

Gloucester Culture Trust

Report to Gloucester Culture Trust & Gloucester City Council on progress in delivering Gloucester's Cultural Strategy 2021-2026

Objective	Action	Progress to date	Owner	Priority	Status
<b>1. Embed culture in the city's future plans</b>	A.1 Integrate this Cultural Strategy into the city's future plans for regeneration, environmental sustainability, place-making and community well-being.	Culture and cultural engagement is referenced as an important theme in the Council Plan.	GCC	Low	On track
	A.2. Work with the city's artists, arts and heritage organisations to integrate environmental sustainability into cultural planning and delivery, and use creative activity to support and promote a green agenda.	Identified energy savings for Guildhall through lamp replacement - funding bid submitted for ACE capital funds to replace energy hungry parcan theatre lighting with Low Energy Consumption ones. Work with artists on raising profile of sustainable practices. Strike a Light working with group of Climate Change youth arts producers	GCT	Medium	On track
<b>2. Build the cultural and creative industries by developing artists and arts organisations</b>	A.3 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	10 of its 13 studios and 9 of 11 Pod Studios let. Launch of Jolt. Completion of The Music Works hub & launch programme. Increased usage of shared workspace and hot-desking by creatives in Jolt. Industry days hosted by The Music Works. Lift installed and fully operational.	GCT & TMW	Medium	On track
	A.4 Develop and implement a business transformation and creative development plan for Gloucester City Council-run cultural venues to release their potential	Transferral of Bishop Hooper house to Gloucester Historic Buildings completed and the management of the site by Gloucester Civic Trust. Development and completion of 5yr Museum of Gloucester Development Plan. Submitted a bid to Cultural Development Fund for the development of Gloucester Guildhall. Seeking to extend the contract at Blackfriars with English Heritage. Submitted bid to ACE MEND fund for Museum of Gloucester. Submitted bid for Gloucester Guildhall to ACE. Appointed Flying Geese to produce Guildhall Business Plan. Conducted user survey for audience development.	GCC	High	On track
	A5. Invest in talent development programmes and networks across Gloucester to develop cultural leaders, existing and emerging, and nurture future generations of artists and creatives.	Appointment of 2 p/t Creative Producers as part of Roundhouse Exchange. Museum hosting 2 start-up apprenticeships. Other Start-Up apprenticeships taking up with cultural organisations across the city.	GCT	High	On track
	A.6 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	Jolt - providing professional advice to artists and creative professionals. Music industry days held at The Music Works in Kings House - very well attended and received.	GCT	Medium	Continue

<b>3. Broaden the cultural offer to support social and economic development</b>	A.7 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.	Covid recovery group for Culture and the Visitor Economy meetings held to look at opportunities to maximise programme & sector support. First Fridays as an outcome along with campaigns and investment into festivals and events. CV-19 C&VE recovery group wound up in Autumn 2021, but resulted in networks and collaborations that previously didn't exist in the city. Strategic Events Planning group re-established in Q3. ACE funding of venues through Cultural Recovery Funds rounds 1,2,3.	GCC and GCT	Very High	Completed
	A.8 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. (This builds upon the recommendations of the independent 2019 Report into the feasibility of a major new venue for Gloucester.)	Developing a list of capital investment requirements of cultural infrastructure in relation to the Andrew Ellis Venue Demands Analysis report. Funding bids submitted to invest in city-council run venues. Discussions underway with cultural venues and orgs including Blackfriars Priory, English Heritage, Olympus Theatre, Kings Theatre, Kings House, Guildhall, UoG new city campus, The Folk of Gloucester, Museum and Library & City Council-run venues. Transferral of Bishop Hooper house to Gloucester Historic Buildings and management of the building to the Civic Trust.	GCC and GCT	High	Begun
	A.9 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.	Appointed nationally acclaimed Creative Producers Katherine Jewkes and Vashti Waite to produce Bright Nights Festival. Gloucester Roundhouse Exchange (GRHX) programme continues. Support of Strike A Light's Global Streets partnership - to bring Globoscope to Robinswood Hill. Museum of Gloucester developed 3yr partnership with Royal Photographic Society. Blackfriars Priory working with English Heritage on development plans for the site.	GCT	High	Continue
	A.10 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.	Successful funding bid ACE for Bright Nights to include The Big Swim event at GL1 with support from Active Glos to fund priority audiences for providing discounted access to participation in The Big Swim. Strike A Light working in Matson and other communities to deliver the Globoscope installation as part of Bright Nights Festival on Robinswood Hill.	GCT	Medium	Begun
	A.11 Invest in Gloucester-based arts and heritage organisations to diversify and develop their participation and talent development programmes.	Call-out to city festivals and events producers for funding requirements for 2022-23. Creation Fund used to support artists development and practice issued by GCT.	GCT	Medium	Continue

