issues

- 1.1 In March 2016, Gloucester City Council signed off an ambitious ten-year strategy for the city. Recognising that Gloucester is lagging similar places in terms of its

cultural offer, and the economic and social benefits this brings, the Council agreed six Strategic Objectives to catalyse change.

- 1.2 To deliver the strategy, Gloucester City Council made a bold and distinctive move: to devolve strategic delivery to an independent body – Gloucester Culture Trust (GCT). Now, the City Council sits round the table at GCT with representatives of the University, the Cathedral, the LEP, local business and a range of cultural organisations and artists.
- 1.3 Chaired from 22nd May 2019 by David Elford, Gloucester Culture Trust comprises 11 volunteer trustees, a team of 3.6 FTE staff and 2 freelancers; staff from 5 other partners are also directly funded to ‘project manage’ delivery/activity. GCT recognises that its small organisation cannot represent a whole city, but the Trust has tried from the outset to ensure that a diverse range of voices is round the table: the Board is half men, half women, three trustees aged 30 or under, a quarter of the Board is BAME.
- 1.4 The Trust is grateful to Gloucester City Council (£40,000) and Arts Council England (ACE) (£50,000) for providing cash support in March 2016 to get the charity off the ground. The Trust’s work was then kickstarted by a Great Place grant (joint Heritage Lottery, Arts Council and Historic England) of £1.49million, as part of a £3.1million project, which commenced in April 2017 and runs until Summer 2020¹. The Trust has received funding from the Paul Hamlyn Foundation of £450,000, a significant grant for a city of Gloucester’s size.
- 1.5 Since receipt of the initial set up funding provided by the City Council and ACE in 2016 the Trust has benefitted from significant external funding via Great Place and the Paul Hamlyn Foundation which has helped expand the Trust’s activities and increase its impact between 2017 and 2020. A strong track record of achievement and delivery is being established which is underpinning the Trust’s reputation, especially with external funders. The City Council’s financial and “in-kind” support helped unlock this external funding and without continued support from the City Council the opportunities to fundraise for investment in the City are likely to diminish.
- 1.6 For example, there has been a recent, successful, application for grants totalling £250k over two-years to help develop skills within the Guildhall team, expand creative activity amongst young people, strengthen leadership and capacity in Gloucester’s creative organisations, establish a Youth Advisory Board and attract inward investment. The active involvement of the City Council and its commitment to Culture was key to the strength of this bid. Being able to point to a tangible financial commitment in future years will continue to be a significant advantage at a time when other local authorities are reducing their investment in culture.
- 1.7 Gloucester Culture Trust describes itself as a small, independent and determined charity which knows that it can’t do or change everything that needs doing or changing. This document re-caps progress and impact during the 2018/19 year, refreshes the Trust’s Vision, Mission and Values and sets out its strategic priorities and how they will be achieved over the next three years.

¹ The original March 2020 deadline has been extended by the funders.

Gloucester's Cultural Vision and Strategy 2016 – 2026

- 1.8 The City's Cultural Vision and Strategy to 2026 sets out six broad strategic objectives. Gloucester Culture Trust works with the City Council and its cultural venues and a broad range of partner organisations within the City to deliver these objectives. Since its adoption, the City's approach to cultural development has been praised. In May 2018 whilst on a visit to Gloucester, the Chairman of Arts Council England said:

“The city of Gloucester is quietly but powerfully beginning to emerge as a cultural centre, stemming from its diverse and community-based sector. I admire the way in which the City Council has been prepared to work with, and encourage, others in the community. The model could serve as an example to other cities.”

- 1.9 The six strategic objectives are set out below, part three of this report sets out the progress made in 2018/19.
1. Develop artists and arts organisations to build connected, creative communities across and beyond the city
 2. Broaden the cultural offer to support social and economic impact
 3. Develop a vibrant city centre full of cultural activity and things to do
 4. Develop audiences locally and regionally who enjoy the new cultural opportunities
 5. Put Gloucester on the national cultural map by developing high profile, creatively excellent events and testing new models of cultural leadership and collaborative practice
 6. Make things happen and shape policy to continue the momentum for change

2019 Progress

- 1.10 Gloucester's Great Place project has created 12 new jobs based in the city, plus three substantial contracts with county-based suppliers (towards PR, Marketing and Fundraising). It has provided direct grant funding to 14 arts and heritage organisations working in Gloucester and paid commissions (e.g. to make new work) to 25 individual artists.
- 1.11 Around 1,600 children and young people have taken part in Great Place funded activities across the city this year – including festival activities, year-round creative workshops, skills & leadership development, talent development programmes, volunteering, networking and community arts events.
- 1.12 To date, GCT have claimed 28% of the Great Place grant and demonstrated spending against 57% of the match funding. Forecasts show grant and match on track to deliver as planned by summer 2020.
- 1.13 Great Place: Strand 1 Developing GCT as a new model of cultural development & leadership**
Grant: £221,650 // Claimed as at end March 2019: £86,415

