

Gloucester Culture Trust

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

Report period April 2022 - March 2023

Objective	Action	KPI	Progress April 22 - March 2023	Progress RAG
1. Embed culture in the city's future plans	A.1 Integrate this Cultural Strategy into the city's future plans for regeneration, environmental sustainability, place-making and community well-being.	Number of GCC strategy, policies and plans that reference Culture and enable Cultural Strategy	Council Plan 2022-2024 includes reference to the Cultural Strategy. City Centre vision references culture within it.	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.	KPI1: Number of artists, arts and heritage organisations in contact with Gloucester Culture Trust. KPI2: Training, support or advice delivered in relation to the Green agenda for arts and artists	KPI1. 84 artists, 15 Arts & Heritage Orgs KPI2. None to date, but will be addressed from April 2023	On track
2. Build the cultural and creative industries by developing artists and arts organisations	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	KPI1: % Occupancy rates at JOLT studios. KPI2: Completion of fit-out of The Music Works.	100% + waiting list = 14 of its 14 studios and 11 of 11 Pod Studios let to emerging creative businesses. 21 members to date. All receiving start-up and growth support. The Music Works completed and open.	Completed
	A.4 Develop and implement a business transformation and creative development plan for Gloucester City Council-run cultural venues to release their potential	Completion of Guildhall Development Plan. Completion of Blackfriars Development Plan.	Development and completion of 5yr Museum of Gloucester Development Plan. Guildhall Business Plan commissioned and being reworked for 2023-26 in light of NPO funding. Blackfriars Development Plan in progress.	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.	Number of people participating in Talent Development Programmes - eg. Kickstarter apprenticeships.	Completion of 1 year community producer role, allowing audience development and relevant work to happen in Gloucester communities. More planned from April 2023.	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	Number of professional qualifications gained as a result of cultural investment into sector. Number of new roles created in cultural sector.	GCT, 1 new permanent role created from Kickstarter programme.	On track
3. Broaden the cultural offer to support social and economic development	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.	Number of cultural orgs engaging with Covid-Recovery activity.	Covid recovery group for Culture and the Visitor Economy meeting to look at opportunities to maximise programme. First Fridays as an outcome along with campaigns and investment into festivals and events. NO FURTHER UPDATE REQUIRED< ACTION COMPLETE	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.)	Initial KPI: Completion of Infrastructure and investment masterplan	GCT has now undertaken this piece of work as part of its NPO delivery, with work to start within the next year.	Planned
	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.	Number of partnerships with national organisations, artists and producers.	Gloucester Roundhouse Exchange (GRHX) programme complete with strong relationships now existing amongst partners and the Roundhouse. All partner organisations are still in touch and able to ask advice. GCT has recruited a new Trustee from Lyric Hammersmith in London. New NPO's in the city are strengthening Gloucester's relationship with the Arts Council and will capture numbers in future	On track
	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.	Number grassroots arts and cultural activities undertaken with disengaged communities with health and well-being outcomes.	Community Producer programme was a large success in producing new grassroots activities. 10 activities took place as a result of this programme This success directly influenced GCT's NPO application. This programme has now been further developed and GCT will now recruit 6 new Community Connectors on a 3 year contract to enable grassroots activities.	On track
	A.11 Invest in Gloucester-based arts and heritage organisations to diversify and develop their participation and talent development programmes.	Organisations diversify and develop participation and talent programmes	No funding to invest in this, although GCT Strategic producer will be picking up this through NPO programme for GCT.	Planned

