



# Glasgow's Culture Strategy 2024-2030





# Foreword

Culture is a revitalising force that opens minds and improves 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 Glaswegians have an inherent feeling of ownership of the city's spaces and collections. Access to culture breeds curiosity and makes us healthier, leading to a strong 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 culture and the arts throughout the 20th century. Later cultural celebrations and achievements, such as recognition as European Capital of Culture in 1990, shaped a new international reputation for the city. 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, as the city prepares for events in 2025 to mark 850 years since Glasgow became a Burgh of the Barony, 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, following the

recent challenging years, find much-needed solutions to elevate spirit and ambition. Above all, to help those who need to connect with others; the unwell, the isolated, the misrepresented. Creativity can cross these barriers.

All Glaswegians deserve 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 will 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.

**Front cover:** Dancers on the "Squiggly" Bridge perform *Wheel See*, produced by Tramway Beyond Walls with The Work Room, 2023.

**Left:** A dancer in traditional dress performs at Glasgow Mela, Kelvingrove Park, 2016.

# Vision



# 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 diverse 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, healthy 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 through 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

**Previous spread:** An aerial view of TRNSMT music festival, Glasgow Green, 2022. **Right:** Pupils at Tinto Primary take part in a Viking-themed workshop led by Scottish Opera, 2024.



Glasgow now



# Glasgow now

Glasgow is Scotland's most culturally diverse city. It is home to four of the national performing arts companies as well as scores of integral grassroots organisations. From a strong heritage of Gaelic and Scots, the city welcomes new Scots in a multitude of languages. Events and festivals are hosted across a network of community venues and in an array of outdoor and performance spaces. Art, made in studios and in production facilities where technical skills are honed, is viewed in exhibitions, on stages and screens around the world. The city cares for the largest civic museums collection in the UK and the significance of its musical heritage is recognised by its designation as a UNESCO City of Music. Glasgow's reputation builds on this diversity as well as the renowned friendliness of the city.

A substantial proportion of Creative Scotland's regularly funded artists, projects and

organisations are based or initiated in the city. Glasgow's famous Glasgow School of Art, Royal Conservatoire of Scotland and its universities and colleges are a central feature of attracting, nurturing and retaining creative talent. Nationally, Glasgow is broadly considered to be a self-starting powerhouse, the biggest and the boldest— a city that can take care of itself.

Glasgow shares many of the issues faced by Scotland's other cities in dealing with reduced public resource and restating its national and international place. A disconnect took place among global, cross-sector and collegiate relationships throughout the pandemic and people are still finding a way back to a new normality.

Knowledge-sharing and combining forces will be high on the agenda as cities seek new ways of collaborating and engaging with national bodies.

Glasgow Life, on behalf of the city, is the organisation responsible for the development of Glasgow's Culture Strategy and the formation of a new Culture Forum. Through its ongoing work, Glasgow Life supports Glasgow's mission to be a city that is active and culturally vibrant. It does this by creating programmes, experiences and events across culture, libraries, heritage and sport for the people of Glasgow and for visitors to the city.

Glasgow's Culture Forum is made up of key artform 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 monitor progress on delivery of the strategy.

The city has plans to revitalise public realms and re-purpose vacant council-built assets through

its City Centre Strategy and the development of the Sauchiehall Street area as a Culture and Heritage District. These planned improvement areas will increase the city's appeal to residents, visitors, artists and business investors.

A diverse, authentic and visible cultural life is central to that appeal. Accommodating space for artists to work, to run businesses and influence localities supports the city's creative and economic engine, allowing Glasgow to compete harder with other destinations.

Like the city, Glasgow's independent cultural sector acts under its own steam and energises through doing. However, it is more fragile than it has ever been, with isolated ways of working and years of standstill funding resulting in a culture sector in need of collective stability and profile. Connection is a theme continually arising in discussion; with each other, within the sector and with the city's influencers and decision makers.



