

Glasgow

**Culture
Plan**

DRAFT

DECEMBER 2019

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Preface

Welcome to Glasgow's draft Culture Plan.

Culture is hard to define, but it's a feature of human beings. That means it should be a product of the experiences, lives and views of everyone. This should always be true. But it's especially important in Scotland's most diverse city; a city that expresses - but also shapes - culture in so many ways locally, regionally, nationally and internationally.

Culture should never be owned or decided upon by the powerful or self-selected. We are not all the same. We want different things. Sometimes we don't know what we want. We need to be surrounded by things that reflect our lives, our communities and the way we feel, something that values and expands our experiences.

Preface

That's why this Plan in its current form needs to be a living document. Something that is influenced and shaped by as many people, perspectives and organisations as possible. The established, powerful and confident will always find ways to make themselves heard, so that's why we need to make a special effort to include the views of those with less confidence or power, and those who are trying to establish themselves.

This Plan has been developed as a starting point to give people and organisations something to consider. It needs to be criticised. It needs gaps and deficiencies highlighted. If it gets things right we need to know how, where and why.

This Plan doesn't exist in isolation. So it needs to complement other plans, particularly A Culture Strategy for Scotland, the Scottish Government's plan for the whole country.

This Plan doesn't start from zero. Culture has been central to Glasgow's evolution for at least 30 years. So it needs to understand and reflect this history, but also not be constrained by so much reverence for the past that the new can never become established.

None of this is easy. It might involve bringing things together which contradict each other. But we need to work together to make all our voices heard.

Come inside and help culture in Glasgow be for and about people like you.

1. Synopsis - The draft plan in short form

Our 25-year vision

Culture is Glasgow's heart. Making, sharing and enjoying culture is our right, shaping and building the future health, prosperity and sustainability of our world city and its people.

- > Glasgow's cultural landscape truly reflects the City's people and our relationships with the rest of the world**
- > Culture and creativity are valued and invested in, creating a successful and inclusive Glasgow**
- > Glasgow confidently shares its distinctive culture with the world and welcomes everyone to share theirs with the City**

Our Values

- > To be open, fair and inclusive**
- > To be authentic and distinctive**
- > To learn from the experiences of all the City's people; past, present and future**
- > To share within and beyond Glasgow and be open to new influences**
- > To challenge and take risks**
- > To be environmentally, economically, socially and culturally sustainable**
- > To be creative, playful and provocative**

Long-term Outcomes

- > The right to culture is recognised and committed to
- > The cultural and creative voices of people who have been historically marginalised are centred, resourced and celebrated
- > Everyone is able to access cultural activity in the city
- > Innovative ideas and excellent work are 'Made in Glasgow' that provoke and stimulate dialogue
- > All cultural venues and programmes are fully accessible to audiences and participants who have been historically marginalised
- > Everyone feels empowered and able to express themselves through culture and creativity
- > Cultural engagement with the most disadvantaged children and young people is sustained
- > Everyone is able to access cultural and creative careers
- > Diversity of artforms and forms of culture become an integral part of our cultural city
- > Full value of culture and creativity is recognised, embedded into all policies at the highest level and informs all strategic planning
- > Power and leadership in cultural organisations, services and production is distributed equitably
- > Cultural landscape is representative of Glasgow's population
- > 'Made in Glasgow' has new a meaning as a centre of unique heritage and world-class contemporary production
- > Glasgow is globally recognised as a leading creative and cultural world city

Our Approach

This Plan is a framework that supports new ways of doing things and new kinds of initiatives that will enable us to address important Challenges. Using this flexible approach, the Culture Plan will remain current as a live working document and a valuable tool to achieve the intended Outcomes.

Acknowledging all that we have achieved over the last 25 years and working together to define what our priorities for the next 10 years should be, our aim is to harness and enable rights, equality, inclusion and diversity to reflect all our identities, so that everyone feels connected with and becomes the root of the city's future growth.

Our 10 year Challenges

- 1. Ensure everyone has the opportunity to create, experience and participate in cultural activity**
- 2. Promote inclusion and increase visibility by valuing all cultures equally**
- 3. Increase support for the cultural and creative sector by adapting and restructuring financial and economic models**
- 4. Broaden the relevance of the cultural sector beyond the sector to increase engagement, advocacy and sponsorship**
- 5. Promote equality of opportunity and equitable outcomes by sharing power and resources with under-represented groups¹**
- 6. Use, programme and promote our cultural assets to sustain them and excite and engage people**

¹ see Glossary



2. Drafting - How this draft plan came together

The Culture Summit 2017

Glasgow's first Culture Summit took place on 12 September 2017. Around 200 people from across the City's artistic, cultural and creative sectors, the City Government, partners and stakeholders came together to explore how we could best contribute to Glasgow's future success.

