GLASGOW'S CULTURE STRATEGY 2024 – 2030

Emerging themes and direction of travel

Foreword / Preface

Culture is a revitalising force that open minds and improve lives. Glasgow's residents embrace and embody all kinds of culture, with a particular kind of pride for what is produced in their city.

Free public galleries and museums, parks and outdoor events have been part of city life for decades. Nurtured in childhood, generations of the people of Glasgow have an inherent feeling of ownership of the city's spaces and collections. Access to culture breeds curiosity, leading to a healthy sense of entitlement to creative experiences.

Performers from home and abroad often say how much they love to be in front of an appreciative Glasgow crowd. They experience an openness, energy and an enthusiasm to connect with others - part of the very character of the city. Glasgow's audiences want to share the experience with artists, not just receive it.

The city had a long relationship with the culture and the arts throughout the 20th century. Later, cultural celebrations and achievements, such as 1990 Glasgow Cultural Capital of Europe, shaped a new international reputation for Glasgow. As artists flocked to live, work and study here, Glasgow's increasingly visible creative population showed how significant the city is to artistic training, production and presentation in Scotland. A thriving environment for artists ensures that creativity remains at the heart of Glasgow's experience and identity.

Now, creative people are needed to collaborate on Glasgow's future plans as a thriving world city. To help bring equity to fair working, to improve wellbeing and the richness of day to day living and for the solution-finding needed after the last few challenging years, to elevate spirit and ambition. Above all, to help those who need to connect with others; the unwell, the isolated, the misunderstood. Creativity can cross these barriers.

All of our population deserves access to culture. Given the opportunity, Glasgow's people will always be among the most enthused cultural participants and advocates in the world. This strategy is created to support the future of the city's cultural sector and widen the entry points to creative experiences. It aims to share the positive effect that culture and creativity can continue to have on our city's reputation and within our communities.

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.

Mission

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.

Values

These values reflect Glasgow's identity and in doing so, underpin what is most important to collectively achieve in this culture strategy.

Accessible
Creating equitable physical and
Intellectual access to our culture

Gallus
Boldness and daring in how we provoke,
develop and deliver

Experimental
In order to create innovation, learn and grow

Creative
Recognising, celebrating and supporting the diversity of activities, programming and communities that contribute to our cultural lives

Reflective
Listening and reflecting in order to include,
learn, build and retain

Brilliant
Celebrating Glasgow's excellence; proud, skilled,
confident and admired

Process overview

This strategy builds on the work completed in early 2020 on the creation of a draft Culture Plan for Glasgow. It takes into account the public and sector consultation for that plan. That feedback and the context in which we now live and work, informed the basis for renewed sector consultation in July 2023.

Three cross-sector consultation workshops were held to gather feedback and insight and an invitation for email feedback was offered to those who were unable to participate. Together this was synthesised with feedback and input from the newly formed Glasgow Culture Forum and further interrogated with a sector focus group. Glasgow's Culture Forum is made up of key art-form representatives from across the city's culture and creative sectors. Their role is not only to input into this process but to engage with their sector, to help guide the actions and monitoring progress of delivery of the strategy.

Desk research was undertaken including UK and world city culture plans, as well as Scotland and local strategies to contextualise socially, economically, and financially. Further information, facts and views were gained in a series of stakeholder interviews.