**Previous spread:** Scottish Dance Theatre performs *Moving Cloud* at Celtic Connections, 2023. **Above:** Pupils at Corpus Christi Primary experience a National Theatre of Scotland schools workshop, 2023.



# Glasgow culture facts

- Glasgow's population is estimated at 620,700 (2022 Census), making it Scotland's largest city
- Glasgow has the most ethnically diverse population in Scotland
- Glasgow was named the UK's top cultural and creative city by European Commission (2019)
- Glasgow is home to more than 100 cultural organisations
- Glasgow is home to 4 of Scotland's 5 national performing arts companies
- Glasgow was the first city to have a school dedicated to Gaelic Medium Education
- Glasgow is the UK's first UNESCO City of Music
- The OVO Hydro is continually ranked in the top five busiest arenas in the world
- More people visit Glasgow's museums each year than in any other UK city outside of London
- 89% of Glaswegians take part in some kind of culture activity annually
- Glasgow is home to 41% of Scotland's actors, dancers and broadcasters; 38% of its musicians; and 29% of its artists and graphic designers
- Britannia Panopticon is the oldest surviving music hall in the world and where Stan Laurel made his stage debut in 1906
- The Burrell Collection was awarded Art Fund Museum of the Year 2023
- The Barrowland Ballroom is Time Out's Best Venue in the UK (2023)
- Glasgow often ranks as the 'world's friendliest city', most recently in the Conde Nast Readers' Choice Awards (2022) and Time Out Index (2022)
- Glasgow has over 20 museums and art galleries
- Glasgow has more than 90 parks and green spaces in the city
- Glasgow was the first city in the world to give Nelson Mandela 'Freedom of the City'
- The Mitchell Library is one of Europe's largest public reference libraries with more than a million items

Left: The band Skipinnish perform at Glasgow Royal Concert Hall as part of Celtic Connections, 2024.

## Key city events



# Strategic context





# Strategic context

## International

There are urgent global issues which impact and resonate at a local level. A climate crisis has been declared and individuals, organisations, institutions and governments must adjust their behaviour and take action urgently.

The global pandemic and climate crisis continue to highlight the inequalities across communities including race, sex, gender, and disability.

Scotland's place in Europe is challenged through the loss of European funding and exchange programmes, increased administration and limits on visas, which all impact the opportunity for international cultural exchange. At the same time, consideration about how to develop sustainable international work is vital.

This strategy directly aligns with United Nations Sustainable Development targets within *Goal 4: Quality Education*, *Goal 8: Decent Work and Economic Growth*, *Goal 10: Reduced Inequalities* and *Goal 11: Sustainable Cities and Communities*.

## National

In early 2020 the Scottish Government published its first culture strategy, *A Culture Strategy for Scotland*. At the end of 2023 a refreshed action plan was published. This new plan includes a focus on resilience and long-term recovery for the sector, as well as looking at data collection and standardised methodologies to direct research, which will in turn inform policy and priorities. There is a commitment to embed culture across government—prioritising health and education portfolios.

In 2023, the Scottish Government undertook consultation for its strategic document *Inspiring Connections: Scotland's International Culture Strategy*, with key themes of cultural connections, economic impact, diplomacy and reputation. The final strategy was published in March 2024.

Historic Environment Scotland and Museums and Galleries Scotland both published new strategies in 2023 with common themes of wellbeing, climate crisis, diversity and resilience.

As public funding tightens further, Creative Scotland has introduced a new Multi-Year Funding programme to replace its Regularly Funded Organisations programme. This will open multi-year funding to new organisations for the first time since 2018, although the impact will not be known

before October 2024. In 2022 the creative industries were identified as a key area of growth in Scotland's National Strategy for Economic Transformation. However, in 2023, the cost of living crisis outstripped COVID-19 as a reason for declining audiences in the UK (The Audience Agency, 2023). Ticket sales were slower post-pandemic in Scotland than the rest of the UK and for artists, increased costs of rent and materials add to the challenges of making work, thus impacting skills and careers.