Glasgow City Council's Depute Leader, Councillor David McDonald, City Convenor for Culture, Vibrancy and International Co-operation, introduced the City Government's cultural commitments including the development of a 25-year Culture Plan in partnership with the sector, establishing an independently chaired Culture Forum, a community artists-in-residence programme, a Local Festivals Fund, and improved access to cultural facilities and activities in every community.

The first step towards the creation of a 25-year Culture Plan was taken at the Summit. From facilitated roundtable discussions, participants put forward suggested priorities that were then reviewed and voted on by all the conference delegates. These findings were analysed together with submissions from those who couldn't make it on the day. Four key themes emerged: 1) Education and Lifelong Learning; 2) Health and Wellbeing; 3) Enabling and Partnership Working; and 4) Community Development.

Culture Forums 2018

The Summit was followed by three open Culture Forum meetings, on 23 April, 31 May and 27 June 2018. The April Forum included a wide discussion on issues and priorities and a review of other City forums. The May Forum reviewed and developed the themes that emerged at the Summit. The June Forum focused on a framework / process to develop the 25-year Culture Plan, including learning from Cultural Plan development mechanisms used elsewhere.

Culture Plan workshops 2018-19

The process agreed at the June Forum took the form of a series of small-group independently facilitated stakeholder workshops. These took place on 12 November 2018, 24 January and 14 February 2019. The stakeholders co-created a draft 25-year Vision, Values and Long-Term Outcomes, and six 10-year 'Challenges' and related Responses / Actions and Outcomes. A bespoke method based on crafting a story was created - and this structure has been carried over to the draft Plan. This work included defining Glasgow's distinctiveness and the Plan's audience, ideas for engagement methods and benchmarking comparator city Culture Plans.

Consultative Draft 2019

Over March–November 2019 the workshop series and Summit outputs have been brought together with additional background and research to form this consultative draft and an Engagement Partner appointed.

3. Feedback - Your voice matters

How you can engage with this plan

Sector representatives, Glasgow Life and Glasgow City Council are committed to model best practice for development and engagement, living the accessibility and equality principles that have been developed through the Culture Plan development process. Independent community engagement specialists are leading an engagement programme during the consultation period. Your views are important and will help to shape the final version of this plan.

This draft plan is available in HTML format and as a downloadable PDF at www.glasgowcultureplan.scot.

How to tell us what you think:

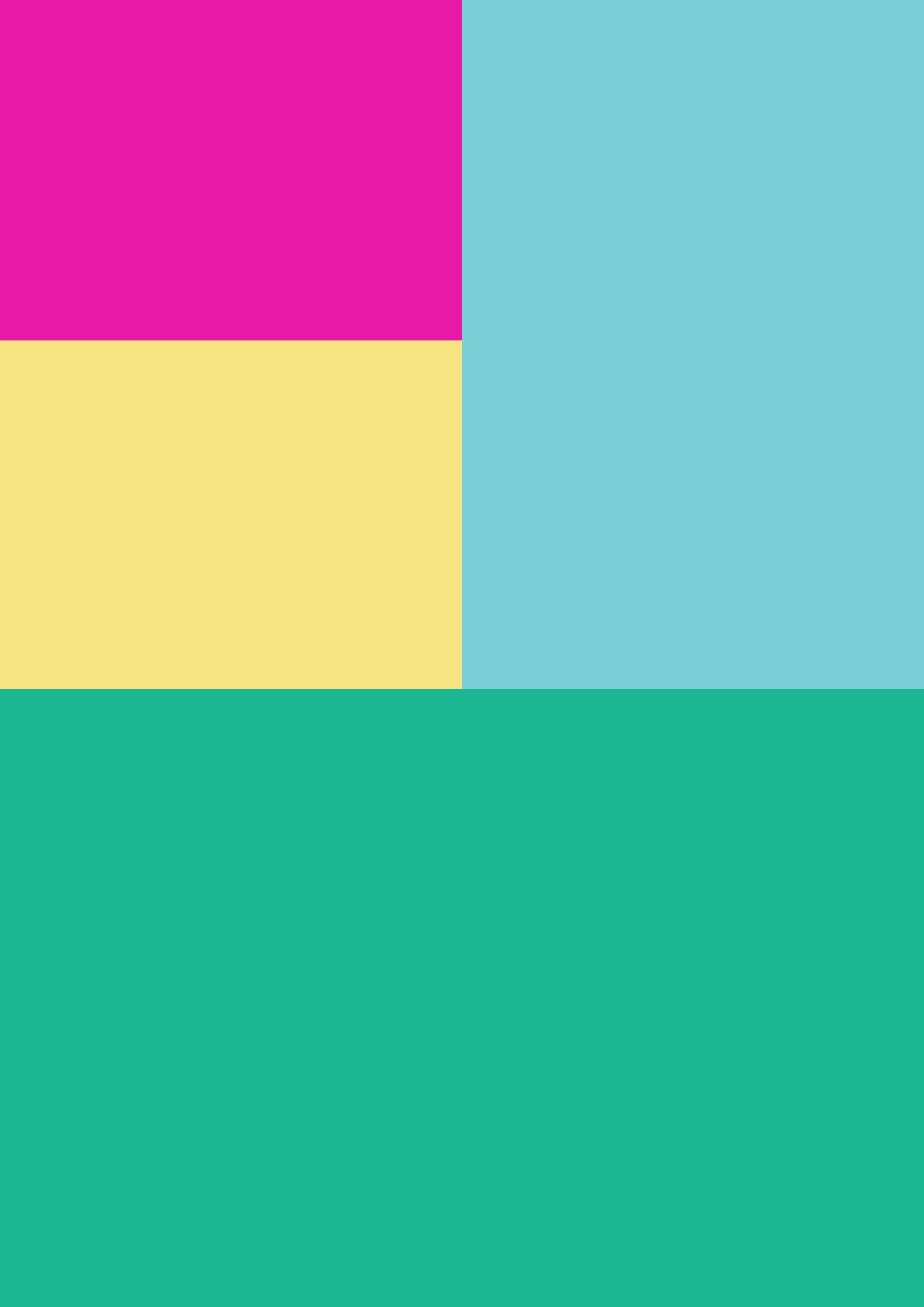
1. You can submit a written response to the draft plan by 19th February 2020. Where appropriate, please use the section headings to structure your submission. You must enclose 'About You' respondent information (see About You, Part 1) with your submission. You can send your submission by email to cultureplan@glasgowlife.org.uk or by post to Andrew Ferguson, Business Improvement, Glasgow Life, 38 Albion Street, Glasgow G1 1LH.
2. Engagement activities and events will be advertised through www.glasgowcultureplan.scot and Glasgow Life's social media channels.
3. You can complete a short online survey about the plan at www.glasgowcultureplan.scot which will be available to complete until 19th February 2020.

