

GLASGOW'S CULTURAL STRATEGY

STRATEGIC KEY PRIORITIES AND ACTIONS FOR THE FUTURE

THEME 1: ENCOURAGE CULTURAL AND SPORTING PARTICIPATION

Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>1.2 To develop information and communication services which support participation and audience development</p>	<p>i) Develop libraries as the hub of a city-wide integrated information service providing free access to a wide range of resources:</p> <ul style="list-style-type: none"> ➤ Maximise the GCC website as a tool for information on cultural and sporting events and activities through the <i>What's On</i> database (ongoing) ➤ Support the development of interactive booking systems for cultural and leisure venues, events and activities: <ul style="list-style-type: none"> ▪ Sport and recreation from January 2006 ▪ PC bookings in REAL learning centres within community libraries from March 2006 ▪ Community facilities, school lettings, libraries and museums from April 2007 	<p>Strategic Leadership Direct Delivery</p>	<p>Cultural and Leisure Services Chief Executive's/ICT Scottish Arts Council Commercial Partners</p>

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1.2 To develop information and communication services which support participation and audience development (cont'd...)	ii) Develop libraries as the hub of a city-wide integrated information service providing free access to a wide range of resources (cont'd...): <ul style="list-style-type: none"> ➤ Develop online resources/catalogues from January 2006, giving remote access to cultural collections and enabling on-line reservation of library books etc. 	Strategic Leadership Direct Delivery	Cultural and Leisure Services Chief Executive's/ICT Scottish Arts Council Commercial Partners
1.3 Develop the role of education and learning (formal and informal) in supporting participation in cultural activity and development of cultural infrastructure	i) Support the introduction of the Active Schools Programme locally through the New Learning Communities and establishing links to sports clubs: <ul style="list-style-type: none"> ➤ Recruit 88 additional volunteers in 2006/07 ➤ Establish links with 92 additional Active Schools clubs in 2006/07 ➤ Establish links with 58 additional voluntary sports clubs in 2006/07 	Direct Delivery Indirect Delivery	Education Services Cultural and Leisure Services

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<p>1.3 Develop the role of education and learning (formal and informal) in supporting participation in cultural activity and development of cultural infrastructure (cont'd...)</p>	<p>vi) Review Cultural Co-ordinator and Creative Links posts by March 2007, in order to refine links between the education and arts sectors</p> <p>vii) Continue to develop links with key cultural learning establishments and explore possibilities for developments in curriculum, for example:</p> <ul style="list-style-type: none"> ➤ <i>Junction 25</i> – Tramway and RSAMD <i>Youthworks</i> Drama partnership to support arts activities for 13-17 year olds (launched Oct 05) ➤ Glasgow School of Art hosting MFA exhibition annually in June and providing periodic placements for students and graduates at Tramway ➤ <i>Encourage</i> – partnership with Strathclyde University to improve access and involvement in the arts for older adults aged 50+ through delivery of 3 seasonal programmes per annum (target of 700 participants per season) 	<p>Strategic Leadership Direct Delivery</p> <p>Strategic Leadership</p>	<p>Cultural and Leisure Services Education Services Scottish Arts Council</p> <p>Cultural and Leisure Services Education Services RSAMD Glasgow School of Art Glasgow University Strathclyde University Scottish Adult Learning Partnership Sgoil Ghaidhlig Ghlaschu Other cultural learning establishments Voluntary arts organisations</p>

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<p>1.3 Develop the role of education and learning (formal and informal) in supporting participation in cultural activity and development of cultural infrastructure (cont'd...)</p>	<p>x) Support the Pre-5 education strategy and increase opportunities for participation in the range of cultural activities (cont'd.):</p> <ul style="list-style-type: none"> ➤ Launch <i>Every Child A Member</i> on 1st April 2006 - a major campaign within Glasgow to raise awareness of positive impact of library use on children's educational attainment. Proactively target pre-5's and integrate provision for 5-18 year olds ➤ Continue to sustain and develop the <i>BookStart</i> programme across the city ➤ Develop and implement <i>Count Me In</i> – a numeracy programme for children and their families ➤ Promote <i>Books to Go</i> initiative to all 130 Glasgow City Council pre-5 establishments by March 2006, expanding to include private nurseries in 2006/07 	<p>Strategic Leadership Direct Delivery</p> <p>Direct Delivery Indirect Delivery</p> <p>Direct Delivery Indirect Delivery</p>	<p>Cultural and Leisure Services Education Services Bookstart</p> <p>Cultural and Leisure Services Community Health Partners</p> <p>Cultural and Leisure Services Education Services Commercial partner Community health partners</p>