Match £115,500 // Spent as at end March 2019: £46,000

- GCT became a Charitable Incorporated Organisation (CIO) in March 2018 and as well as project managing this substantial Great Place work has established itself as a well-governed, accountable and highly-regarded new organisation in the city. A GCC audit in summer 2018 was satisfied with our systems and processes for financial management and governance. GCT are building strong networks and partnerships with arts and non-arts organisations and stakeholders across the city and county.
- Gloucester has now been approached by four other towns and cities to share the learning we've gained from being a 'test bed' for this new model of dispersed cultural development and shared leadership
- GCT have held 2 x Board Away Days with a specialist charity consultant. Topics included the role of charity trustees, governance, organisational culture and strategic planning.
- GCT have had two changes in the role of Chair: Lise Noakes stepped down in Spring 2018, in recognition of the potential conflict of interest her dual role as a Councillor and Chair could create; Anne Cranston became Interim Chair whilst GCT went through an open recruitment process to find a permanent Chair; this role was taken up by David Elford in May 2019.
- An independent evaluator, Annabel Jackson, has been appointed to the Great Place project team and will report back in Summer 2020. Data collection continues across all the strands and has included a residents' survey sent to 50,000 households in February 2019 to judge current perceptions of the city and which received a statistically significant response rate; GCT will repeat the exercise in 2020 to measure the change the Great Place project has had (is having). The criteria for measuring Great Place success are listed in Appendix 1.

1.14 Great Place: Strand 2 Gloucester Roundhouse Exchange (GRHEx)

Grant: £164,250 // Claimed as at end March 2019: £89,781

Match £195,000 // Spent as at end March 2019: £124,939

This strand of work focusses on a partnership between the Roundhouse, an iconic London venue and leading youth arts charity, and a range of professional organisations in Gloucester, notably Guildhall, The Music Works and Strike A Light. Match funding is provided by the Paul Hamlyn Foundation and through the other funders of The Music Works and Strike A Light e.g. Esmee Fairbairn Foundation and Help Musicians UK. (The actual match funding is therefore higher than that claimed via Great Place.) There are four areas of focus. The following progress was achieved during 2018/19

Organisational & leadership development

- Regular mentoring between leaders of cultural organisations in Gloucester and senior Roundhouse team is strengthening cultural organisations in Gloucester: Guildhall, The Music Works and Strike A Light.
- Support and advice provided for development of Guildhall business plan and The Music Works Gloucester Studio & HQ, which will be Gloucestershire's only fully inclusive contemporary music hub.
- GCT's three young trustees (age <30) took part in a Roundhouse Youth Advisory Board meeting and advice sessions, bringing back ideas for developing models of youth leadership in Gloucester.

- Roundhouse CEO & AD took part in the steering group for the 'new venue' demand analysis work co-funded by GCC and Great Place, which provided a roadmap for a new performance centre in Gloucester.

Participation in the arts

- Over 100 children and young people at Widden, Moat, Robinswood (primaries) and Gloucester Academy (secondary) schools taking part in weekly 'whole class' dance lessons and (via Strand 3/Create Gloucestershire links), 30 primary school teachers have attended a CPD event, introducing them to dance and movement to develop emotional health and well-being amongst children.
- 155 children took part in drama taster sessions at 7 Gloucester schools, to help develop a blueprint for a regular, new, Strike A Light youth theatre.
- 65 diverse young musicians age 14-25 taking part in regular sessions led by The Music Works, incl. Youth Voice leadership and music industry skills development programme.
- 5 young offenders referred from Youth Justice between the age of 14 – 16 for weekly one-to-one sessions with The Music Works / Kings Jam Festival.

Talent development for diverse young artists

- 6 collaboration workshops held at GAM in Spring 2018, with 12 UPSURGE Artists between the ages of 18 – 25, working with Multi Story Orchestra for a joint performance at Rooftop Festival.
- 140 young musicians took part in workshops with Multi Story Orchestra and performed at Rooftop Festival.
- 18 young emerging musicians, mainly from Gloucester, have benefitted from 1-to-1 mentoring sessions, industry professional advice and support, studio time and workshops throughout the year.
- 35 young musicians, producers etc took part in industry workshops at Kings Jam Festival 2018
- 5 participants taking part in The Music Works Studio Engineer training programme, part of their preparation for opening a studio in Gloucester

Performance opportunities

- 9 events programmed for Rooftop Festival (July 2018), featuring artists associated with the 4 main GRHEX partners as well as GAM (Gloucestershire Academy of Music) and ArtSpace Cinderford. Described on Twitter by Rock the Cotswolds as, "The coolest thing we've seen in the UK, let alone in the Cotswolds"
- Kings Jam Festival (August 2018) featured 50 local and 20 national artists focussed on hip hop dance and music and had an audience reach of 2,500.
- 4 recent graduates supported to audition for and perform as part of the professional cast of The Snow Queen Christmas show at Blackfriars Priory (40 performances during December 2018) as their first professional (paid) work.