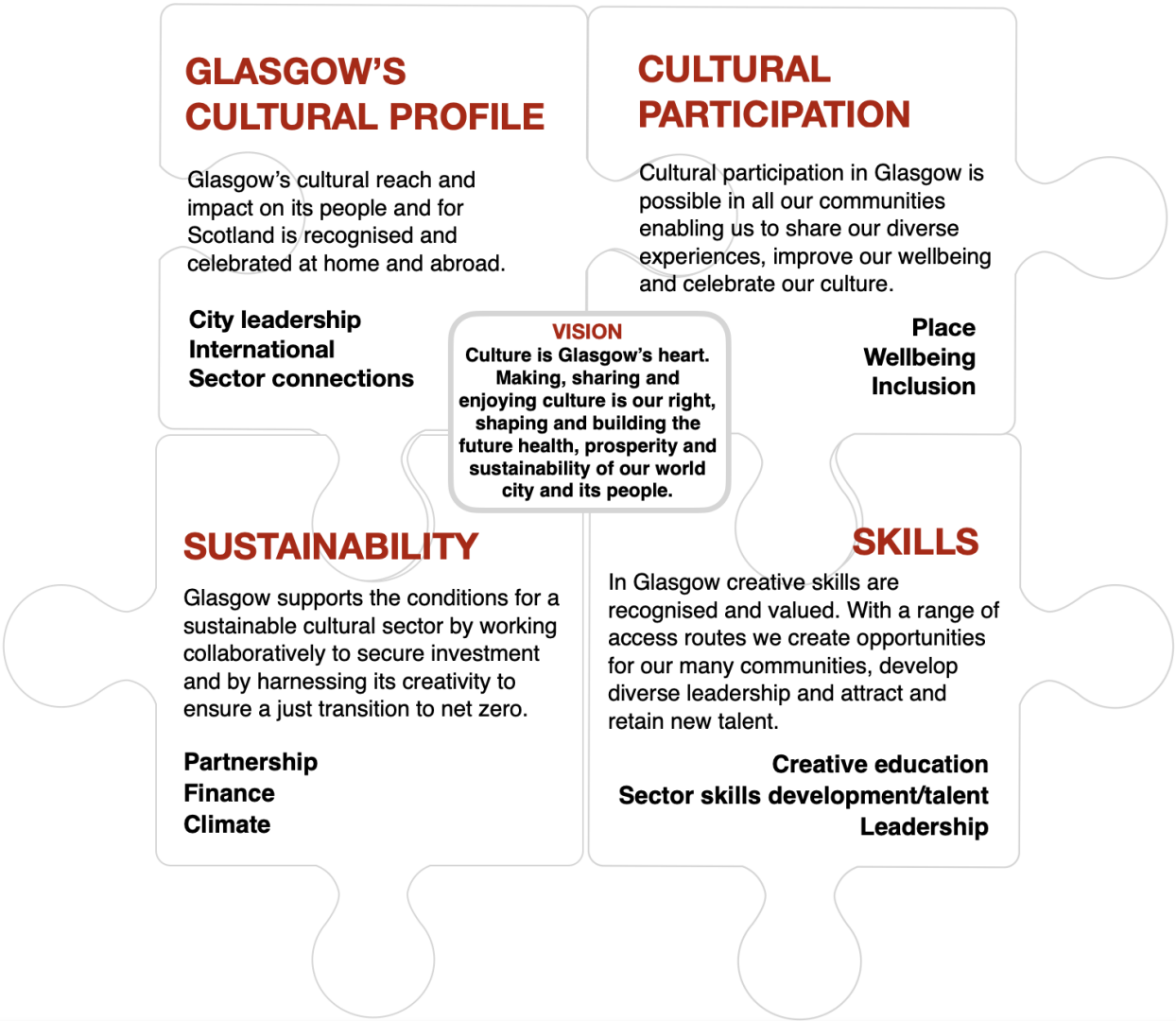
Thank you to everybody who gave their time and expertise to participate.

Priorities

Glasgow Culture Strategy comprises four interconnected priorities:
Glasgow's Cultural Profile, Cultural Participation, Skills and **Sustainability.**

Each of the priorities is substantial in its own right, and in their overlap, they articulate how the city will achieve the vision set out in this Cultural Strategy. Each priority identifies outcomes and three areas of focus, which will inform the creation of an action plan for the strategy.

At all levels the sector must commit to fair work and social justice to nurture talent and remain a beacon for creative excellence.



1. Glasgow's Cultural Profile

Glasgow's cultural reach and impact on its people and for Scotland is recognised and celebrated at home and abroad.

A creative sector thrives when there is value placed on its contribution to the city. The cultural attributes of Glasgow have for over a century been inherent in Glasgow's identity; a determined, open, energetic place that is a Scottish life-force of artistic production.

In the current financial and social context, the inspiration and wellbeing that culture can provide will be reinforced and reiterated to strengthen its importance in the city's identity.

An international Glasgow draws on its reputation for creativity to attract investment, tourists and new residents. It offers global import and export opportunities for artists and their work. The city's cultural offer has several appealing characteristics; an independent sector, a rich variety of artists working and living in the city, world-class public cultural institutions, events and higher education and a belief in access to culture as a part of everyday life.