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<p>1.3 Develop the role of education and learning (formal and informal) in supporting participation in cultural activity and development of cultural infrastructure (cont'd...)</p>	<ul style="list-style-type: none"> ➤ Continue to develop existing initiatives for pre-5's, including: <ul style="list-style-type: none"> ▪ Arts Initiative Bid Grants (£40,000 annual budget, of which approximately £10,000 allocated to pre-5 initiatives) ▪ Inspiration Festival held annually in Oct/Nov ▪ Mini Kickers – deliver 1296 sessions per annum 	<p>Direct Delivery Indirect Delivery</p>	<p>Cultural and Leisure Services Education Services Nurseries Children's and family centres Family learning centres</p>
<p>1.4 Develop socially inclusive cultural services which promote equality, challenge discrimination, and increase participation amongst under-represented / hard-to-reach groups</p>	<p>i) Continue to develop the biennial <i>Aye Write! Glasgow's Book Festival</i>, in order to increase the number of under-represented groups participating in reading, writing and discussion, and to bridge the digital divide:</p> <ul style="list-style-type: none"> ➤ Continue to link the festival with ongoing work with adult literacy and numeracy, and target groups such as asylum seekers and refugees 	<p>Strategic Leadership Direct Delivery</p>	<p>Cultural and Leisure Services Scottish Enterprise Glasgow Higher Education / Further Education Sector (HE/FE) Voluntary Sector Commercial partners</p>

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<p>1.4 Develop socially inclusive cultural services which promote equality, challenge discrimination, and increase participation amongst under-represented / hard-to-reach groups (cont'd...)</p>	<p>ii) Develop <i>Live Active</i> – the GP Referral Exercise Scheme:</p> <ul style="list-style-type: none"> ➤ Increase BME attendance at baseline (1st appointments) from 5.5% of total appointments in 2005 to 6% in 2006 ➤ <i>Live Active</i> DVD to be produced in Cantonese, Punjabi and Urdu by June 2006 ➤ Attendance at minimum of 15 community based events in 2006 to promote <i>Live Active</i> and increase awareness of the benefits of maintaining an active lifestyle ➤ Establish six social support classes at six venues throughout the city in 2006 ➤ Increase the overall number of referrals attending baseline from 66.4% in 2005 to 70% in 2006 	<p>Direct Delivery Indirect Delivery</p>	<p>Cultural and Leisure Services Greater Glasgow NHS Board</p>

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1.4 Develop socially inclusive cultural services which promote equality, challenge discrimination, and increase participation amongst under-represented / hard-to-reach groups (cont'd...)	ix) Improve health and fitness of children and young people and 50+ groups by: <ul style="list-style-type: none"> ➤ Introducing three new Active 8 gyms at Gorbals, Holyrood, and Bellahouston Leisure Centres by April 2006 ➤ Delivery of three sessions per week in each gym, aimed at target groups (e.g. BME groups and Glasgow Kidz Card/Glasgow Young Scot Card holders), by April 2006 ➤ Achieve additional income of £24,000 by March 2007 	Direct Delivery	Cultural and Leisure Services
	x) Complete review of Open Museum by October 2006, to ensure outreach and community development functions are deployed to maximum effect	Direct Delivery	Cultural and Leisure Services
	xi) Maintain and develop a biennial Contemporary Arts and Human Rights Exhibition at Gallery of Modern Art (GoMA): <ul style="list-style-type: none"> ➤ In 2007, to explore issues of sectarianism and divided communities 	Direct Delivery	Cultural and Leisure Services Scottish Museums Council Scottish Arts Council Nil by Mouth Sense Over Sectarianism Amnesty International

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1.4 Develop socially inclusive cultural services which promote equality, challenge discrimination, and increase participation amongst under-represented / hard-to-reach groups (cont'd...)	xii) Develop St Mungo Museum of Religious Life and Art as a national centre for challenging religious discrimination, promoting inter-faith dialogue, and exploring sensitive issues of faith in the 21 st century. Working with partners to deliver: <ul style="list-style-type: none"> ➤ an anti-sectarianism / citizenship programme for schools and other agencies working with young people (e.g. Glasgow restorative justice service), reaching a minimum of 1800 young people per annum through a minimum of 80 workshops / sessions ➤ a minimum of seven <i>Faith to Faith</i> debates per annum 	Direct Delivery	Cultural and Leisure Services Nil by Mouth Sense Over Sectarianism Action for Churches Together in Scotland
	xiii) Develop and support initiatives to widen access to learning for disabled people and those with additional needs, including: <ul style="list-style-type: none"> ➤ All libraries with assistive technology to be refreshed by March 2007 	Direct Delivery	Cultural and Leisure Services