In addition to these other national strategies, Glasgow's Culture Strategy contributes to many of the outcomes in the Scottish Government's National Performance Framework.

**Previous spread:** An aerial view of The Burrell Collection, Pollok Country Park, 2023.

**Right:** A child performs a stunt at the Merchant City Festival carnival parade, Saltmarket, 2018.



## Local

Glasgow City Council's Strategic Plan runs from 2022–2027 with four grand challenges for the city. Culture is explicitly highlighted in *Grand Challenge 1: Reduce poverty and inequalities in our communities, Mission 4: Support Glasgow to be a city that is active and culturally vibrant* and also contributes to *Mission 3: Improve the health and wellbeing of our local communities*. Culture can also contribute to *Grand Challenge 2: Increase opportunity and prosperity for all our citizens* and *Grand Challenge 3: Fight the climate emergency in a just transition to net zero*.

Culture also connects with the city and city region's economic plans. The city's culture and its contribution to a skilled workforce of creative thinkers attracts new businesses to the city.

In its 2022/23 Local Finance Return, Glasgow City Council reported £50.1million investment in culture. This includes the funding of Glasgow's Museums, Libraries, Culture and Heritage. It also includes the Glasgow Communities Fund which is the main source of grant funding for cultural organisations in the city. The primary purpose is to fund projects, programmes and initiatives which tackle inequality and poverty. For the period 2023–2026, £4.6million has been awarded to cultural organisations.

Glasgow has an ambitious goal to reach net zero by 2030, fifteen years ahead of the Scottish Government's target. The Glasgow City Region Climate Adaptation Strategy and Action Plan 2020–2030 recognises the role of culture in *Action 3: Increasing community agency in adaptation processes through culture and creative practice*.

The draft City Centre Strategy 2024–30 has identified three pillars each containing a series of Big Moves or actions. Creativity and culture sit under the Magnetic Experience pillar: Leveraging the power of culture to drive economic growth, social development and urban renewal. One action is the creation of a Creative and Cultural Area Strategy to develop creative/cultural assets. This strategy is complemented by the Golden Z report (2023), which advocates for a creative and cultural district around the cultural institutions in the Sauchiehall Street neighbourhood.

This strategy aligns with the recently published Tourism Strategy and a refreshed Events Strategy will be published in 2024.

**Right:** Members of the public join Freestylers during their interactive performance *Everybody With Me, Always* at Tramway, 2021.



# 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 and builds on the public and sector consultation for that plan. That feedback and the context in which our communities live and work, informed the basis for renewed consultation in 2023.

Three public, cross-sector consultation workshops were held to gather feedback and insight across Glasgow's creative community 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.

Desk research was undertaken including UK and world city culture plans, as well as Scotland and local

strategies to contextualise this strategy socially, economically, and financially. Further information, facts and views were gained in a series of stakeholder interviews.

A draft direction of travel document outlining emerging themes and priorities was shared publicly for consultation in October 2023. This asked for feedback on the mission, vision and values as well as the four priority areas and their outcomes identified through the sector research and consultation.

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

**Right:** An audience member reacts to comedian Big Angie's show at Barmulloch Residents Centre, part of Glasgow Life's community touring programme, 2024.