Data protection:

Personal information will be processed in line with the General Data Protection Regulation (EU) 2016/679 (GDPR). For more information about this go to <https://www.glasgowlife.org.uk/the-small-print/privacy-glasgow-life>.

Alternative formats and languages:

This draft can be made available in a variety of alternate formats and community languages on request. If you would like more information about this or would like to request an alternative format or language please contact Andrew Ferguson, cultureplan@glasgowlife.org.uk, 0141 287 0143.



4. Prologue

This overview starts with regeneration drivers and the development of the City's cultural policy from the 1980s and describes the characteristics of present day Glasgow in terms of its place as a cultural city on the world and UK stage. A long road has already been walked; and so Glasgow's cultural ambitions for the next 25 years can be built upon this strong foundation.

Looking forward to the next 10 years, the prologue then describes the context of the Plan's priorities for future growth that will enable a more equitable, diverse and inclusive cultural sector to thrive.

What is Glasgow's Cultural Journey?

Glasgow's cultural infrastructure has emerged organically. Home to many national and local institutions, the early 1980s served as an incubator for its potential when Mayfest showcased everything from grassroots work to the international and avant-garde. The period before then, in the early 1970s, was marked by rapid de-industrialisation and significant associated socio-economic deprivation. An emergent and edgy arts scene created the confidence to bid for European City of Culture in 1986.

The development of Glasgow's cultural infrastructure since the mid-1980s has been instrumental in the city's transformation as capital investment combined new venues with refurbished Victorian-era civic culture facilities and repurposed historic buildings.

The development of its cultural policy was primarily driven by Glasgow's contribution to economic development and regeneration. In broad terms, regeneration led culture rather than culture leading regeneration. This approach has been well documented and has influenced a range of post-industrial cities in the UK and beyond. However, the picture has not always been one of growth, as difficult choices have had to be made in response to a sustained period of budgetary cuts since the 2008/09 recession.

Glasgow is the largest city in north-west Europe, and in many ways its remoteness from other major cities means that it has developed its own unique cultural ecosystem which is grounded in authenticity.

Over time key features have emerged:

- > a major maker of new art and culture
- > a public willing to test drive ideas and innovation
- > a professional and technical knowledge base that can provide an authoritative and informed critical response
- > an interest in the new and provocative

Understanding and harnessing the power of what we have in the city – tangible assets such as our museums' collections, or less tangible features such as the edginess of our contemporary visual arts scene – has worked in tandem with the development of major new venues and significant programming investment.

This has delivered both hard economic benefit and softer quality of life outcomes for the people of Glasgow, but also more widely for Scotland's reputation as a visitor destination of choice, and as a place with a superb, dynamic and unique cultural life.