This strategy aligns cultural ambition with the commitments set out in Glasgow City Council's Strategic Plan which is to be a city that is active and culturally vibrant. To help achieve them, the integration of cultural representation into key city partnerships should be explored to find strategic solutions that improve lives.

Leadership and sector connectedness will provide clarity of direction and a stronger voice of the sector's ability, achievement and culture's potential for our people. Advocacy at the highest levels of city influence will propel Glasgow's accomplishments and reinforce confidence and reputation for creativity at home and on the international stage.

GLASGOW'S CULTURAL PROFILE OUTCOMES		
Support	**Develop**	**Deliver**
1. City leadership OUTCOME **Our brilliant and diverse cultural offer is valued by our city leaders.**		
City leaders engage with cultural events, organisations and spaces across the city.	Cross sector advocacy to Scottish and UK governments.	Culture is integrated in the review and update of other city plans and strategies.
2. Sector Connections OUTCOME **A supported, better connected and stronger sector is driving culture in the city.**		
Regular networking opportunities for the sector to listen, share and support.	Greater understanding of Glasgow's cultural activity and participation, benchmarked nationally.	A shared advocacy approach by Glasgow City Council, Glasgow Life and the wider sector of the impact of culture in the city.
3. International profile OUTCOME **Glasgow's cultural sector is supported and championed by city leaders within their strategic international agenda and relationships.**		
Council and business leaders advocate internationally for the city's cultural achievements.	Integration and presence of cultural sector in tourism, events and business forums in the city.	Increased, measured coverage for the city featuring its cultural attributes.

2. Cultural Participation

Cultural participation in Glasgow is possible in all our communities, enabling us to share our diverse experiences, improve our wellbeing and celebrate our culture.

Glasgow is a diverse city with many different cultures and communities creating opportunities for vibrant cultural lives that take place in different locations across the city. The city's cultural activity celebrates and draws attention to different personal journeys and creates a platform for excluded voices.

This priority is not just about increasing participation but about widening it. There are many people who do not engage in the wider cultural life of the city. The ambition is to achieve greater diversity of participation in the areas of gender, race and ethnicity, disability, sexuality, socio-economic background, faith and age.

Widening participation requires the creation and maintaining of an anti-ableist, anti-racist approach to programming, collaborating and co-producing with and for different communities. Shared learning and resources will lead to a better understanding of the needs and ambitions of Glasgow's different communities.

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CULTURAL PARTICIPATION OUTCOMES		
Support	**Develop**	**Deliver**
4. Representation and inclusion OUTCOME **Marginalised people are better represented as participants, artists and collaborators.**		
The maintenance of free access to museums and galleries.	Understanding of the cultural needs of our diverse communities to inform policy and programming in the city.	Cultural programmes which reflect and inspire the diverse histories and experience of our people.
5. Place OUTCOME **Places and spaces for culture across the city are invested in and maintained.**		
Culture being accessible in community and city spaces - physically and intellectually.	Mechanisms to enhance links between culture and with the city's spaces.	Increased artist provision at the heart of placemaking and regeneration initiatives.
6. Wellbeing OUTCOME **Cultural participation and creation is explicitly recognised by the City and its residents for its impact on Glasgow's wellbeing.**		
Coordinated mapping of activity across the city with shared, synthesised data.	Long term partnerships with, for example, Glasgow Centre for Population Health and Glasgow Health and Social Care Partnership.	Culture's contribution is integrated in the review and update of other city plans and strategies.

3. Skills

In Glasgow creative skills are recognised and valued. With a range of access routes, we create opportunities for our many communities, develop diverse leadership and attract and retain new and established talent.

The arts and creative industries bring prosperity to Glasgow. It is a city that for decades has been admired for its artists, its cultural workforce and its creative contribution to the world. This contribution doesn't happen by accident - Glasgow's nurtured ecosystem enables access and experience, education and training leading to jobs and careers.

A sustained cultural life for the people of Glasgow relies on valuing the arts by experiencing them. Access to creative activity in life's earliest years via community activity, the city's venues, organisations and through schooling, makes daily culture a reality for all of its people, not just the domain of the advantaged.