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1.5 To facilitate access to and understanding of library services and collections	i) Further develop the programme of user education initiatives and stimulating exhibitions, events and activities ii) Achieve city-wide coverage of the Home Library Service by March 2006 iii) Continue to develop <i>Books to Go</i> – a range of services involving workplaces, community libraries and community venues: <ul style="list-style-type: none"> ➤ Online reservations available by April 2006 ➤ Establish three <i>Books to Go</i> pick-up points (excluding libraries) city-wide by March 2006 	Direct Delivery Direct Delivery Direct Delivery	Cultural and Leisure Services Cultural and Leisure Services Voluntary sector Cultural and Leisure Services
1.6 Improve access to and promote the city's important and heritage collections within Glasgow Museums	i) Complete significance survey and descriptions of collection areas by August 2008 ii) Produce electronic and print publications for a wide range of audiences, ensuring production of a minimum of five books per annum	Direct Delivery Direct Delivery	Cultural and Leisure Services Cultural and Leisure Services

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1.7 Develop and maintain the city's network of community cultural and sporting facilities	iii) Develop and agree Glasgow's Sports Pitch Strategy by end March 2006 and seek to implement its key recommendations thereafter	Direct Delivery Indirect Delivery	Cultural and Leisure Services Education Services Development and Regeneration Services Land Services sportscotland

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<p>1.8 To provide clear pathways for individuals and groups to access and develop cultural activity</p>	<p>i) CAT teams, with support from CLS area based staff, to facilitate access to CLS services:</p> <ul style="list-style-type: none"> ➤ Increase the number of target groups accessing CLS services through work with area based staff by 10% 	<p>Direct Delivery</p>	<p>Cultural and Leisure Services Local community groups Greater Glasgow NHS Board</p>
	<p>ii) Develop information system by end March 2006 to allow CLS and NHS to monitor the impact of CAT Team initiatives to remove barriers to participation</p>	<p>Direct Delivery</p>	<p>Cultural and Leisure Services Greater Glasgow NHS Board</p>
	<p>iii) Develop 3 new art form-specific posts by March 2007, to support new opportunities for the whole community in dance, music, and visual arts</p>	<p>Strategic Leadership</p>	<p>Cultural and Leisure Services Education Services Development & Regeneration Services Greater Glasgow NHS Board Scottish Arts Council Scottish Enterprise Glasgow Scottish Music Centre</p>
	<p>iv) Extend and develop existing networks for the arts and develop new networks with local, regional and national agencies:</p> <ul style="list-style-type: none"> ➤ Provide 8 information sessions per annum ➤ Minimum of 2 meetings per annum for Youth Theatre and Dance/Arts networks 	<p>Strategic Leadership Direct Delivery Indirect Delivery</p>	<p>Cultural and Leisure Services Education Services Social Work Services Development and Regeneration Services Scottish Arts Council Cultural Enterprise Office Glasgow Grows Audiences</p>

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1.8 To provide clear pathways for individuals and groups to access and develop cultural activity (cont'd...)	v) Provide every child participating in our Learn to Swim scheme in schools with a pathway to advanced swimming programmes in our swimming pools	Direct Delivery	Cultural and Leisure Services Education Services
1.9 To raise the profile of play across the city and promote awareness of its role in delivering health, well-being, social justice and active citizenship	<p>i) Ensure that by age 8 all children in Glasgow have had the opportunity to experience an organised play session</p> <p>ii) Shape the delivery of children's play services at a local level in order to maximise take up of services:</p> <ul style="list-style-type: none"> ➤ Establish local play forums by September 2006 ➤ Extend work with play schemes across the city and establish a city-wide play forum by March 2007 <p>iii) To develop links and to influence the direction of national play organisations, in order to increase the profile of play at a national level:</p> <ul style="list-style-type: none"> ➤ Undertake national consultation on future structure and direction of Play Scotland by end April 2006 	<p>Direct Delivery Indirect Delivery</p> <p>Strategic Leadership Direct Delivery Indirect Delivery</p> <p>Strategic Leadership Direct Delivery Indirect Delivery</p>	<p>Cultural and Leisure Services Voluntary sector</p> <p>Cultural and Leisure Services Community Planning Partners (Greater Glasgow NHS Board, Communities Scotland, Local development companies GHA, Housing Associations, Voluntary sector)</p> <p>Cultural and Leisure Services Play Scotland Voluntary sector</p>

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1.10 Ensuring wider citizen access to Cultural and Leisure Services' (CLS) events	<p>i) Develop more robust marketing strategy to encourage under-represented groups to participate in events, involving an annual programme of research for major civic events (subject to availability of funding)</p> <p>ii) To retain free / low cost entry to the majority of events, whilst retaining a high quality standard</p> <p>iii) Address access issues to ensure CLS events meet requirements of the DDA, including:</p> <ul style="list-style-type: none"> ➤ provision of accessible parking at all event venues from November 2005 ➤ improved signage at all event venues from January 2006 (ongoing) ➤ ensuring all event venues are accessible to attendees from November 2005 	<p>Direct Delivery Indirect Delivery</p> <p>Direct Delivery Indirect Delivery</p> <p>Direct Delivery Indirect Delivery</p>	<p>Cultural and Leisure Services Glasgow City Marketing Bureau Community groups/networks</p> <p>Cultural and Leisure Services Development and Regeneration Services Scottish Enterprise Glasgow Scottish Arts Council</p> <p>Cultural and Leisure Services Promoters contracted to deliver CLS events/projects</p>