1.15 Great Place: Strand 3 Cultural Commissioning: new people, places & funders for the arts

Grant: £177,800 // Claimed as at end March 2019: £96,585

Match £304,300 // Spent as at end March 2019: £249,750

Key connector/mentor/project manager: Create Gloucestershire

- Culture Matson, a pilot project which seeks to engage new people, places and investors in arts and culture, is going from strength to strength. Gloucester City

Homes, Matson Library, Gloucestershire Gateway Trust (Gloucester Services) Robinswood and Moat Primary Schools, Artshape, GL4, Strike A Light, Real Ideas Organisation (an Arts Council-funded educational organisation), Redwell Centre, The Venure, Phoenix House, GL Communities, the local GP surgery and Police Community Officer all attend regularly.

- 6 x 'Creative Catalysts' now active across Gloucester, in Matson and in libraries. They have:
 - Supported 4 well-attended creative community events in summer 2018, incl. Last Blast in the Park and the re-design of Matson Library mural, with approx. 150 people engaged across different ages and genders.
 - Run a pilot project to engage children in the national Summer Reading Challenge – by working with parents, Robinswood School and Matson Library, Matson was 30% over the target set by Gloucestershire Libraries.
 - Organised a live performance of a play at Matson Library for drama students from Gloucester Academy. 35 drama students aged 14-15 years attended. 33% of students had never seen theatre before.
 - Set up a pop-up cinema at Robinswood School, organised by Matson Library and sponsored by BMW; 75 people, all from Matson, (and special guest Eddie The Eagle!) attended.
 - Helped create a new mural on the side of a community centre in Matson. 100 children from Moat school involved in the design.
 - Brokered links with White City, with whom they are now establishing a range of arts activity and events, including a new Community Choir, based at The Venture and conducted by a member of staff from Three Choirs Festival.
- The first 'Hope Festival Matson' took place in Spring 2018, with 1,400 people attending from babies to 90-year olds! 120 students from Robinswood and Moat Schools had the opportunity to be inspired by stone carving. A new Sculpture Trail and exhibitions were created, with work by Gloucester Academy students displayed alongside professional artists. Artist Deb Harrison who led workshops said: "Students from Gloucester Academy – students with a reputation for only lasting 10mins on a project – worked for hours and were sad when I took the tools away. In fact, Gloucester Academy have invited me back!" Many festival attendees had never been to a sculpture exhibition before and one student from Glos Academy is now attending an after-school sculpture class with Deb Harrison at CityWorks.
- Pilot crime prevention programme ran in partnership with the PCSO in Matson, Autumn 2018. 3 sessions were delivered by a high-profile beatboxer & theatre-maker, with 11 young people aged 14-17 who were identified as being vulnerable and at risk of getting involved in crime. During the pilot, calls to the local police station about anti-social behaviour reduced 100%. To continue this intensive intervention, using music and performance to connect with young people at risk, weekly drop in sessions are being run by The Music Works; average of 8 young people aged 14-17 involved in anti-social behaviour on the Matson estate regularly attending.
- 6 young people from Matson (members of the GL4 Beats rap & beatboxing group) contributed to the national *Inquiry into the Future of Civil Society* co-ordinated by Calouste Gulbenkian Foundation.
- Baroness Dido Harding, Chair of NHS Improvement Agency, met with GL4 Festival producers and learnt about Culture Matson and cultural commissioning, and offered support moving forward.

- Mandi Holt (GCH) and GL4 arts organisation were invited to the TPAS National Tenant Conference and presented a workshop about tenant engagement using arts and culture.
- Create Gloucestershire is working with Culture Matson, Art Couture Painswick and Stroud & South Glos College to develop a 'Creative Trade Route' along the old Painswick Road, through Matson, Tredworth and into Gloucester City Centre, focussed around developing skills in fashion, design and wearable art. So far, 45 Year 9 Gloucester Academy students (23 girls 22 boys) have taken part in a Dyson-sponsored workshop and 29 pupils also took part in a product design workshop planned and delivered by 8 Uni of Gloucestershire students. (A showcase will be held in Gloucester Cathedral in Summer 2019.)
- By changing the date of Gloucester Carnival in 2019, moving it one week earlier, 2 artist residencies are now working in Gloucester and Matson Libraries to work with schools to develop costumes for Gloucester Carnival and the Creative Trade Route. (Carnival: July 2019)
- Creative Catalysts are now being approached to contribute to national and local policy discussions around arts and health, and arts and criminal justice / crime prevention.