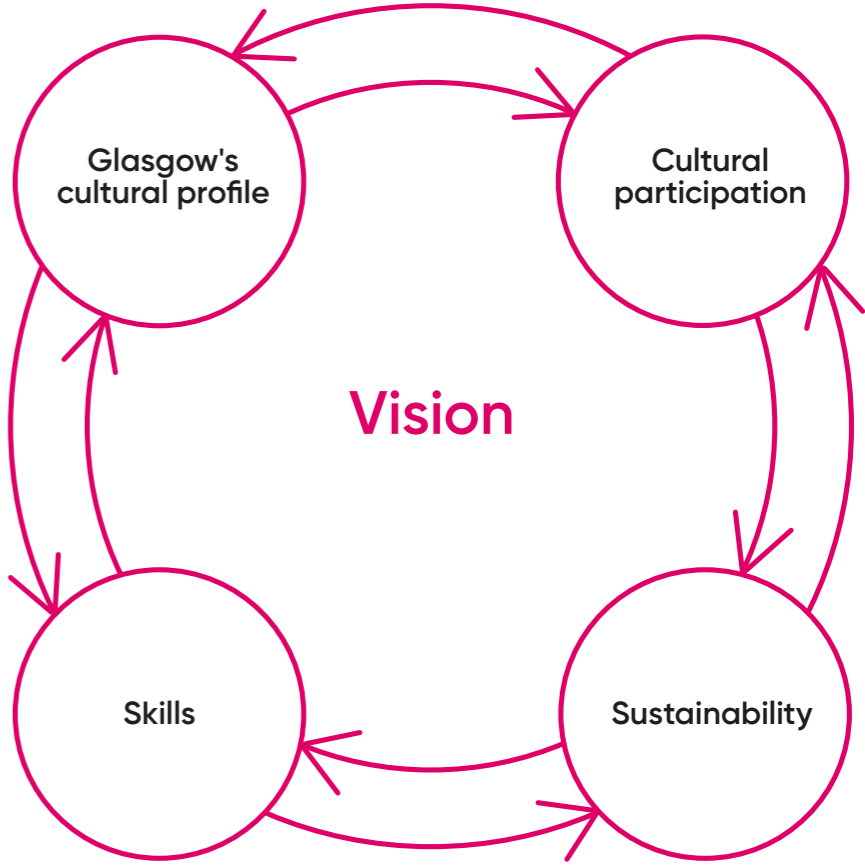
# Priorities

Glasgow's Culture Strategy comprises four interconnected priorities:

- 1. **Glasgow's cultural profile**
- 2. **Cultural participation**
- 3. **Skills**
- 4. **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 Culture Strategy.

Each priority identifies outcomes and three areas of focus, which have informed the creation of an action plan for the strategy.



**Right:** The Barrowland Ballroom's iconic neon façade at night, The Barras, East End, 2023.

# Priority 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 the arts can provide will be reinforced and reiterated to strengthen culture's importance in the city's psyche.

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 those commitments, cultural representation should be integrated into key city partnerships to find strategic solutions that improve lives.

Leadership and sector connectedness will provide clarity of direction and a stronger voice for the sector's abilities and achievements, and art's potential for our people.

Advocacy at the highest levels of city influence will amplify Glasgow's accomplishments and reinforce confidence and reputation for creativity at home and on the international stage.

## City leadership

**Outcome:** Our brilliant and diverse cultural offer is valued by our city leaders

Support	Develop	Deliver
City leaders engage with and understand that cultural events, organisations and spaces are integral to the city	Cross-sector advocacy to Scottish and UK governments	Culture is integrated in the review and updates of other city plans and strategies

## Sector connections

**Outcome:** A supported, better connected and stronger sector is driving culture in the city

Support	Develop	Deliver
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

## International profile

**Outcome:** Glasgow's cultural sector is supported and championed by city leaders within their strategic international agenda and relationships

Support	Develop	Deliver
Council and business leaders advocate internationally for the city's cultural achievements	Integration and presence of the cultural sector in tourism, events and business forums in the city	A joint approach to increase the media profile of Glasgow, featuring its cultural attributes and supporting city advocacy

# Priority 2: Cultural participation

**Culture from, and in, all communities in Glasgow is recognised and resourced to improve wellbeing, practice our cultures, engage and collaborate.**

Glasgow is a diverse city with many different cultures and communities creating opportunities for vibrant, cultural lives in different locations across the city. All people in Glasgow have, make and participate in culture. The city's cultural activity should celebrate and draw attention to different personal journeys and address inequalities in programming.

This priority is not just about increasing participation but about widening it. People from historically marginalised backgrounds and

identities will be supported to thrive, lead and participate in producing and consuming culture that is actively celebrated, endorsed and represented in the city. Culture in Glasgow will be understood as an intersectional expression and experience in which gender, race and ethnicity, disability, sexual orientation, socio-economic background, religion and age interweave.