<b>4. Develop audiences who enjoy the new cultural opportunities being created</b>	A.12 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.	Strike a Light on Global Streets partnership. Working closely with Gloucester BID to support city-festivals to drive footfall including Bright Nights, Snow Globes trail and marketing campaigns. Gloucester Goes Retro. Gloucester History Festival, City Voices, Pride in Gloucestershire (in-kind). Gloucester Day. Bright Nights festival delivered across Llanthony Priory, Blackfriars Priory, city-centre locations and Robinswood Hil, Lantern Procession. Development of programme for Kings Square launch event.	GCC and GCT	Medium	Continue
	A.13 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.	GCT support development of Bright Nights and HSHAZ Heritage and Cultural Partners. Breathing Room in Blackfriars Priory. Llanthony Secunda Priory - Lumino and ongoing engagement with the Heritage Forum.	GCT	Medium	Continue
	A.14 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.	Kings Square launch programme plans in progress and first year of activity in development. May 2022 launch programme commences.	GCC and GCT	High	Begun

<b>5. Put Gloucester on the cultural map by developing high profile events</b>	A.15 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.	Audience survey for Gloucester Guildhall completed as part of the business planning to understand cultural engagement. Ongoing market and audience data being collected and shared with partners through Visit Gloucester Marketing Steering Board and marketing plan agreed for 2022-23 to include audience development for tourism.	GCT / GCC	Medium	Begun
	A.16 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.	City Destination Marketing team work closely with Visit Gloucestershire and other regional DMOs in the area plus Visit England and Visit Britain. Supporting promotion of all major festivals and events via digital and city-dressing. Promotion all city-partners cultural activity via Visit Gloucester website. City branding work being rolled out through workshops with stakeholders.	GCC	Medium	Continue
<b>6. Put Gloucester on the cultural map by developing high profile events</b>	A.17 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.  (This builds upon the recommendations of the 2017 review of Gloucester's Festivals & Events)	Kings Jam in Gloucester Park trialling new model and location for this festival. The Music Works developing new music festival for Kings Square. 3 Choirs Festival plans developing for 2023 and plans in development for Tall Ships Festival in 2022. Gloucester History Festival's City Voices programme becoming more established.	GCC	Medium	Begun
	A.18 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	Google calendar produced by GCC events team and being shared and populated for city-wide events co-ordination.	GCC	Low	Completed
	A.19 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.	New model for funding festivals and events to ensure they meet the aims of the Cultural Strategy developed. Call-out to city festivals and events producers for funding requirements for 2022-23. Assessment of applications for funds for Festivals and Events in 2022-23. Recommendations to be made in report to Cabinet in Feb 2022.	GCC	Medium	New
	A.20 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.	Decision ultimately not to submit bid for City of Culture 2025 taken.	GCC and GCT	Low	Completed

<b>7. Make things happen to continue the momentum for change</b>	A.21 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 the achievements of the first five years. To do this, support the further strategic devolvement of culture to Gloucester Culture Trust, allowing the City Council to focus on its vital role in creating the conditions for culture to thrive.	Appointment of Adam Jay Coleman as the new CEO for Gloucester Culture Trust (GCT), bringing over twenty years of experience in the arts and cultural sector (with organisations including Tate and the National Theatre) to Gloucester. Clarity over the GCC attendance at Board meetings and in what capacity. Clear regular comms between CEO, Chair and HoC.	GCC and GCT	High	Continue
	A.22 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.	Culture and Visitor Economy Heritage Forum Covid Recovery Group. Re-establishment of the Strategic Events Group. City Events Group. Strike a Light commissioning artists to co-curate in the HSHAZ cultural quarter with input from GCT and GCC.	GCC and GCT	Medium	Continue
	A.23 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.	Arts Council visit from CEO and SW Regional Director Phil Gibby and team. Identified dedicated Gloucester Relationship Officer. Regular meetings with ACE, GCT, GCC and agreed key priorities for Gloucester as a Priority Place for ACE investment.	GCT / GCC	Medium	Begun
<b>8. Empower young people to create, experience and participate in culture</b>	A.24 Support young people to develop skills and leadership in arts and cultural production - identifying and providing training opportunities	Start-up scheme offered for new opportunities to upskill young people in Creative Industries. Apprenticeship scheme being taken up by young people.	GCT	Medium	Begun
	A.25 Amplify the voices of young people, through encouraging youth-led publications, support on Youth boards and more widely	Youth board at The Music Works. GCT board member recruitment underway. Strike a Light working with young producers linked with Climate Change.	GCT	Medium	New
	A.26 Ensure there are opportunities for young people to participate in and create culture, through supporting, marketing and investing in youth led-programming	First Fridays and Gloucester Roundhouse exchange seeking opportunities for young people to programme across city venues. Kings Jam and Rooftop festivals targeting young audiences and supporting young performers and talent development.	GCT / GCC	Medium	Begun