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1.10 Ensuring wider citizen access to CLS events (cont'd...)	iv) Increase reach and accessibility of transport options to and from 2 major events per annum via: <ul style="list-style-type: none"> ➤ specific shuttle buses ➤ increased public transport provision ➤ improved advertising of existing methods of transport 	Indirect Delivery	Cultural and Leisure Services, Development and Regeneration Services Land Services Transport providers (e.g. First, SPT)
1.11 Develop and deliver well planned, consistent and comprehensive services for young people that contribute to key priorities of social inclusion, health, lifelong learning and economic regeneration	i) Establish a Strategic Youth Partnership, responsible for ongoing strategic planning and development of youth services in Glasgow, by end February 2006, with three meetings per annum ii) Develop and implement a Partnership Toolkit for providers of youth services by Summer 2006 iii) Establish cross-sector cluster groups to develop holiday programmes to meet the needs and aspirations of children and young people within their local areas by Spring 2006	Strategic Leadership Direct Delivery Indirect Delivery Strategic Leadership Direct Delivery	Glasgow City Council in conjunction with Greater Glasgow NHS Board, Strathclyde Police, Princes Trust, GCVS, Dialogue Youth + other voluntary sector organisations Cultural and Leisure Services Strategic Youth Partnership Cultural and Leisure Services Social Work Services Education Services Land Services Voluntary sector

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1.11 Develop and deliver well planned, consistent and comprehensive services for young people that contribute to key priorities of social inclusion, health, lifelong learning and economic regeneration (cont'd...)	iv) Establish a cross-service group by April 2006 to develop a programme to engage with looked after and accommodated children and young people, and raise their educational attainment <ul style="list-style-type: none">➤ Identify key targets to effectively deliver the programme	Strategic Leadership	Cultural and Leisure Services Social Work Services Education Services

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<p>1.11 Develop and deliver well planned, consistent and comprehensive services for young people that contribute to key priorities of social inclusion, health, lifelong learning and economic regeneration (cont'd...)</p>	<p>v) Introduce six additional Learning Assistants by March 2007 to deliver:</p> <ul style="list-style-type: none"> ➤ targeted community based programmes supporting Council services working with disaffected young people ➤ out of school family programmes to encourage return visits from young people, their families and carers following visits to Museums as part of the core education programme: <ul style="list-style-type: none"> ▪ Increase workshops for school/pre-5 groups from 2,100 to 3,000 and participants from 65,000 to 103,000 per annum ▪ Increase weekday family events from 100 to 200 and participants from 4,000 to 8,000 per annum ▪ Increase weekend family events from 200 to 300 and participants from 14,000 to 21,000 per annum 	<p>Strategic Leadership Direct Delivery</p>	<p>Cultural and Leisure Services Development and Regeneration Services Voluntary sector</p>

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<p>1.11 Develop and deliver well planned, consistent and comprehensive services for young people that contribute to key priorities of social inclusion, health, lifelong learning and economic regeneration (cont'd...)</p>	<p>vi) Introduce six additional Learning Assistants by March 2007 to deliver: (cont'd...)</p> <ul style="list-style-type: none"> ➤ Increase number of children participating in Museums' holiday programme from 12,000 to 16,000 per annum ➤ Increase community projects from 5 to 20 per annum ➤ Increase major family events from 3 to 6 per annum and participants from 3,000 to 5,000 	<p>Strategic Leadership Direct Delivery</p>	<p>Cultural and Leisure Services Development and Regeneration Services Voluntary sector</p>
<p>1.12 Review communication mechanisms to ensure effective engagement, communication and consultation with young people in Glasgow</p>	<p>i) Develop, implement and monitor a framework for engaging, communicating and consulting with young people by Autumn 2006, with particular emphasis on the most difficult to reach young people</p>	<p>Strategic Leadership Direct Delivery Indirect Delivery</p>	<p>Cultural and Leisure Services Strategic Youth Partnership Dialogue Youth Glasgow Young Scot Card Glasgow Kidz Card</p>