Widening participation requires the development and support of equitable approaches to programming, collaborating and co-producing with different communities. Shared learning and resources will lead to a better understanding of the needs and ambitions of Glasgow's different communities.

## Representation and inclusion

**Outcome:** Marginalised people are better represented as participants, artists and collaborators

Support	Develop	Deliver
The maintenance of free access to museums and galleries and libraries for the people of Glasgow	Understanding the cultural needs of our diverse communities to inform policy and programming in the city	Cultural programmes that reflect marginalised communities' ability to lead culture in their own way

## Place

**Outcome:** Places and spaces for culture across the city are invested in and maintained

Support	Develop	Deliver
Culture being accessible in affordable community and city spaces - physically and intellectually	Mechanisms to enhance links between culture and spaces across the city	Increased artist provision at the heart of placemaking and regeneration initiatives

## Wellbeing

**Outcome:** The value of cultural participation and creation is explicitly recognised by the city and its residents for its impact on Glasgow's wellbeing

Support	Develop	Deliver
Coordinated mapping of activity across the city with shared, synthesised data	Long term partnerships with Glasgow Centre for Population Health and Glasgow Health and Social Care Partnership	Culture's contribution is integrated in the review and updates of other city plans and strategies

# Priority 3: Skills

**In Glasgow, creative skills are recognised, developed and valued. A range of access routes and opportunities are created, diverse leadership is nurtured and creative talent is attracted and retained.**

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 does not happen by accident: Glasgow's nurtured cultural 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 through community activity, the city's venues, organisations and through schooling, makes daily culture a reality for all its people, not just the domain of the advantaged.

Glasgow's much-admired creative educational institutions and workshops provide access to this continued skills journey and draws in talent from abroad for work and study. At the same time pathways and opportunities are required for artists who are self-taught. Artists, technicians and administrators who

choose to live, work, teach and create in Glasgow continue to be at the core of 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 and training to creative excellence.

## Creative education

**Outcome:** Widened, co-ordinated and fairer participation in creative activity for children and young people

Support	Develop	Deliver
Closer strategic collaboration with Glasgow City Council's Education Services CREATE programme to include other opportunities and art forms	Guidance and signposting resources, created by artists and teachers, to enable safe, successful art engagement in schools	All nursery and primary school children have access to professional artists in their education setting

## Sector skills development & talent

**Outcome:** Creative skills and talent are developed, retained, recognised and valued in Glasgow

Support	Develop	Deliver
The retention of students in the city post-graduation	Establish a cross-sector group to develop a collaborative pipeline of training and opportunity to nurture creative talent	A skills and training programme for the sector using assets of higher and further education organisations, like Skills Development Scotland

## Developing leadership

**Outcome:** Pathways and development opportunities to recognise and create conditions for a diverse leadership of culture in the city

Support	Develop	Deliver
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

# Priority 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 updated ways of funding cultural organisations 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 will work in partnership, with each other and with existing and new partners outside of the sector.

## Partnership

**Outcome:** Cultural partnerships are integral and integrated into other aspects of city life and business to maximise social, cultural and economic impact

Support	Develop	Deliver
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

## Finance

**Outcome:** Increased investment in culture in the city through local, national and international opportunities

Support	Develop	Deliver
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

## Climate

**Outcome:** Creativity and our cultural sector are recognised as a resource and inspiration for climate adaptation and mitigation

Support	Develop	Deliver
Sharing of skills and knowledge across events, art forms, venues	Climate-focused artistic programming	Sustainable frameworks for international working



# Delivery

In summer 2023, Glasgow's Culture Forum was brought together to represent 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 artform, heritage and creative sectors to form a collective breadth of representation. The forum is chaired by 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.