1.16 Great Place: Strand 4 Destination Marketing

Grant: £130,000 // Claimed as at end March 2019: £96,334

Match £215,000 // Spent as at end March 2019: £137,000

Strand lead: Marketing Gloucester

- 130 people from across the county attended Gloucestershire Tourism Forum in January 2019.
- An audit and SWOT analysis of Gloucester's heritage, cultural and visitor economy providers was carried out as part of the DEF US Connections project and will be fed into the Great Place project.
- Digital way-finding/information totems have been manufactured and are ready to be installed around the city, pending planning approvals. (Target = Autumn 2019 for installation)
- Development of enhanced heritage/tourism digital offer linked to the Visitor Pass (GL Card) continues. During March 2019, 100-150 people per week signed up to the card; increased usage was noted during Residents' Weekend. Two training sessions in how to maximise the effective use of the GL Card, online calendar and other channels have been held in Gloucester.

1.17 Great Place: Strand 5 ARCH: Achieving Regeneration in the City through Heritage

Grant: £123,500 // Claimed as at end March 2019: £35,087

Match £72,000 // Spent as at end March 2019: £12,216

- ARCH steering group includes members from the Cathedral, the Heritage Forum Chair, Historic England, Gloucester Civic Trust, GCT and GCC's Place team
- Community Engagement & Volunteer Officer (CEVO) appointed – employed by the Cathedral, based at the National Waterways Museum, accountable to Gloucester Culture Trust and GCC, and reporting to the Heritage Forum, this role embodies the Great Place aspiration for better, more joined up working across organisations and disciplines.
- New online volunteering programme *Engage in Gloucester* launched September 2018 during Gloucester History Festival. In person contact from CEVO with

1,138 individuals at 11 separate events and 9 different venues. *Engage in Gloucester* promoted via radio pieces (BBC Glos and Glos FM) to over 93,000 listeners.

- CEVO has concentrated on face to face promotion to younger people, giving careers & volunteering presentations to local groups & schools, and strengthening relationship with University of Gloucestershire students e.g. with focus on employability and Freshers' Fair. This has resulted in around a quarter of all the volunteers being aged under 19 and around a half aged under 30.
- The national Volunteer Makers scheme, of which EiG is a part, are pleased with the progress & diversity of the Gloucester site and are using it as a case study for multi-organisational sharing and use of the site. Volunteer Makers have used EiG's promotion strategy (face to face, flyers, social media combination) as part of their advice document for other Volunteer Maker sites looking to increase their sign ups.
- At the end of March 2019, 130 challenges were live. 233 people were signed up to the site with just over 70% having done or signed up to a challenge. 36% are in the 12 – 19 age group and 55% are in the 12 – 29 age group. 65% of the volunteers come from GL1 – 4 postcodes, whilst 18% come from GL50 – 54 (Cheltenham) postcodes. Their age and addresses suggest there are many University of Gloucestershire students.
- 6 training workshops attended by 52 different volunteers have been run by the WEA and CEVO. Focus has been on 'Welcome All' / Customer Service and Dementia Friends skills.
- CEVO & member of City Council Built Heritage team attended Historic Towns & Villages forum conference on use of volunteers in planning & built heritage projects to begin planning for the 2019/20 development and roll-out of a 'Local List' of well-loved and significant historic buildings in Gloucester.
- Programme of workshops run throughout the year in conjunction with the Townscape Heritage Initiative to support owners and developers of heritage properties. Topics included: Property Repairs, How to read older buildings and a history of architectural styles; Creating an energy efficient home; Reinstating original plaster, render and ornamental detailing; Older buildings and the planning system; Causes of damp and how to treat them.
- ARCH helped develop Gloucester's new Heritage Strategy, including wide, pre-draft consultation: digital survey and workshops publicised through targeted development, civic, community & heritage contacts and to general public through a stall at the Farmers' Market stall (c.60 people spoken to) and 2 x artist interventions with over 30 young people to talk about what Gloucester's heritage means to them. The Heritage Strategy will be adopted as part of the City Plan, due Spring 2019.