Contemporary Glasgow

Glasgow is now characterised by:

- > the largest concentration of live producing capacity in theatre outside London
- > the liveliest centre for visual arts with more artist studios, prizes and accolades than any other city in the UK excluding London
- > the largest number of visits to museums in any UK city excluding London
- > the most active concert scene in all genres
- > the world's Leading Festival and Event Destination
[26th annual World Travel Awards 2019]

Glasgow is home to more than 100 cultural organisations including Scotland's national orchestra, theatre, opera, and ballet companies and is also blazing an internationally acclaimed trail in contemporary art, design and music. There are 9 million visits annually to cultural institutions, 5.4 million visits to museums, historic buildings and gardens, 3,600 live cultural performances, 1.45 million concert visits and 1.1 million theatre attendances [*Glasgow Cultural Statistics Digest 2017*].

The City has also prioritised the positioning of its cultural tourism offer in key UK and international markets. For example, Glasgow is home to the world's largest winter music festival of traditional music: Celtic Connections. As well as promoting indigenous cultures, it encourages interculturality and innovation. Glasgow International is Scotland's largest festival for contemporary art, taking place over three weeks every two years across the City.

Glasgow is now a year-round festival city and the main centre for Scotland's culture and creative industries – including film and TV production. Renowned as an incubator, Glasgow's booming art scene has been dubbed "the Glasgow miracle".

What is the future Cultural Imperative for Glasgow?

Glasgow's cultural sector is multi-layered, vibrant, diverse and influential. Over the coming decades cultural policy needs to be explicitly driven by a recognition of this diversity. Cultural expression is not the right of dominant groups. Wealth and power imbalances stop people with diverse lived experiences¹ from interacting, negotiating and working to understand each other, but more importantly to negotiate a common good that is equitable. We should also never forget that much of our own culture and infrastructure is a product of imperialism and dominance.

Built on tobacco and cotton harvested by enslaved people, profits from people starved and forced off their land, or backbreaking heavy industries, Glasgow has the opportunity to create a new future. The cultural economy and our creative industries are major employers, now more so than heavy industries. It is this energy, and UNESCO's new Urban Future Agenda² shaped by the 4th Industrial Revolution, that offer opportunities to make, shape, create and innovate.

The new Culture Plan is rooted in rights, harnessing and enabling equality, diversity and inclusion to build something together that reflects all our identities, that everyone feels connected with and becomes the root of the city's future growth and sustainability.

¹ see **Glossary**

² see **Setting** for more on Glasgow's strategic context

5. Principles - What do we stand for and by?

Our enduring core beliefs – our shared values – guide the Plan’s vision, outcomes and responses.

They help set out what is unique and distinctive about Glasgow and what we will stand by as we work together to deliver Glasgow’s Culture Plan.

Our Values

- > **To be open, fair and inclusive**
- > **To be authentic and distinctive**
- > **To learn from the experiences of all the City’s people; past, present and future**
- > **To share within and beyond Glasgow and be open to new influences**
- > **To challenge and take risks**
- > **To be environmentally, economically, socially and culturally sustainable**
- > **To be creative, playful and provocative**



6. Final Chapter – What long-term change do we want to see?

This ‘final chapter’ of the Culture Plan starts with where we want to be in 25 years, our concluding statement: ‘Culture is Glasgow’s heart’.

The specific changes we want to bring about over the next generation is composed from fourteen Long-term Outcomes, forming the backbone of the final chapter.

Vision

Culture is Glasgow’s heart. Making, sharing and enjoying culture is our right, shaping and building the future health, prosperity and sustainability of our world city and its people.

- > Glasgow’s cultural landscape truly reflects the City’s people and our relationships with the rest of the world**
- > Culture and creativity are valued and invested in, creating a successful and inclusive Glasgow**
- > Glasgow confidently shares its distinctive culture with the world and welcomes everyone to share theirs with the City**

Long-term Outcomes

- > The right to culture is recognised and committed to
- > The cultural and creative voices of people who have been historically marginalised are centred, resourced and celebrated
- > Everyone is able to access cultural activity in the city
- > Innovative ideas and excellent work are 'Made in Glasgow' that provoke and stimulate dialogue
- > All cultural venues and programmes are fully accessible to audiences and participants who have been historically marginalised
- > Everyone feels empowered and able to express themselves through culture and creativity
- > Cultural engagement with the most disadvantaged children and young people is sustained
- > Everyone is able to access cultural and creative careers
- > Diversity of artforms and forms of culture become an integral part of our cultural city
- > Full value of culture and creativity is recognised, embedded into all policies at the highest level and informs all strategic planning
- > Power and leadership in cultural organisations, services and production is distributed equitably
- > Cultural landscape is representative of Glasgow's population
- > 'Made in Glasgow' has new a meaning as a centre of unique heritage and world-class contemporary production
- > Glasgow is globally recognised as a leading creative and cultural world city

7. Our Story - What will it take to achieve this challenge? Responding to challenges.

'Our story' sets out how we will achieve our Vision and Long-term Outcomes. To do this, we have broken down our Long-term Outcomes into Shorter-term Outcomes and defined six Challenges we will tackle over the short to medium term.