**Above:** Two people take part in Scottish Opera's Memory Spinners workshop, 2023. **Right:** An installation view of the GoMA exhibition *NHOTB & RAD* by artist duo Beagles & Ramsay, 2023.





# Action plan

The following action plan outlines the high level activities needed to take forward the priorities identified in this strategy.

The initial priorities are years one and two 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. Planning for years three and four will begin in year two.

The actions for years one and two are foundational and respond to urgent areas for development.



**Left:** A view of Jasleen Kaur's Turner Prize-nominated exhibition *Alter Altar*, Tramway, 2023. **Above:** Two children take part in a community parade in Cowlares Park, Possil, as part of Glasgow Life's Artists in Communities initiative, 2023.

## Action plan: Year 1

Evidence	Priority and outcomes				Delivery by
	1	2	3	4	
Instigate a mapping exercise of the city's culture sector infrastructure, investment and offer to create understanding and inform actions	1 2 3	4 5 6	7 8 9	10 11 12	Glasgow Life in partnership with input from the sector
Advocacy	Priority and outcomes				Delivery by
	1	2	3	4	
Create a collective advocacy and lobbying mechanism for Glasgow's cultural sector at Scottish and UK government level	1 2 3	4	7 8	10 11	Glasgow Culture Forum
Identify a culture spokesperson from the sector to speak and contribute to the city and beyond	1 2		9	10	Glasgow Life, Glasgow City Council and Glasgow Culture Forum
Partnership	Priority and outcomes				Delivery by
	1	2	3	4	
Practice cross-sector working in the development and delivery of Glasgow's 850th anniversary, resulting in a programme that reflects and inspires the diverse histories and experiences of our communities	1 2	4 5 6		10 11	Glasgow Life, Glasgow City Council and Glasgow Culture Forum, supported by sector
Influencing	Priority and outcomes				Delivery by
	1	2	3	4	
Develop an engagement strategy to integrate culture into other city plans, forums and programmes with particular priority for Business, City Centre Events and Tourism	1 2	4 5 6	7	10 11 12	Led by Glasgow Culture Forum supported by Glasgow Life with sector representation

## Action plan: Year 2

Evidence	Priority and outcomes				Delivery by
	1	2	3	4	
Report and build on progress and achievements of year one	1 2 3	4 5 6	7 8 9	10 11 12	Glasgow Culture Forum
Advocacy	Priority and outcomes				Delivery by
	1	2	3	4	
Develop a climate and culture networking group to share, learn and develop opportunities, i.e. GMAST in Manchester		4 6		12	Glasgow Culture Forum with Glasgow Life and sector support
Partnership	Priority and outcomes				Delivery by
	1	2	3	4	
Joint working with creative education institutions to examine creative skills pathways for development	2		7 8	10	Short term working group of Glasgow Culture Forum with sector expertise
Influencing	Priority and outcomes				Delivery by
	1	2	3	4	
Create proposals for repurposing of existing space for creative use	2	4 5	8	10 11	Short term working group of Glasgow Culture Forum with sector expertise

### Key to tables

#### Priorities

- 1: Glasgow's culture profile
- 2: Cultural participation
- 3: Skills
- 4: Sustainability

#### Outcomes

- 1: City leadership
- 2: Sector connections
- 3: International
- 4: Inclusion
- 5: Place
- 6: Wellbeing

- 7: Creative education
- 8: Sector skills development and talent
- 9: Leadership
- 10: Partnership
- 11: Finance
- 12: Sustainability

# Appendix



## Appendix:

# 2019 consultation key findings

This strategy, and the document which was shared for public consultation, are built on the views and perceptions gathered at workshops with the cultural sector and with other non-sector stakeholder groups through interviews.