1.18 Great Place: Strand 6 Festivals & Events

Grant: £412,000 // Claimed as at end March 2019: £202,309

Match £420,000 // Spent as at end March 2019: £182,097

- Festivals & Events Forum launched Jan 2019, hosted by GCT, with 14 attendees from major cultural producers across the city. Focus is on driving forward an Action Plan for F&E by: sharing news and networking; showcasing work at one another's events; co-promotion of one another's events, to help promote Gloucester's cultural offer as widely as possible; exploring the potential for co-commissioning; and long-term, city-wide planning

- Began roll-out of a training and engagement plan for young people (under 30), up-skilling young people as artists, producers and technicians. Via partner festivals (Strike A Light, Carnival, Three Choirs and Kings Jam) Gloucester now has a Young Producers' training scheme, regular dance workshops, costume design and music-making sessions.
- City-wide cross-organisational working at an ambitious level continues to go from strength to strength. GCT piloted a 6-week Lantern Trail at Christmas, to connect the Docks, City Centre, Cathedral and Blackfriar's Christmas Show and have brought together 6 partners to develop a season (rather than a series of isolated events) called "From Earth to the Moon" which launched in June 2019 bringing contemporary art of international quality, an exhibition, in and outdoor cinema, hands-on events and contemporary performance to Llanthony Secunda Priory, the Museum of Gloucester, Gloucester Guildhall, Gloucester Library and Gloucester Cathedral. Plans to develop the Winter 2019 offer are already underway including a grant application to ACE.
- Gloucester History Festival continues to go from strength to strength: in 2018 it sold over 8,200 tickets, up from 5,200 in 2017. 59 volunteers supported the festival and 29 of these were new volunteers. Great Place investment is supporting its professional development, programming and marketing.
- Aethelflaed 2018 celebrations were supported by a steering group of 14 people, chaired by GCC Cabinet Member for Culture & Leisure. Great Place funded 5 new commissions (via an open call out) for local artists, which considerably strengthened the artistic content of the programme and particularly women's voices. GCT also created a schools' pack that has been distributed to 16 schools and to every library in Gloucestershire; it included original illustrations by an award-winning children's book illustrator and an original poem by a spoken word artist.
- Invested in Kings Jam Festival, a growth event targeting young people through hip hop dance, music and culture. (*See Strand 2*)
- Great Place supported the Carnival Arts Partnership and helped them leverage a significant Arts Council grant. In 2018, their programme engaged 61 participants, 25 volunteers and 29 professionals incl. performers, artists and the managerial team. 26 people attended the subsequent sharing of practice event to develop skills and plan for future Carnivals. They focused on creating cohesion between community groups and schools, and have a particular focus on inclusive practice. Almost half of the participants had never taken part in carnival before.
- GCT launched a new *Innovation Fund*, to enable more creatives to get involved and make work for the city's Festivals & Events, to connect them to local festival producers and to help existing festivals invigorate their offer. In Round 1, we had 20 applications and awarded 6 grants. These will support the development of: an art exhibition at Carnival; dance and theatre at the History Festival; graffiti mural at Tall Ships Festival; live music and singing with young people at Three Choirs Festival; new music at Rooftop Festival and dance with a live horse at Carnival.
- Appointed RadioactivePR to research how young people engage with creative activity in the city (as audiences and as participants) and to come up with a range of tangible recommendations for F&E's
- Strategic Producer for Festivals & Events was appointed September 2018

1.19 Great Place: Strand 7 Developing Cultural Entrepreneurs

Grant: £260,000 // Claimed as at end March 2019: £50,428

Match £0 // Spent as at end March 2019: n/a

- GCT have devised and delivered a series of skills workshops aimed at people keen to earn a living from a creative career. 19 people attended a 3-hour signposting session, led by the Programme Manager; 18 attended our Autumn 2018 “Do What You Love” start-up course, which took place over 12 hours (3 x 4hr sessions) and a further 10 attended the Spring 2019 sessions. The course was praised by our independent Great Place evaluator, who felt the choice of venue (Sabrina V – a heritage boat!) and adaptation of business subjects for creative people were especially effective.
- A series of skills development events/workshops is ready to launch for 2019/20. On average, there will be something happening every two weeks throughout the year, helping to build the profile of Gloucester as a place that is ‘open for business’ for creative entrepreneurs. This includes 7 PechaKucha nights, 6 new workshops/talks/panel events, 6 new networking events, 3 runs of the existing signposting sessions and 2 runs of the 'Do what you love' start-up course for creative entrepreneurs. This programme is being developed with support from University of Gloucestershire.
- PechaKucha, a quickfire presentation and networking format aimed at creatives, continues to grow. GCT held 6 events in pubs around the city and had 171 attendances and over 30 different speakers. Speakers are regularly invited onto BBC Radio Glos to talk about their topics.
- GCT launched 'Creative Takeovers', a co-working space, at Blackfriars Inn. We had 19 individuals use it over the first 6 weeks and it continues to grow in popularity.
- Recently set up Gloucester Creative Businesses members group on Facebook, to facilitate networking – c.35 members.
- 4 x Creative Leadership trainees, one-year, full-time placements, have recently been appointed at four organisations across the city to develop their professional and arts management skills. They start in Spring 2019 and the hosts will be GCT, Gloucester Library, Art Shape and Three Choirs Festival.
- The goal for 2019 is to move into more permanent premises, to establish a long-term, physical base for the Hub, its networks and activities – including co-working space, artist studio ‘pods’, bookable meeting/rehearsal rooms and small offices. GCT are working with GCC to negotiate a lease on a city centre building.
- All of the above has been underpinned by thorough research and market testing, including 10 focus groups with students and other potential users, an online survey, one-to-one interviews and visits to other cultural entrepreneurs’ hubs around the region. A business plan provides full analysis of expected income/expenditure etc of the physical Hub.