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>2.1 Review and support development and training of staff, stakeholders, and audiences (cont'd...)</p>	<p>iv) Support the arts sector to achieve sustainable audience development through the provision of information, training and professional development opportunities, including through the implementation of Glasgow Grows Audiences' (GGA) Audience Development Strategy 2005-07:</p> <ul style="list-style-type: none"> ➤ Increase membership of Glasgow Grows Audiences from 16 in 2004/05 to 20 in 2005/06 ➤ Deliver 5 days of market research and audience development consultancy to each member annually ➤ Continue to develop resource library and website ➤ Deliver 'industry' conference <i>Glasgow 20:20 Vision for Audiences – Images of Possibility</i> on 17th February 2006 ➤ Publish research findings on barriers to audience development in Glasgow by August 2006 	<p>Strategic Leadership</p>	<p>Cultural and Leisure Services Glasgow Grows Audiences Cultural Enterprise Office</p>

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>2.1 Review and support development and training of staff, stakeholders, and audiences (cont'd...)</p>	<p>v) Support the arts sector to achieve sustainable audience development (cont'd...):</p> <ul style="list-style-type: none"> ➤ Establish feasibility for collective use of standards, and benchmark across Greater Glasgow to produce a box office and front of house charter by end March 2006 ➤ Establish improved communication and networking systems for both box office and front of house staff by end August 2006 ➤ Create opportunities for middle marketing managers to meet/network with related industry experts and opinion formers: <ul style="list-style-type: none"> ▪ Deliver ten industry seminars by May 2006 ▪ Develop up to four case studies of good practice annually and publish on GGA website ▪ Create database of key contacts for training and professional development in the arts, marketing, and market research by end May 2006 	<p>Strategic Leadership</p>	<p>Cultural and Leisure Services Glasgow Grows Audiences Cultural Enterprise Office</p>

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
2.2 Support communities to develop their capacity, confidence and skill base (cont'd...)	vi) Implement Glasgow's Community Learning and Development (CLD) Strategy 2004-07 by March 2007: <ul style="list-style-type: none"> ➤ Develop a Partnership website by June 2006 ➤ Develop draft local CLD Plans for Areas 1 and 8 by end May 2006 ➤ Develop draft local CLD Plans for Areas 2 and 6 by end May 2006 ➤ Complete the Designs for Learning Project by March 2006 	Strategic Leadership Direct Delivery Indirect Delivery	Glasgow Community Learning Strategy Partnership
	vii) Implement Glasgow's Adult Literacy and Numeracy Action Plan 2004-06, achieving 10,000 learners by March 2006	Strategic Leadership Direct Delivery Indirect Delivery	Glasgow Community Learning Strategy Partnership
	viii) Obtain Scottish Executive approval for Glasgow's Adult Literacy and Numeracy Strategic Plan 2006-08 by March 2006	Strategic Leadership Direct Delivery Indirect Delivery	Glasgow Community Learning Strategy Partnership
	ix) Implement Glasgow's Adult Literacy and Numeracy Strategic Plan 2006-08, achieving 11,000 learners by March 2008	Strategic Leadership Direct Delivery Indirect Delivery	Glasgow Community Learning Strategy Partnership

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<p>2.2 Support communities to develop their capacity, confidence and skill base (cont'd...)</p>	<p>xiii) Develop self-sustaining network of community managed facilities:</p> <ul style="list-style-type: none"> ➤ implementation of 3 year training programme, covering 65 facilities (138 full-time and 159 part-time staff + 1082 volunteers) from April 2006: <ul style="list-style-type: none"> ▪ Community Enterprise in Strathclyde (CEiS) to conduct training needs analysis April – June 2006 ▪ Formulation of training programme for volunteers and identification of providers June – September 2006 ▪ Rollout of 12 bespoke training sessions (two per month) for management committees September 2006 – March 2007. To be attended by four volunteers per centre 	<p>Strategic Leadership Direct Delivery Indirect Delivery</p>	<p>Cultural and Leisure Services Development and Regeneration Services Local Housing Organisation CEiS GCVS Scottish Training Foundation Local Community Planning Structures</p>

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>2.2 Support communities to develop their capacity, confidence and skill base (cont'd...)</p>	<p>xiv) Develop self-sustaining network of community managed facilities (cont'd...):</p> <ul style="list-style-type: none"> ➤ staff training and development programme from April 2006, to equip staff with skills and competencies required to support community development and capacity building: <ul style="list-style-type: none"> ▪ Creation of programme with CLS Training and external agencies (e.g. GCVS, Scottish Training Foundation) April – June 2006 ▪ Rollout of training programme for 30 staff September 2006 – June 2007 ➤ seek Committee approval for joint application, monitoring and evaluation procedures in time for 2007/08 grant awards 	<p>Strategic Leadership Direct Delivery Indirect Delivery</p>	<p>Cultural and Leisure Services Development and Regeneration Services Local Housing Organisation CEiS GCVS Scottish Training Foundation Local Community Planning Structures</p>