Given our long-term Vision, our starting point (section 4. Prologue) and our Values (section 5. Principles), we believe that a rights based approach to equality, diversity and inclusion should be at the centre of the Challenges we have set ourselves for the next 10 years.

To achieve our intended outcomes, we have defined a series of broad 'Responses' or actions and listed these under each corresponding Challenge.

Our Approach

The Culture Plan creates a framework that supports new ways of doing things and new kinds of initiatives that will enable us to address important Challenges.

This approach allows for ideas to grow organically and Responses to adapt as contexts change, as new opportunities arise and as best practice evolves.

Using this flexible approach, the Plan will remain current as a live working document and a valuable tool to achieve the intended Outcomes.

The Challenges

- 1. Ensure everyone has the opportunity to create, experience and participate in cultural activity**
- 2. Promote inclusion and increase visibility by valuing all cultures equally**
- 3. Increase support for the cultural and creative sector by adapting and restructuring financial and economic models**
- 4. Broaden the relevance of the cultural sector beyond the sector to increase engagement, advocacy and sponsorship**
- 5. Promote equality of opportunity and equitable outcomes by sharing power and resources with under-represented groups¹**
- 6. Use, programme and promote our cultural assets to sustain them and excite and engage people**

¹ see Glossary

Challenge 1. Ensure everyone has the opportunity to create, experience and participate in cultural activity

Responses

Recognise the value of an ‘everyday culture’¹ in communities¹

Support strong and inclusive community-based and community-led cultural activity

Support programmes that represent all Glasgow’s people in cultural output

Develop / adapt / roll out methods for effective cultural engagement with people with diverse lived experiences¹

Support entry-level cultural and creative employment for people with diverse lived experiences¹

Find and implement innovative and practical ways to overcome financial barriers to physical and virtual cultural access

Work with schools, communities and partners to develop city-wide approach to provide inclusive access to cultural activity for all children and young people

Support cultural and creative school visits through new resources e.g. a Cultural Coordinator

Work with partners to promote the value of STEAM¹ in the curriculum

Short / Medium-Term Outcomes

More people have an increased sense of ownership and feel empowered to create, experience and participate in cultural activity

More diverse people access the city’s culture assets

A greater diversity of people are represented in an authentic way in all forms of cultural activity

More people share a broader understanding and value of everyday cultural participation

A greater diversity of people are able to create, experience and participate in cultural activity

Every child and young person in Glasgow has the opportunity to participate in cultural activity

People’s health, wellbeing and prosperity are enhanced and improved by cultural participation and creation

¹ see **Glossary**

Challenge 2. Promote inclusion and increase visibility
by valuing all cultures equally

Responses

Identify barriers to inclusion, steps to overcome them and take forward collective action

Enable understanding and making connections to historical and contemporary exclusion in Glasgow

Ring-fence opportunities in existing training programmes for cultural practitioners who have diverse lived experiences¹

Programme creative work by artists who have diverse lived experiences¹

Create training programmes for cultural practitioners who have diverse lived experiences¹

Co-design solutions to remove barriers to cultural investment with practitioners who have diverse lived experiences¹

Develop targets for co-production with diverse organisations and cultural assets

Learn from, develop and share best practice to promote inclusion and visibility

Short / Medium-Term Outcomes

Broader understanding of social and historical context and methods of delivering cultural activities

No cultural practitioner or organisation is excluded from cultural opportunities and investment

Greater diversity in cultural management

Greater diversity in arts programming

Greater diversity in, and connections made through, cultural participation

Organisational structures are more flexible and accessible

Promote and increase exciting, inclusive and relevant creative activity produced within Glasgow's cultural sector

Increased international cultural partnerships with people

¹ see **Glossary**

Challenge 3. Increase support for the cultural and creative sector by adapting and restructuring financial and economic models

Responses

Review current Glasgow City / national / international funding streams

Influence funders to create long-term funding cycles

Work with creative practitioners and partners to pilot a scheme to reclaim former retail units for reuse as creative spaces

Create / roll out pathways for people into creative and cultural sector jobs e.g. through apprenticeships

Work with practitioners and partners to develop a holistic approach to overcome barriers to affordable working and living for cultural and creative practitioners

More flexible and less administratively driven city funding for the independent sector e.g. to improve accessibility, attract investment

City-wide initiative to encourage and promote private giving, both corporate and individual

Increase spread of resources across all scales of cultural organisations

Short / Medium-Term Outcomes

Cultural and creative activity spaces are supported and sustained

Equitable access to cultural funding

Culture is resourced and genuinely valued across communities

Increased investment for culture

Funding structures are more streamlined, flexible and accessible

Challenge 4. Broaden the relevance of the cultural sector beyond the sector to increase engagement, advocacy and sponsorship