1.20 Supporting Kings Quarter redevelopment

Beyond Great Place, GCT has been working with GCC to support the Kings Quarter redevelopment by:

- Supporting the pre-planning public consultation activities, connecting the planning team with artists and producers across the city and hosting focus groups with 8 Student Union reps and 6 creative practitioners;
- Joining the Kings Square public art panel, to help select artists for these major commissions

- Working with GCC to explore potential models of governance, funding and creative leadership for a future programme of cultural activity in Kings Square
- Co-writing with GCC the Cultural Development Fund application in Summer/Autumn 2018 for over £5m, for which Gloucester was short-listed (though ultimately unsuccessful)
- Contributing to funding programmes and schemes which will support delivery of Kings Quarter (e.g. Future High Streets Fund).

1.21 Investigating feasibility & appetite for a UK City of Culture 2025 bid

- In April the Culture Trust and the City Council hosted a visit to the City by Andrew Dixon who led the development of bid strategies for the successful bids of Hull (2017) and Coventry (2021) to be UK City of Culture. Andrew met with 30 City Stakeholders as part of an assessment of the City's appetite for and capacity to create a winning bid to be City of Culture in 2025. Andrew was very positive about the City's enthusiasm for a bid, our potential to develop a compelling case and our readiness at this stage in the process.
- At the July State of the City conference there was strong support for submitting a bid and a willingness amongst a significant number of potential partners to consider contributing financially to the bid process.

1.22 Gloucester Culture Trust's Strategic Plans 2019/20 – 2021/22

1.22.1 VISION - Culture at the heart of Gloucester for the good of all.

“We will make Gloucester a better place to live, work and play, where culture is a given, as part of a rewarding life.

We will build a distinctive and attractive cultural offer for the city, one that is quirky, edgy, innovative, excellent, diverse and community based, which has a strong focus on young people and brings economic and social benefits.”

1.22.2 MISSION - We connect, enable and champion.

GCT will support and grow Gloucester's cultural sector by shaping policy, advocating for change, facilitating opportunities and providing infrastructure support and capacity.

GCT know the most effective way to deliver our vision is by engaging and empowering local communities and leaders to transform the city.

1.22.3 GCT's VALUES

- We are CREATIVE. Excellent arts, artists, heritage and creative practice are at the heart of everything we do.
- We are COLLABORATIVE and focus on achieving things that one organisation cannot deliver by itself. We think the sum of the city's parts is greater than its whole.
- We are DIVERSE and community-based, aiming to reach everyone in Gloucester through our range of work, our openness and the impacts of our projects.
- We are FUTURE-FACING with a focus on young people and emerging creatives. Innovation, technology and ideas are integrated throughout.
- We ADD VALUE by building capacity and bringing economic benefit to the city.

1.22.4 WHAT DO GCT MEAN WHEN WE TALK ABOUT CULTURE?

Culture is the way that people find meaning in theirs and others' lives, and the world around them, particularly through the arts, creative activities and exploring their heritage. Culture is essential to a whole education, brings our communities together, boosts our economy and improves our quality of life.

Great cities are defined by their distinctive cultures and a vibrant cultural scene is critical to Gloucester's future. Our ten-year objectives and three-year strategic priorities focus on the areas that are unique to our city and aim to capitalise on emerging energy and opportunity.

We think these key local strengths are:

- **HERITAGE**
A city with 2,000 years of built history, which is as much a part of our present and future as it is of our past
- **OUTDOOR FESTIVALS & EVENTS**
A small, walkable city centre with lots of pedestrian areas and public squares - lends itself to Carnival, street theatre, outdoor cinema, digital installations and plenty of...
- **MUSIC**
A small underground scene & strengths of the Cathedral, Guildhall, Three Choirs Festival, Gloucestershire Academy of Music, The Music Works' Upsurge and King's Jam.
- **ART IN UNUSUAL SPACES**
Making a virtue of our lack of venues by making creative activity a part of daily life and the fabric of the city - car parks, Cathedral, public squares, Victorian docks, listed buildings, community centres, empty shops.