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2.3 Develop Play Services in Glasgow	i) Develop an integrated approach to play services across the city by end March 2007 and establish a recognised career path within the sector through: <ul style="list-style-type: none"> ➤ the direct delivery of a range of play services ➤ the creation of links with Further Education Colleges ➤ the delivery of training and support to the voluntary sector 	Direct Delivery Indirect Delivery	Cultural and Leisure Services Further Education sector Voluntary sector
2.4 Develop role of libraries as a force for learning in the city	i) Engage citizens in Glasgow in lifelong learning by supporting formal/informal learning opportunities and maximising access through the REAL Learning Network: <ul style="list-style-type: none"> ➤ Achieve 30,000 new users registered as REAL learners by March 2006 ii) Expand the Homework Club initiative to all community libraries, subject to securing additional funding iii) Expand the Healthy Reading Initiative to all community libraries in Glasgow by end March 2006	Direct Delivery Direct Delivery Direct Delivery	Cultural and Leisure Services Scottish Enterprise Glasgow Glasgow Telecolleges Network University of Strathclyde Glasgow University Glasgow Caledonian University Learning and Teaching Scotland Cultural and Leisure Services Cultural and Leisure Services Greater Glasgow NHS Board

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THEME 3: ENHANCE GLASGOW'S CULTURAL INFRASTRUCTURE AND EVENTS PROGRAMME TO SUPPORT THE CITY IN COMPETING IN THE GLOBAL ECONOMY

Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>3.3 Establish a year round programme of Cultural Festivals and Major Events and Exhibitions (cont'd...)</p>	<p>v) Develop a programme of major exhibitions to attract new local audiences and enhance Glasgow's appeal to visitors, with an annual target of 3 million visits to Glasgow Museums</p> <p>vi) Maintain and develop biennial <i>Aye Write! Glasgow's Book Festival</i> to encourage participation in reading and writing in Glasgow: ➤ Second Festival to take place February 2007</p> <p>vii) Undertake a cross-service review of the festival and events programme by end of 2006, in order to rationalise level of funding and planning support provided</p>	<p>Direct Delivery</p> <p>Strategic Leadership Direct Delivery</p> <p>Strategic Leadership Indirect Delivery</p>	<p>Cultural and Leisure Services</p> <p>Cultural and Leisure Services Scottish Enterprise Glasgow HE/FE Sector Commercial Partners</p> <p>Glasgow City Marketing Bureau Cultural & Leisure Services Development and Regeneration Services Scottish Enterprise Glasgow</p>
<p>3.4 Review how orchestral music is supported and performed in the city</p>	<p>i) Contribute to Scottish Arts Council's strategic review of orchestral provision by April 2006, to inform the ongoing City Halls/Fruitmarket development</p>	<p>Strategic Leadership</p>	<p>Cultural and Leisure Services Glasgow Cultural Enterprises City Halls/Fruitmarket Scottish Arts Council Royal Scottish National Orchestra (RSNO) Scottish Chamber Orchestra (SCO) BBC Scottish Symphony Orchestra (BBCSSO) Scottish Ensemble Scottish Music Centre</p>

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>3.5 Develop and maintain the city's cultural infrastructure</p>	<p>i) Open restored Kelvingrove Museum and Art Gallery in 2006 and market to enhance Glasgow's status as world-class cultural tourism destination: Annual target of 1.35 million visits</p>	<p>Direct Delivery Indirect Delivery</p>	<p>Cultural and Leisure Services</p>
	<p>ii) Provide improved access to the city's transport and technology collections by completing development of:</p> <ul style="list-style-type: none"> ➤ Phase II of Glasgow Museums Resource Centre by autumn 2008 ➤ Riverside Museum by spring 2009 	<p>Direct Delivery</p>	<p>Cultural and Leisure Services</p>
	<p>iii) Refurbish the Burrell Collection:</p> <ul style="list-style-type: none"> ➤ improve entrance access by March 2006 ➤ modernise displays & achieve 5-star visitor attraction grading by spring 2010 	<p>Direct Delivery</p>	<p>Cultural and Leisure Services</p>
	<p>iv) Develop plan to conserve / improve accessibility of the Charles Rennie Mackintosh Ingram Street Tearooms by autumn 2007</p>	<p>Direct Delivery</p>	<p>Cultural and Leisure Services</p>

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
3.5 Develop and maintain the city's cultural infrastructure (cont'd...)	v) Complete development of a major integrated cultural facility in Easterhouse by summer 2006, providing services including theatre, library, swimming pool, further education, etc.	Strategic Leadership Direct Delivery	Cultural and Leisure Services John Wheatley College
	vi) Support the ongoing development of Tramway, including the establishment of new headquarters for Scottish Ballet (scheduled completion 2008)	Strategic Leadership Direct Delivery	Cultural and Leisure Services Scottish Arts Council Scottish Ballet Hidden Gardens Charitable Trust
	vii) Develop a community leisure facility to serve the Maryhill area, comprising swimming pool, sports hall, and health and fitness facilities: <ul style="list-style-type: none"> ➤ Complete and open the leisure centre by March 2008 ➤ Achieve an annual attendance target of 200,000 	Direct Delivery	Cultural and Leisure Services
	viii) Complete development of the City Halls / Fruitmarket by January 2006 to provide an integrated centre for music and education in Glasgow	Direct Delivery Indirect Delivery	Cultural and Leisure Services Education Services SCO Scottish Music Centre Glasgow Cultural Enterprises Cultural Enterprise Office

