



GLOUCESTER CULTURE TRUST

Our purposes & principles

October 2017

Purpose

1. This paper sets out the proposed legal status, role and operating methods of the Gloucester Culture Trust. Its purpose is to give clarity about what the Trust is, what it will do, how it will work, and how it relates to other key organisations.
2. Once approved by the Trust Board, it is proposed that the paper should be published on the Trust's website.

Principles

3. The Trust will be a separate legal entity with limited liability and charitable status. It is being incorporated as a Charitable Incorporated Organisation (CIO), in accordance with guidance from the Charity Commission.
4. As a CIO, the Trust has Articles of Association, which define and regulate its charitable objects, membership and the way its Board operates. The Board members will adhere to the Nolan Principles and the obligations placed on Charity Trustees.
5. The Trust's purpose is to promote culture in Gloucester for the good of the whole community.
6. The Trust was created by Gloucester City Council as an arm's length vehicle for promoting culture across the city. Ultimately, the City Council, as the democratically elected local authority, remains responsible for the cultural strategy as one aspect of its overall legal responsibility for the city. But the Council has delegated to the Trust the responsibility for leading and implementing the cultural development strategy for Gloucester that was approved and [published in 2015](#), and for proposing revisions and developing that strategy from time to time. This will ensure that the Trust can bring an impartial, expert, apolitical view that is representative of a range of cultural interests and organisations across the city.
7. To further reinforce that arm's length role, the intention is that in future the Trust will have an independent chair who is not a member of the City Council.
8. The Trust's goals and priorities for the period 2016-2026 are set out in the Cultural Strategy for Gloucester.

9. Since the Strategy was agreed and the Trust formed, the Trust has led the successful “Great Places” bid to Arts Council England and the Heritage Lottery Fund. As a result of that bid, ACE/HLF have allocated £1.49 million to support cultural development in Gloucester, with equivalent match funding from the City Council and partner organisations. The Great Place goals and workstreams are [on our website](#).
10. The Gloucester Great Place programme now forms the centrepiece of the Gloucester cultural strategy, and the Trust will lead the delivery of the programme.
11. The Trust will form a sub-committee comprising the leaders of the seven workstreams of the Great Places programme. That sub-committee will have delegated powers from the Trust to deliver the workstreams, against goals and priorities agreed for each workstream. The sub-committee will report regularly to the Trust Board on progress in delivering the programme.
12. The City Council will be the accountable body for the public funds allocated to the Gloucester Great Place programme. That means it will hold the Trust to account for the way those funds are spent to achieve the stated objectives.
13. The Trust’s presumption is that it will not deliver any cultural activities, events or performances in its own right, but will work to secure delivery through third party organisations and individuals. It will contract with those organisations and individuals for the delivery of those activities, and hold them to account for successful delivery in return for the allocation of funds. If in a particular case, it proved impossible to find a suitable third party capable of delivering a particular form of activity which the Trust wanted to promote, the Trust could deliver that activity directly, but this would be a last resort, with a strong preference to find a third party organisation to deliver all activities, events and performances.
14. The Trust will contract with those organisations and individuals for the delivery of those activities, provide advice or support where necessary to help them achieve success, and hold them to account for successful delivery in return for the allocation of funds. The Trust will enter into a formal partnership or contract with any third party organisation to which public funds are being allocated, in order to maintain a clear line of accountability.
15. The Trust’s primary activities will be the promotion, co-ordination, brokerage and facilitation of the Cultural Strategy, including the Gloucester Great Place programme, working with and through partners. That includes promoting a vibrant cultural environment and programme, through communications, marketing and awareness raising, working in partnership with Marketing Gloucester.
16. The Trust will need to establish a sufficient capability of staff, facilities and resources to enable it to undertake these activities. That may include employed staff (full-time or part-time), consultants, contractors and volunteers. There will be a Director and core staff to co-ordinate and programme manage the Trust’s core functions, including servicing the Board, marketing, and performance management of the Gloucester Great Place programme. The Trust will determine the contractual pay and conditions

framework for employing staff. The Trust's own staffing and facilities will be kept lean, in order to maximise the proportion of funding that can be allocated to third parties to support cultural activity.

17. The Trust will operate from a base in one of the City Council and/or cultural venues in Gloucester.
18. The Trust has the power, as a legal entity in its own right, to enter into contracts, employ staff, own assets, secure sponsorship, and earn contract income.
19. The Trust will not employ, or operate in its own right, any back office or corporate services such as payroll, finance and audit, staff recruitment, HR policies, procurement and tendering, legal services, or facilities management. In the first instance, all of those services will be secured from Gloucester City Council, although in time the Trust may choose to procure those services from third party suppliers on a commercial basis. Where the Trust is using services supplied by the City Council, it will operate in accordance with the procedures and regulations laid down by the Council. If in time it secures services from other suppliers, the Trust will develop its own appropriate contractual framework.
20. The Trust will develop a five year business plan for securing its own financial sustainability. That will include developing income streams, including fundraising, sponsorship, charitable donations, contracts, public grants, and commercial revenues, that will sustain its viability for the long term and specifically with a view to sustaining operations following the end of the funding for the Great Place programme in 2020. Those income streams may include commercial activities, so long as they do not undermine the Trust's core mission and charitable status. They may also include public grant funding for which the Trust applies from time to time.