1.22.5 STRATEGIC PRIORITIES 2019-2022

Working towards the City's six Strategic Objectives , by end March 2022 GCT will aim to deliver:

1. Engagement Action Plan for YOUNG PEOPLE

- Set up an open-to-all Youth Advisory Board which meets quarterly, feeds into GCT Board meetings and supports the implementation of this strategy, including our commitment to always have at least two GCT Board members aged 30 or under
- Work with and support Gloucester-based professional organisations to develop and deliver exemplary, year-round participation programmes in Gloucester, across a variety of artforms (identified by partners, but drawing on Gloucester's current strengths), to enable them to increase their reach and impact amongst local young people.
- Work with local, specialist partners, such as the Guildhall Events Academy, to grow the pool of creative talent in the city through new / expanded talent development, training and mentoring schemes for future artists, makers, producers, event technicians and music leaders

- Scope the development of an apprenticeship scheme / recognised qualification for creative skills, in partnership with University of Gloucestershire and talent development partners
- Support and advocate for the development of two capital projects, and their associated programmes, which enable significantly more engagement opportunities for children and young people in Gloucester: The Music Works' Studio and Guildhall
- Work with the Roundhouse to develop best practice in engaging young people and to access further opportunities for national exchange and networks, high profile events and cultural leadership training opportunities

2. Innovative approaches to COMMUNITY ENGAGEMENT

- Roll out and continue to test the new model developed with Create Gloucestershire of 'people-led', cross-artform community engagement and cultural commissioning developed via Great Place, to engage 6 Creative Catalysts throughout the city, working within three wards where cultural engagement is low and indices of deprivation are high
- Support Culture Matson with time and through seed funding and connections, to continue their role of programming and producing work for and by the people of Matson
- Manage and grow the online Engage In Gloucester volunteering portal, trialled through Great Place, working with the Heritage Forum, the Festivals & Events Forum, other cultural organisations and City Council/GL Communities to offer a minimum of 100 volunteering opportunities at any one time and to engage 250 diverse volunteers each year.
- Put creative activity and art in empty shops throughout the city centre, working with GCC and retailers to use meanwhile leases to bring life to disused spaces

3. Deliver FESTIVALS & EVENTS Action Plan

- Support, invest in and advocate for Signature & Growth festivals, so Gloucester has a number of high profile, nationally significant events of the very best local and national artistic quality (Strike A Light, Three Choirs, King's Jam, Crucible, Gloucester History Festival, Tall Ships, Carnival and GL4)
- Establish Gloucester Rooftop Festival as a unique, quirky, edgy and cool annual event which grows young audiences (incl. students), programmers and producers
- Establish Gloucester's Festival of Winter as a quality creative offer unique to Gloucester that brings together winter activity across the city and encourages footfall between the Docks and the City Centre
- Lobby for, incubate and, where appropriate, lead on major city-wide cultural installations of national and even international significance, incl. ambitious commissions and happenings across the city, with high artistic quality and social engagement: Earth To Moon (2019) plus planning for 2020, 2021 and 2022

- Run a quarterly Festivals & Events Forum for producers/managers of Signature & Growth Festivals to build ambition, implement audience development initiatives, plan long-term (up to 5 years) and capitalise on cross-city working and joint publicity
- Coordinate an annual Innovation Fund to provide funded opportunities for local, independent artists to use Gloucester's F&E as a platform to develop content. Goals: broaden, strengthen & diversify city's creative sector. Incl. twice annual networking/sharing opportunities.
- *Deliver a skills, training and engagement programme for young people (U30s) – see above*

4. Develop CREATIVE & CULTURAL ENTREPRENEURS

- Establish Gloucester as an attractive place to be a creative professional, through regular networking events and socials, specialist forums (e.g. for dance, theatre) and an affordable and varied programme of workshops/training for arts and heritage professionals
- Invest in established or emerging creative and cultural leaders in Gloucester who are driving ambitious growth (with economic and/or social impact goals) through their own organisations or communities, through mentoring, national partnerships and other opportunities
- Open a Creative Hub at Kings House which provides a place to gather, offices, rehearsal spaces, meeting rooms, co-working facilities and artist studios/pods
- Through this Hub, offer a structured programme of incubation for creative businesses per year