Objective	Action	KPI	Progress April 22 - March 2023	Progress RAG
4. Develop a vibrant city centre full of cultural activity and things to do	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.	Number of outdoor arts events supported and commissioned	Delivered: Tall Ships Festival, Luminarium, Retro Festival, Bright Nights Festival commissioned Strike a Light, funded Voices Gloucester, Pride in Gloucestershire, Gloucester History	On track
	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.	Number of arts and cultural activities in 'heritage' spaces	Process for capturing this data being developed and implemented from April 2023.	Planned
	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.	Number of cultural events taking place on Kings Square	Lauch event, Luminarium, Polish Heritage Day, Fillipino Cultural Celebration Day, Gloucester Goes Retro, The Music Works commissions for weekly music sessions, Christmas - Gloucester Tree of Light. Developing a multi-year funding bid and series of bids to a number of funders for programme development from 2023-2026.	On track
5. Develop audiences for all the cultural opportunities being created	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.	1. Completion of map of demand 2. Completion of Audience development Action plan.	1. NPO funding for both Gloucester Guildhall and GCT requires reporting into audience demographics. Map of demand will emerge as data is gathered. 2. The City's NPOs will seek to collaborate on audience development plan to track growth and/or changes in audiences.	Planned
	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.	Completion of a Marketing Plan for the promotion of Cultural tourism in the region.	Covid Recovery Marketing plan completed fo2021. Being rolled out during the first and second quarters of 2021. Tourism and Destination annual Marketing Plan incorporates marketing of cultural activity in the city. Eg. Tall Ships, Bright Nights, Luminarium, Knife Angel all promoted through Visit Gloucester in 2022	Completed / ongoing
6. Put Gloucester on the cultural map by developing high profile events	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)	Funding scheme in place to support development of key festivals, Festivals and Events funding issued by GCC. Annual report to GCC.	Investment into festivals and events in 2022 and planned in 2023. This was reported to Cabinet in Jan 2023.	Completed / ongoing
	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	Calendar of Festivals and Events maintained, updated and shared by F&E team.	Google calendar produced by GCC events team and being shared and populated for city-wide events co-ordination.	Completed / ongoing
	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.	Number of grants and/or amount of funding administered via grant applications process	Commissions and Commissions fund made available in . 4 grants administered by GCC Festivals and Events team in 2022 .	On track
	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.	Analysis of bid criteria for becoming a host city.	Decision taken to not apply this time. Revisit at later date to inform plans for applying at the next opportunity.	Paused

Objective	Action	KPI	Progress April 22 - March 2023	Progress RAG
7. Make things happen to continue the momentum for change	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.	Number of meetings between GCC and GCT Number of attendances of councillors at GCT board meetings.	Cabinet Member for Culture is a trustee of GCT and attends all board meetings (6). Head of Culture and GCT CEO meet regularly to enable coordinated approach to culture. (12)	On track
	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.	Number of Strategic Events Group meetings held	Strategic Events Group regularly meets Quarterly to share events and planning to enable a joined up approach. Further opportunity to develop a forum for creating connections and sharing are continuing to be explored.	On track
	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.	Amount of additional investment leveraged into Cultural activity by GCT and GCC	The latest Arts Council England (ACE), National Portfolio Organisations (NPO) have been announced. 3 Gloucester based organisations were successful with 2 more county-wide NPO's operating heavily in Gloucester. Direct Gloucester funding has increased by 760%. Previously £255,000 now £650,000.	On track
8. Empower young people to create, experience and participate in culture	A.24 Support young people to develop skills and leadership in arts and cultural production - identifying and providing training opportunities	Number of training opportunities provided for young people.	Jolt provides training opportunities through its programmes. 60 people took part in Creative Start Up business training with 50% under 30's. Jolt incubation programs at full capacity with 29 participants (16 under 30).	On track
	A.25 Amplify the voices of young people, through encouraging youth-led publications, support on Youth boards and more widely	Number of young people on cultural boards. Number of youth-led publications. Number of youth-led initiatives.	Jolt's Colab young networking group has provided 12 meet ups and 4 events. Average attendance of 20 young people (under 30) attending. 15 participants on the Future Producers Course resulting in a high quality event.	On track
	A.26 Ensure there are opportunities for young people to participate in and create culture, through supporting, marketing and investing in youth led-programming	Amount invested into youth-led programming, marketing and promotion.	£5000 invested into the above programmes. Jolt's community outreach is providing effective marketing to the young demographic and is reaching a very diverse audience.	On track