Responses

Review existing plans and opportunities to integrate and advocate for culture, e.g. City Urbanist and City Deal public realm

Collate different forms of data and stories as evidence of value, to increase visibility and celebrate culture in an accessible way for multiple audiences

Sustain 'meaningful' engagement through wide City conversation programme, a creative process

Develop a wide programme of activity / engagement that enables participants to promote and sponsor culture

Form broad network of influential 'changemakers' to advocate for culture

Short / Medium-Term Outcomes

Other plans and strategies influenced

Full value of culture is recognised and built in at the highest level

Increased investment through finance and partnership across the City

Everyone's right to culture is recognised and committed to

Challenge 5. Promote equality of opportunity and equitable outcomes by sharing power and resources with under-represented groups¹

Responses

Identify best-practice examples of inclusive practice by organisations / cultural producers

Trial initiatives to devolve power in pilot group of cultural organisations

Engage in deliberative democracy and sharing power through advisory boards, programming etc.

Encourage small scale success alongside long-term initiatives

Support new leadership and relationship models through training, leadership and skills development

Where possible, hire people from communities of people who have been historically excluded

Short / Medium-Term Outcomes

Culture makers and gatekeepers devolve decision-making and resources to under-represented groups¹

Ownership increased and power distributed

More paid work for cultural practitioners

Multiple voices inform and make decisions

Multiple ways to access employment opportunities in the cultural sector

Varied and diverse scale, pitch and location across artforms

¹ see **Glossary**

Challenge 6. Use, programme and promote our cultural assets to sustain them and excite and engage people

Responses

Maintain, develop, circulate and continue to diversify Glasgow’s world class civic collections

Support and enable re-use of empty buildings for culture use

Work in partnership to ensure early years onwards experience cultural activities, buildings and places

Work in partnership to make the city’s cultural infrastructure and estate more accessible¹ to more people with diverse lived experiences¹

Work in partnership to reduce energy consumption and carbon footprint of the city’s cultural infrastructure and estate

Short / Medium-Term Outcomes

Re-presented collections and new cultural programming acknowledge and celebrate the contribution of all people – past, present, future – who make Glasgow

Glasgow is known as a place of unique heritage and dynamic world class production across the arts

The Culture Plan is an active part of City decision-making

The City’s cultural infrastructure and estate is more accessible to all

The City’s cultural infrastructure and estate is more environmentally, economically, socially and culturally sustainable

¹ see **Glossary**

8. Telling Our Story

- How will we evaluate progress and impact

Going forward, a key role of the Culture Forum will be to monitor and report progress against the Plan's intended Outcomes and Responses.

The ways in which people can contribute to Telling Our Story and how progress could be best communicated in the future are areas we will be exploring through our engagement activity and consultation about the draft Plan.

The commitments and challenges set out in the draft Culture Plan will be the focus of Glasgow's Culture Plan Breakfast in January 2020, enabling wide-ranging conversation, learning and sharing.



Setting - what's the strategic context?

Culture forms one of the eleven National Outcomes of the Scottish Government National Performance Framework and is a core contributor to national economic growth priorities. The strategy for Glasgow is being developed at the same time as a Scotland-wide Cultural Strategy; its ambitions are: transforming and empowering through culture and sustaining culture.

At a city scale, culture features in the City Government's strategic themes and priorities, is an integral part of the City's economic ambitions and has an important role to play in improving the health and wellbeing of the people of Glasgow.

The relevant international, national and local policy landscape and strategic drivers that have helped to shape Glasgow's Culture Plan priorities are set out below:

International

UNESCO launched Culture For the 2030 Agenda in 2015. It is the first international agenda to acknowledge the power of culture for creating decent work and economic growth, reducing inequalities, protecting the environment, promoting gender equality and building peaceful and inclusive societies. Glasgow has been a UNESCO Creative City of Music since 2008.

International

UNESCO's International Coalition of Inclusive and Sustainable Cities New Urban Agenda adopted in 2016 also places special emphasis on the role of culture in building sustainable cities. Culture For the 2030 Agenda sets out ways in which culture contributes to sustainable development under the themes of People, Planet, Prosperity, Peace and Partnership:

People:

- Identity and knowledge:
Cultural assets are protected and safeguarded
- Inclusion and participation: access to cultural life and diverse cultural expressions is supported
- Artistic freedom, creativity and innovation are nurtured

Planet:

- Natural heritage and biodiversity are protected
- Positive relationships between cultural and natural environments are strengthened
- Resilience, including cultural resilience, is enhanced

Prosperity:

- Livelihoods based on culture and creativity are enhanced
- Openness and balance in the trade of cultural goods and services is achieved

Peace:

- Cultural diversity and social cohesion are promoted
Sense of identity and belonging is enhanced
- Restitution of cultural goods and rapprochement are promoted

Partnership:

- Governance of culture is transparent, participatory and informed
- Safeguarding tangible and intangible heritage
- Global trade of cultural goods and mobility of creative producers
- Global inequities in the safeguarding and promotion of culture

National

The Scottish Government launched its new National Performance Framework – a vision for national wellbeing – in 2018. One of its eleven National Outcomes is:

- We are creative and our vibrant and diverse cultures are expressed and enjoyed widely

Culture has the potential to contribute to several more Outcomes, including:

- Live in communities that are inclusive, empowered, resilient and safe
- Are well educated, skilled and able to contribute to society
- Respect, protect and fulfil human rights and live free from discrimination
- Are open, connected and make a positive contribution internationally
- Tackle poverty by sharing opportunities, wealth and power more equally

Current national indicators for culture include measures for attendance at cultural events or places of culture, participation in a cultural activity, growth in the cultural economy, and people working in arts and culture. Scottish Government's Economic Strategy [2015] identifies a number of key growth areas - including Sustainable Tourism and Creative Industries - where Scotland has 'comparative advantage' and where additional support for growth is being provided. And Scottish Government's Fairer Scotland Action Plan has five high-level ambitions to 2030, including A Fairer Scotland For All and Fairer Working Lives.

The Scottish Government is in the process of creating a culture strategy for Scotland which seeks to embed and elevate culture's position across society and enable everyone to have the opportunity to take part in or contribute to cultural life in Scotland.

National

Themes that emerged from the engagement phase are:

- > Valuing artists, creativity and innovation
- > Extending the view of culture
- > Establishing culture as a fundamental part of society
- > Recognising the role that culture has in other areas like health and wellbeing, education, energy and community empowerment
- > Promoting diversity and inclusion
- > Recognising the importance of young people, lifelong formal and informal education and skills development
- > Strengthening international working
- > Sustaining funding for culture
- > Empowering communities to have a greater say in how culture is delivered locally
- > Supporting cultural leadership
- > Articulating the impact and benefits of culture
- > Joining up across government and sectors

Together with three ambitions that are intended to underpin the whole strategy:

- > Transforming through culture
- > Empowering through culture
- > Sustaining culture

Relevant sector specific national strategies include: Going Further: The National Strategy for Scotland's Museums and Galleries [2012]; Ambition and Opportunity: A Strategy for Public Libraries in Scotland 2015-2020; Scotland's Creative Learning Plan [2013]; Our Place in Time: the Historic Environment Strategy for Scotland [2014]; and Creative Scotland's strategies: Arts Strategy 2016-17, Creative Industries Strategy 2016-17, Creative Scotland on Screen: Film Strategy 2014-17; and National Gaelic Language Plan 2018-23 and Gaelic Tourism Strategy for Scotland 2018-23.

Local

A 25-year Culture Plan and an independently chaired Cultural Forum are commitments of the Glasgow City Government:

Culture is a force for good, enabling community engagement and empowerment. In Glasgow, our vibrant cultural sector gives the city an edge.

We want Glasgow to become a truly international arts capital, showcasing the best in local and international creativity. We will seek to create the conditions in which our confident cultural sector can develop and grow, and where our artists are nurtured in their work.

The seven City Council Strategic themes set out in the Glasgow City Council Strategic Plan 2017-2022 are: A Thriving Economy; A Vibrant City; A Healthier City; Excellent and Inclusive Education; A Sustainable and Low Carbon City; Resilient and Empowered Neighbourhoods; and A Well Governed City that Listens and Responds. Culture has the potential to be used in an instrumental way to contribute to the delivery of all of the themes. More specifically, the following outcomes are listed under the Vibrant City theme:

- > Glasgow is a world class destination for tourism, culture, sport, events and heritage
- > Glaswegians are active and healthier
- > All citizens have access to the city's cultural life and its heritage
- > Glasgow acknowledges and promotes its history, heritage and culture

Public services operate in a very challenging environment. Managing increased demand with fewer resources has been the norm for more than a decade. Relevant policy drivers therefore include:

- > A focus on outcomes, early intervention and prevention
- > Co-design of services with people using or affected by these services
- > Increased efficiency, coordination and integration
- > Partnership across sectors
- > Increased and improved access to services and audience development

Local

Culture has a role to play in delivering the City's economic priorities, as set out in the Glasgow City Region Economic Strategy 2017-2035, Glasgow Economic Strategy 2016-2023 and in Glasgow's Tourism and Visitor Plan to 2023:

Glasgow City Region "has successfully revitalized and rebranded itself in recent times... to become a cultural, vibrant European city region that is known for its pride, passion and people"
[Glasgow City Region Economic Strategy 2017-2035, p.9]

Glasgow starts from a position of strength, as the 6th most visited city in the UK. We aim to raise the profile and reputation of the city for leisure tourism, and sustain and grow our success in day visits...