5. Shape Gloucester's CULTURAL PROFILE

- Recognise the value of Gloucester being a 'test bed' for potentially transformational, replicable models of cultural leadership and collaborative working by sharing our learning regionally and nationally.
- Position Gloucester as a nationally-recognised "heritage gem" through the implementation of the new Heritage Strategy; further development of Gloucester History Festival as a nationally significant event and a coordinated branding and publicity campaign for the city's heritage offer.
- Position Gloucester as an edgy, diverse, quirky, creative and youthful city through a clear marketing and publicity strategy, using our marketing activity to focus on deep engagement with six key events and activities throughout the year which build this 'brand' (e.g. urban music events, contemporary public art/digital installations), but also on sharing the stories of the city's creative communities.
- Integrate culture-led place-shaping into city and county regeneration strategies via:
 - o Supporting the regeneration of Kings Quarter
 - o The GCC Economic Development plan
 - o Linking with the Regeneration Advisory Board and the Heritage Forum

- Influencing the development of the LEP Industrial Strategy and the role Gloucester's cultural offer can play in supporting their goals.

6. GLOUCESTER: UK CITY OF CULTURE BID

Contribute to the decision-making about whether to bid for City of Culture and how best to approach the process. If the city and its key partners decide to apply, GCT anticipates it will be ready, willing and able to:

- Manage the team required to develop and write a Stage 1 bid by Feb 2021 (timetable TBC) and be ready to write a Stage 2 bid by Summer 2021
- Work with Gloucester City Council, Gloucestershire County Council and other stakeholders (cultural sector, Cathedral, BID, LEP, University, private sector etc) to advocate for and shape a bid which shines a spotlight on Gloucester and Gloucestershire
- Work with partners to raise the funding and other resources required to implement these Strategic Priorities and create the conditions for a strong bid.

4.0 Asset Based Community Development (ABCD) Considerations

4.1 The Council's approach to asset-based community development was instrumental in recognising the potential of a city-wide Cultural Trust and ensuring that the establishment of a Trust was part of the City's Vision and Strategy. The work of the Trust, outlined throughout this report emphasises the capacity within the city and how that capacity can be engaged, developed, grown and strengthened.

5.0 Environmental Implications

5.1 The content of this report does not have any tangible environmental implications.

6.0 Alternative Options Considered

6.1 N/A

7.0 Reasons for Recommendations

7.1 This report sets out the work undertaken to deliver the City's Cultural Vision and Strategy 2016-26 and the progress made during 2018/19. The City Council provided seed-corn financial support to the trust in 2016 and 2017 and since then the Trust has been funded through significant grant awards from Great Place and the Paul Hamlyn Foundation.

8.0 Future Work and Conclusions

8.1 See paragraph 3.22

9.0 Financial Implications

- 9.1 None arising directly from this report.
(Financial Services have been consulted in the preparation of this report.)

10.0 Legal Implications

- 10.1 The Great Place grant funding referred to in this report was given to the Council and the Council is responsible for the delivery of the strands and compliance with the terms of the funding agreement.
- 10.2 The delivery of the objectives of the Cultural Strategy 2016-2026 are the responsibility of the Council and its partners.
(One Legal have been consulted in the preparation of this report.)

11.0 Risk & Opportunity Management Implications

- 11.1 N/A

12.0 People Impact Assessment (PIA) and Safeguarding:

- 12.1 The PIA Screening Stage was completed and did not identify any potential or actual negative impact, therefore a full PIA was not required.

13.0 Community Safety Implications

- 13.1 None

14.0 Staffing & Trade Union Implications

- 14.1 None

Background Documents: None

APPENDIX 1: GREAT PLACE EVALUATION CRITERIA

Great Place will be considered a success if:

- Gloucester is viewed as a culturally distinctive and exciting city by residents and visitors, where a diverse, high quality arts, heritage and creativity offer are a part of everyday life
- This excitement has led to a shift in the way arts and heritage are valued and engaged with throughout Gloucester. The hearts and minds of people in 'non-arts' roles value culture as much for its economic and social impact as its cultural benefit
- As a result, arts and heritage in Gloucester attracts investment and support from a wider variety of channels
- New, collaborative and people-led methods of delivering and evaluating culture are established and embraced in the city, harnessing a range of skills and talents
- The city's young people (up to age 30) have more opportunities to take part, to shape Gloucester's creative activities and to realise their own ambitions in creativity and cultural enterprise
- Residents from city neighbourhoods which have not traditionally taken part in arts activity feel more engaged in the cultural life of the whole city and feel confident to lead it
- The continued regeneration of the historic city centre such as the Gate Streets and Kings Quarter has been enhanced by strategically connecting arts and culture with city partners
- The visitor economy is strengthened through the appeal, diversity, quality and coordination of the city's heritage venues and cultural festivals & events
- Cultural practitioners and organisations feel more confident, inspired, creatively bold and connected