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
3.5 Develop and maintain the city's cultural infrastructure (cont'd...)	ix) Support the development of the National and Regional Facilities for sport: <ul style="list-style-type: none"> ➤ National Indoor Sports Arena (opening 2010) ➤ Toryglen Regional Indoor Training Facility (opening 2008) ➤ Scotstoun Rugby and Athletics Stadium (opening 2008) 	Direct Delivery	Cultural and Leisure Services sportscotland Scottish Rugby Union Scottish Football Association Scottish Athletics

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
3.6 Develop Glasgow's Tourism role	<p>i) Develop and implement Glasgow's Tourism Strategy 2006-16</p> <p>ii) Glasgow City Marketing Bureau to co-ordinate and strengthen the positioning of Glasgow in target business and leisure markets:</p> <ul style="list-style-type: none"> ➤ enhance marketing of new and existing events through closer alignment with the Glasgow brand <i>Glasgow: Scotland with Style</i> ➤ attract conferences, meetings, and events to the city in order to achieve: <ul style="list-style-type: none"> ▪ additional 170,000 leisure tourists by end November 2007 ▪ additional £19.71million leisure tourism expenditure by end November 2007 ▪ additional £30 million conference, business and events-led tourism expenditure by end of November 2007 	<p>Strategic Leadership Indirect Delivery</p> <p>Indirect Delivery</p>	<p>Development and Regeneration Services Glasgow City Marketing Bureau VisitScotland Glasgow Scottish Enterprise Glasgow</p> <p>Glasgow City Marketing Bureau VisitScotland Glasgow VisitBritain</p>

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
3.7 Develop the Merchant City as a focus for the visual arts and related cultural industries	<ul style="list-style-type: none"> i) Develop Merchant City Visitor Trail (completed 2005 – reprint schedule 2006) ii) Establish bannerling of cultural venues: <ul style="list-style-type: none"> ➤ Trial bannerling by March 2006 iii) Develop the visitor potential of the Ramshorn Church and trails around the graveyard: <ul style="list-style-type: none"> ➤ Project start April 2007 iv) Support restoration and re-use of former Britannia Music Hall, Trongate (external works completed by April 2006) 	<ul style="list-style-type: none"> Direct Delivery Direct Delivery Indirect Delivery Indirect Delivery 	<ul style="list-style-type: none"> Townscape Heritage Initiative Development and Regeneration Services Townscape Heritage Initiative Development and Regeneration Services Townscape Heritage Initiative Development and Regeneration Services Strathclyde University Townscape Heritage Initiative Development and Regeneration Services Britannia Panoptican Music Hall Trust

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
3.7 Develop the Merchant City as a focus for the visual arts and related cultural industries (cont'd...)	v) Implement the Merchant City Arts Property Strategy, in particular achieve completion of following key projects: <ul style="list-style-type: none"> ➤ Development of City Halls (scheduled completion 2006) ➤ Fruitmarket redevelopment (scheduled completion 2006) ➤ Development of King Street North Block (scheduled completion Autumn 2007) and The Briggait (scheduled completion Autumn 2008) to provide a well-equipped resource for visual arts in Glasgow 	Strategic Leadership Indirect Delivery	Cultural & Leisure Services Development and Regeneration Services Townscape Heritage Initiative Scottish Arts Council Scottish Enterprise Glasgow Civic Works Glasgow Independent Studios Glasgow Media Access Centre Glasgow Print Studio Project Ability Russian Cultural Centre Street Level Sharmanka Transmission

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>3.8 Develop the Mitchell Library as a visitor attraction based on its world-renowned collections that promote the city as a cultural tourist destination (cont'd...)</p>	<p>iv) Continue to develop a programme of events and activities which highlight and promote the Mitchell's collections, including the Special Collections and Family History</p> <p>v) Continue to develop The Mitchell as a venue for major exhibitions:</p> <ul style="list-style-type: none"> ➤ Complete Phase 1 by August 2006 	<p>Strategic Leadership Direct Delivery</p> <p>Strategic Leadership Direct Delivery</p>	<p>Cultural and Leisure Services</p> <p>Cultural and Leisure Services Glasgow City Marketing Bureau Commercial partners</p>
<p>3.9 Develop, maintain and promote the range of materials available within Glasgow Libraries and continue to develop Reader Development</p>	<p>i) Improve and develop the quality, range and number of books in stock in Glasgow's libraries in line with targets agreed in the city's Stock Development Policy</p> <p>ii) Prioritise acquisition of Scottish material, in order to enhance existing collections and support cultural developments, local history, and genealogy:</p> <ul style="list-style-type: none"> ➤ Evaluate suppliers, at tender stage, on ability to source and supply Scottish material (representing approximately 1% of published book material) 	<p>Direct Delivery</p> <p>Direct Delivery</p>	<p>Cultural and Leisure Services</p> <p>Cultural and Leisure Services</p>