Priority 1. Culture and Creativity
- Driver of profile and visits...

As culture is one of the defining attributes that make a city distinctive, our new plan will, for the first time, focus on [five] key strands of Glasgow's cultural offer: Heritage; Contemporary Art; Music; Charles Rennie Mackintosh; Events.
[Glasgow's Tourism and Visitor Plan to 2023]

Culture also has a role to play in improving the health and wellbeing of the people of Glasgow. It can contribute to Glasgow Health and Social Care Partnership's Vision "to support people to flourish, work in partnership with people and organisations to transform our services for the better and engage with communities to improve health and wellbeing", and to NHS Greater Glasgow and Clyde's Public Health Strategy's objectives, specifically "to promote good mental health and wellbeing at all ages".

Other relevant local strategies include: A Vision for Glasgow Libraries [2015], "Glasgow's Libraries are amazing places to read, learn and discover - the trusted guide at the heart of our communities"; a new Glasgow's Events Strategy "to achieve an inclusive world class programme of events for Glasgow's visitors and citizens through to 2030", to be launched in 2019; a Historic Glasgow strategy is a priority of the City Council Strategic Plan; and Glasgow Community Learning & Development Plan 2018-2021, whose vision is "to work in partnership to ensure the delivery of a range of accessible, high quality [Community Learning & Development] which makes a real difference to people's personal, family and working lives".

Glossary - definitions

accessibility	The Culture Plan adopts a broad definition of ‘accessibility’ where products and environments are designed to remove physical, virtual and psychological barriers or issues to enable access to spaces and information.
communities	The Culture Plan embraces a broad definition of ‘communities’ as ‘clusters’ which are not confined to specific geographies or socio-economic groups. They may be self-defined, their needs and wants are not homogeneous, and individuals may belong to one or many such clusters.
diverse lived experience	The Culture Plan refers to people with ‘diverse lived experiences’. This Plan acknowledges that everyone does not have the same access to cultural opportunities and resources. Lived experience such as poverty, gender, race, age, nationality and class has an impact on the different kind of culture we participate in and access. When we use this phrase in the Plan we are seeking to centre those who are not traditionally centred in cultural participation.
everyday culture	The concept of ‘everyday culture’ recognises value and worth in ‘everyday’ activities that contribute to the cultural lives of people as defined by those individuals/communities.
STEAM	‘STEAM’ stands for science, technology, engineering, arts and mathematics.
under-represented groups	An ‘under-represented group’ is a subset that holds a smaller percentage within a larger subgroup compared with the proportion that subset holds within the general population. For Culture Plan challenge 5, the subgroups relate to cultural leaders, curators, organisations and practitioners.

About You

Part 1 : Respondent Information

If you are providing a written response to this draft plan, you must include the following information with your response so we know how you want us to handle it:

For all respondents:

1. Are you responding as an individual or an organisation?

Individual

Organisation

Name: _____

Organisation name (if applicable): _____

Address (including postcode): _____

Email: _____

Phone number: _____

For organisations only:

2. The organisation name will be included in our published consultation analysis reporting.

Do you consent for your response to be included in published consultation analysis reporting?

Yes

No

Individual respondents only:

3. Please select one option to indicate your consent for how we may refer to your response in published consultation analysis reporting:

Publish my response with my name

Publish response only (without name)

Do not publish my response

Data protection:

Personal information will be processed in line with the General Data Protection Regulation (EU) 2016/679 (GDPR). For more information about this go to <https://www.glasgowlife.org.uk/the-small-print/privacy-glasgow-life>

About You

Part 2 : Equalities Monitoring

Individuals respondents only:

We would be grateful if you could include the following information with your response for equalities monitoring purposes:

1. Gender

How would you describe your gender identity?

Male Female In another way

If you would like to, please tell us what other words you use to describe your gender identity:

2. Age

16-24 25-34 35-44
 45-54 55-59 60-64
 65-74 75+

3. Disability

Do you have any long-term illness, health problem or disability which limits your daily activity or the work you can do?

Yes No
 Don't know / no opinion

4. Ethnicity

Which of the following best describes your ethnicity?

Scottish Irish British
 Other white background
 Mixed background Indian
 Bangladeshi
 Pakistani Other Asian background
 Caribbean
 African Other Black background
 Chinese
 Any Other background, please specify:

5. Religion

Which of the following best describes your current religion, denomination, body or faith?

No religion
 Church of Scotland
 Roman Catholic
 Other Christian, please specify:
 Buddhist Hindu Jewish
 Muslim Sikh Pagan
 Other Religion, please specify:

Glasgow Culture Plan is coordinated by Glasgow Life
Engagement and Communications are delivered by New Practice