Glasgow's much-admired creative education institutions and workshops provide access to this continued skills journey and draws in talent from abroad for work and study. Artists, technicians and administrators that choose to live, work, teach and create in Glasgow continue to be the core to the city's rich cultural life, its regeneration and its identity.

Glasgow's appeal as a destination for business and investment of all kinds needs the artists and cultural leaders of tomorrow to be developed and retained here. The city thrives when there is acknowledgement and investment in the creative journey from schooling, training to creative excellence.

SKILLS OUTCOMES		
Support	**Develop**	**Deliver**
7. Creative Education OUTCOME **Widened, co-ordinated and fairer participation in creative activity for children and young people.**		
Closer strategic collaboration to widen opportunities and access to art forms.	Guidance and signposting resources, created by artists and teachers, to enable safe, successful art engagement in schools.	Increased access to professional artists for nursery and primary school age children.
8. Sector skills development/talent OUTCOME **Creative skills and talent are developed, retained and recognised and valued in Glasgow.**		
The retention of students in the city following graduation.	A collaborative cross-sector group to create a recognised infrastructure to pipeline cultural talent via training and opportunity.	A skills and training programme for the sector using assets of higher and further education organisations.
9. Developing Leadership OUTCOME **Pathways and development opportunities create conditions for a more diverse leadership of culture in the city.**		
Mentoring within the sector.	Sector develops and shares board member resources; prospective members and advice on Board training and skills.	New cultural leaders to advocate for sector resource, funding and profile.

4. Sustainability

Glasgow supports the conditions for a sustainable cultural sector by working collaboratively to secure investment and by harnessing its creativity to ensure a just transition to net zero.

Investment in culture comes from many different sources - from funders, from delivery partners and from our people - those who work in the sector and those who participate. Skills development is an integral part of a sustainable sector but so is fair pay and fair work particularly in a sector which is dependent on a fragile freelance workforce.

Public spending on culture has become increasingly challenging and this has been impacted further by increasing costs in energy, materials and labour. The funding picture has changed but there are opportunities through partnership working, and by supporting the consideration of how funding for culture is distributed in the city.

With an ambitious net zero target for the city by 2030 culture has an important role in creating conditions for environmental sustainability. As organisations work to become net zero, they can also play a role in engaging communities creatively in discussions and actions around climate adaptation and mitigation.

To achieve this the culture sector has to work in partnership, with each other and with existing and new partners outside of the sector.

SUSTAINABILITY OUTCOMES		
Support	**Develop**	**Deliver**
10. Partnership OUTCOME **Cultural partnerships are integral and integrated into other aspects of city life and business to maximise social, cultural and economic impact.**		
Map existing cultural organisations' partnerships across and outwith the sector.	More cross sector partnerships in the city within public, private and voluntary spheres.	A clear, data-driven indication of widened cultural participation through partnership.
11. Finance OUTCOME **Increased investment in culture in the city through local, national and international opportunities.**		
The consideration of how culture is funded in the city.	A joint lobbying approach to national bodies, Scottish and UK governments.	Recommendations to maximise and increase investment in culture.
12. Climate OUTCOME **Creativity and our cultural sector are recognised as a resource and inspiration for climate adaptation and mitigation.**		
Sharing of skills and knowledge across events, art forms, venues.	Climate-focussed artistic programming.	Sustainable frameworks for international working.

Delivery

In summer 2023, Glasgow's Culture Forum was brought together representing the key cultural sectors in the city. It was formed to support the development of this strategy, engage with the wider city cultural sector and contribute to the implementation of associated action planning and governance recommendations.

Membership includes a diverse cohort across art-form, heritage and creative sectors to form a collective breadth of representation. The forum is chaired by Baillie Annette Christie Glasgow City Council's Convenor for Culture, Sport and International Relations.

The action plan for year one of the strategy will also include actions on the future development of Glasgow's Culture Forum and its relationship to the wider sector.

Action Plan

An action plan will outline the key activities needed to take forward the priorities identified in the strategy. The initial focus will be around years one and two to support immediate outcomes alongside the establishment of Glasgow's Culture Forum. In years three to six the action plan will continue to be developed and updated through the Forum.