Glasgow's place in the cultural world needs to be reasserted which is as much about reigniting the city's own value and belief in Glasgow's talents and abilities, as it is about resources and amplified communication. So much cultural activity is already happening, is already being enjoyed: what is required is a better identification of it, improved understanding of its impact and better partnerships for its support. Opportunity will be lost if the sector is not galvanised to reclaim Glasgow's cultural crown and reputation in Europe and in the world. From interviews and sector consultation there is a view that in recent times, as the city's focus has broadened to hosting one-off global events, the value and voice of culture has been lost in its identity. The value and voice of culture is perceived as having dimmed along with support mechanisms, including funding,

profile, collaboration and communication. It makes for a longer journey back, post-pandemic, to the status that culture held in Glasgow in previous decades.

Leadership and the voice of the cultural sector needs to be amplified in Glasgow by identifying willing individuals who can speak up for the arts in the city and advocate for their importance and advancement. The championing of the quality of talent, the diversity and breadth of activity in the city is only one aspect to convey. Experienced colleagues, representing all art forms, can represent and articulate their real transformational impact, to claim culture's status and purpose in today's social and financial environment.

There is concern around the pipeline of skills and talent needed to sustain the sector's future.

Reduced funding and programming depletes opportunities, jobs and platforms for new trainees, whether performers, writers, artists, technicians, craftspeople, managers, future leaders or cultural advocates. The pandemic emphasised the precarious nature of freelance life, prevalent in the cultural sector and more support is required here.

The city thrives with a national and international blend of talent, cultural influence and investment and retaining a creative workforce is central to this. Securing visas to allow people to study here and graduates to remain, combined with the increased cost of living in the city, make retention of talent challenging.

Awareness and access of sector data restricts progression of tactical partnership and planning. Cultural mapping of the city is needed: to create

a benchmark of current status, source data on visitors and audiences for programming and communications, define expectations and test future progress and achievements.

Genuine openness exists to new ways of working and sharing— ideas, projects, funds, data— both within creative circles and with other city sectors. The cultural sector is in a position to willingly contribute its talent and as a partner, help with the strategic efforts to improve lives for residents and visitors.

It is acknowledged that structural conditions exist that can create obstructions to inclusion and participation in cultural events, programmes, and employment opportunities. At all levels, the sector must commit to fair work and social justice to nurture talent and remain a beacon for creative excellence.

When the emerging themes and priorities were tested through public consultation there was strong support for the Vision, Mission, Values and Priorities that underpin the strategy. The majority of respondents support and acknowledge Glasgow's vital role in Scotland's cultural ecology and will help to celebrate, promote and share the city's unique culture.

There is a strong desire for Glasgow not just to articulate its cultural aspirations but also tangibly implement measures that reflect inclusivity, engagement, heritage preservation, and genuine support for diverse cultural expressions.

**Previous spread:** Members of the press and public gather outside the Glasgow Film Theatre (GFT) during Glasgow Film Festival, 2015.

# Credits

**Front cover:** Brian Hartley  
@stillmotionarts, 2023;  
**Inside front cover:**  
Alan Harvey, 2016;  
**Pages 4–5:**  
TRSNMT/DF Concerts, 2022;  
**Page 7:** Julie Broadfoot, 2024;  
**Pages 8–9:** Brian Hartley  
@stillmotionarts, 2023;  
**Page 11:** Julie Howden, 2024;  
**Page 12:** Kris Kesiak, 2024;  
**Page 14–15:** Glasgow Life, 2023;  
**Page 17:** Ross Brownlee, 2018;  
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@stillmotionarts, 2021;  
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**Page 23:** Paul Watt, 2023;  
**Page 32:** Julie Broadfoot, 2023;  
**Page 33:** Paul Watt, 2023;  
**Page 34:** Keith Hunter, 2023;  
**Page 35:** Craig Foy, 2023;  
**Page 38–39:** Eoin Carey, 2015;  
**Page 42:** Craig Foy, 2024;  
**Inside back cover:**  
Paul Devlin, 2022.



**Above:** A child stands in front of a Chinese Southern Lion Dance costume during the annual Lunar New Year celebration at The Burrell Collection, 2024. **Right:** Dancers perform in front of Merchant Square during Merchant City Festival, 2022.



**PEOPLE  
MAKE  
GLASGOW**