

Appendix 2 – The Changes to the initial Cultural Strategy action plan

The initial version of the strategy (on the left-hand column of the table) had 6 objectives and 20 actions.

The updated 2021 version has eight objectives and 26 actions.

Actions are shown as bullet points.

Objectives are in shown in bold in **green** sections.

Original 2016 Version	Updated 2021 Version
	NEW OBJECTIVE: Embed culture in the city's future plans
	<ul style="list-style-type: none"> • Integrate this Cultural Strategy into the city's future plans for regeneration, environmental sustainability, place-making and community well-being. • Work with the city's artists, arts and heritage organisations to integrate environmental sustainability into cultural planning and delivery, and to use creative activity to support and promote a green agenda.
Develop artists and arts organisations so as to build the cultural and creative industries	Build the cultural and creative industries by developing artists and arts organisations
<ul style="list-style-type: none"> • Develop an arts, culture and creative industries hub and incubator in one of the City's many underutilised buildings • 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 	<ul style="list-style-type: none"> • Continue developing Kings House into an exemplar arts, and creative industries' hub and incubator to build and support a thriving, diverse creative community at the heart of Gloucester. • Develop and implement a business transformation and creative development plan for Gloucester City Council-owned cultural venues, to realise their potential. • Invest in talent development programmes and networks across Gloucester to develop cultural leaders, existing and

<ul style="list-style-type: none"> • Encourage grass-roots community arts activity that works with the NHS and others to deliver health and wellbeing outcomes • Develop a Cultural Leadership Group to ensure a future generation of cultural leaders in the city • Fundraise to support investment in high quality projects and fundraising capacity building in the sector 	<p>emerging, and nurture future generations of artists and creatives.</p> <ul style="list-style-type: none"> • Invest in and champion the city's independent cultural sector, to boost the professional skills, qualifications and employability of people who lead, manage, work in or aspire to work in, the creative and cultural sector.
<p>Broaden the cultural offer to support social and economic development</p>	<p>Broaden the cultural offer to support social and economic development</p>
<ul style="list-style-type: none"> • 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 • 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 • 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 • Support the development of Gloucester Carnival as the most inclusive carnival in the UK and create a greater sense of community ownership and quality • Support Gloucester based arts organisations like G-Dance and ArtShape to collaborate further, making inclusive art and dance programmes for the community 	<ul style="list-style-type: none"> • Ensure a unified approach to cultural planning by aligning Gloucester Culture Trust and independent cultural organisations with the local authorities, Covid-19 recovery groups and other economic and social policy-makers • Develop a cultural and creative industries infrastructure masterplan and investment plan for the city, to ensure the city's built infrastructure becomes industry-leading, supports this Cultural Vision & Strategy and is as ambitious as the rest of the city's bricks and mortar regeneration. <i>(This builds upon the recommendations of the independent 2019 Report into the feasibility of a major new venue for Gloucester)</i> • Continue to build partnerships with national cultural organisations, artists and producers to inspire the sector's ambitions and drive up audience demand for cultural experiences. • Empower local people through investment in grassroots arts activity. Deliver against mutually agreed health and wellbeing outcomes for residents, especially those who are particularly culturally disengaged, by working closely with them, as well as the NHS, Active Gloucestershire, Community Builders and others.

	<ul style="list-style-type: none"> Invest in Gloucester-based arts and heritage organisations to diversify and develop their participation and talent development programmes
Develop a vibrant city centre full of cultural activity and things to do	Develop a vibrant city centre full of cultural activity and things to do
<ul style="list-style-type: none"> Commission a regular programme of high quality outdoor arts events, including street arts and parades, using the city's fantastic outdoor spaces 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 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 	<ul style="list-style-type: none"> Work with local businesses, economic development bodies, arts and heritage organisations to commission and effectively promote a regular and diverse programme of high quality outdoor arts events, including street arts and parades, using the city centre's fantastic array of outdoor spaces. Work with the city's many heritage destinations and historic 'spaces' to develop a high profile, contemporary creative programme unique to Gloucester, regularly bringing together arts, heritage and local communities Animate Kings Square as a revamped, lively, year-round cultural and public space, integrated into and a proud exhibitor of the cultural life of the city.
Develop audiences who enjoy the new cultural opportunities being created	Develop audiences for all the cultural opportunities being created
<ul style="list-style-type: none"> Map out and raise investment for a long term audience development strategy that sits alongside the developing cultural infrastructure 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 	<ul style="list-style-type: none"> Promote Gloucester's cultural offer more effectively: First, by researching, listening to and understanding current audiences to map demand, opportunities and gaps, and second, by raising investment for a long-term audience development action plan that addresses these findings. Work with the city's and county's destination marketing organisations to develop a cultural tourism marketing strategy and campaign, collaborating with neighbouring towns and regions as appropriate, to attract visitors nationally and internationally.

<p>Put Gloucester on the cultural map by developing high profile events</p>	<p>Put Gloucester on the cultural map by developing high profile events</p>
<ul style="list-style-type: none"> • 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 • 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 	<ul style="list-style-type: none"> • Building on existing local strengths, invest in and develop a portfolio and regular programme of regionally or nationally significant Signature Events, including Three Choirs Festival, Tall Ships, Gloucester History Festival, Kings Jam, Carnival and working with other programming partners such as Strike A Light. <i>(This builds upon the recommendations of the 2017 review of Gloucester's Festivals & Events)</i> • Coordinate the city's calendar of festivals and events to facilitate better city-wide and long-term planning, as well as coordinated promotion of ambitious, high quality cultural festivals and events. • Monitor the funding model for festivals and events supported by the Council, to ensure it meets the needs of this Strategy, supports the growth of the local independent cultural sector and maximises the artistic, social and economic impact of those events. • Building on the successes of the first five years of the Cultural Strategy, evaluate the potential impact and return on investment of a bid for UK City of Culture, if and when the conditions are right for the city, and the structure for delivering this goal.
<p>Make things happen to continue the momentum for change</p>	<p>Make things happen to continue the momentum for change</p>
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Strengthen the innovative Cultural Partnership that has been set up between Gloucester City Council and Gloucester Culture Trust to ensure this strategy is delivered, building on

<ul style="list-style-type: none"> • 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 • Apply for funding from Arts Council England and other fundraising to support the strategy 	<p>the achievements of the first five years. To do this, support the further strategic devolvment of culture to Gloucester Culture Trust, allowing the City Council to focus on its vital role in creating the conditions for culture to thrive.</p> <ul style="list-style-type: none"> • Connect this Cultural Partnership to networks and organisations across the city and beyond, to ensure a broad range of residents, artists and organisations can shape the city’s cultural future. This will include developing the range of Cultural Forums and co-creation networks. • Work with a wide range of strategic and funding partners who share our Vision (such as Arts Council England, University of Gloucestershire, NHS, GFirst LEP and major local businesses), to pool resources, generate greater investment in culture and ensure this strategy is resilient.
	<p>NEW OBJECTIVE: Empower young people to create, experience and participate in culture</p>
	<ul style="list-style-type: none"> • Support young people to develop skills and leadership in arts and cultural production – identifying and providing training opportunities • Amplify the voices of young people, through encouraging youth-led publications, support on Youth boards and more widely • Ensure there are opportunities for young people to participate in and create culture, through supporting, marketing and investing in youth-led programming