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>3.11 Establish minimum service and quality standards for provision of cultural services</p>	<p>i) Develop a strategy by August 2006 for achieving highest possible Visitor Attraction star rating for all Museums</p>	<p>Direct Delivery</p>	<p>Cultural and Leisure Services</p>
	<p>ii) Achieve Chartermark accreditation to ensure service quality and delivery of services that are accessible to all who need them :</p> <ul style="list-style-type: none"> ➤ Libraries by May 2006 ➤ Museums by July 2007 ➤ Arts, Play and Community Services by July 2007 	<p>Direct Delivery</p>	<p>Cultural and Leisure Services</p>
	<p>iii) Achieve Quest accreditation of all Sport and Recreation Services by end 2006</p>	<p>Direct Delivery</p>	<p>Cultural and Leisure Services</p>

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>3.12 Developing the long-term competitiveness of Glasgow's Creative and Cultural Industries</p>	<p>Seek Committee approval by Spring 2006 for the strategy and implementation action plan for developing Glasgow's Creative and Cultural Industries, including:</p> <p><u>i) Creative Infrastructure</u></p> <ul style="list-style-type: none"> • Develop Film City Glasgow by 2008 as part of the refurbishment of Govan Town Hall • Investigate the feasibility for establishing a Creative Industries Hub in the Merchant City area: <ul style="list-style-type: none"> ➤ Alternative location for cleansing depot identified • Complete the Creative Industries Property Review • Support shop front development in Merchant City to support the Creative Industries: <ul style="list-style-type: none"> ➤ New programme (Saltmarket) scheduled for 2007/08 	<p>Direct Delivery</p> <p>Indirect Delivery</p> <p>Indirect Delivery</p> <p>Indirect Delivery</p>	<p>Glasgow City Council Scottish Enterprise Glasgow</p> <p>Townscape Heritage Initiative GCC/SEGL/HE/FE institutes Scottish Arts Council, Cultural Enterprise Office / National Endowment for Science, Technology and the Arts / Strathclyde European Partnership</p> <p>Development and Regeneration Services Scottish Enterprise Glasgow Scottish Arts Council</p> <p>Townscape Heritage Initiative Development and Regeneration Services</p>

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>3.12 Developing the long-term competitiveness of Glasgow's Creative and Cultural Industries (cont'd...)</p>	<p>i) <u>Creative Infrastructure</u> (cont'd...)</p> <ul style="list-style-type: none"> • Showcase Glasgow's Creative talent through the existing cultural infrastructure to a UK and international audience <p>ii) <u>Creative Business</u></p> <ul style="list-style-type: none"> • Glasgow Film Office to continue to provide industry specific support in TV production & film sectors • Develop specific programmes to address key market failures and business needs across CI Cluster, in particular: <ul style="list-style-type: none"> ➢ business start up ➢ investor readiness ➢ management skills ➢ research and development ➢ innovation • Provide company support for: <ul style="list-style-type: none"> ➢ design and architecture, ➢ music businesses and ➢ cultural industries (DRS/CLS) 	<p>Indirect Delivery</p> <p>Indirect Delivery</p> <p>Direct Delivery Indirect Delivery</p> <p>Indirect Delivery</p>	<p>Glasgow City Council Scottish Arts Council Scottish Enterprise Glasgow Centre for Contemporary Arts The Lighthouse</p> <p>Development and Regeneration Services</p> <p>Development and Regeneration Services Scottish Enterprise Glasgow</p> <p>Development and Regeneration Services Cultural and Leisure Services Chief Executive's Office Scottish Enterprise Glasgow Scottish Arts Council The Lighthouse New Music Industry Association</p>

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>3.12 Develop the long-term competitiveness of Glasgow's Creative and Cultural Industries (cont'd...)</p>	<ul style="list-style-type: none"> • To achieve £29.26m local spend from film and television production activity by 2008 • To lever £13.44m external private sector funds • To establish Glasgow as the leading production centre outside of London • To contribute to the creation of a Digital Media Park at Pacific Quay: <ul style="list-style-type: none"> ➤ Phase 1 Access, Infrastructure and Public Realm works for eastern part of the site to commence March 2006, with completion scheduled for spring 2007 ➤ Building works to commence on site January 2006. Scheduled completion by March 2007 • To contribute to the establishment of studio facilities in Glasgow and its environs 	<p>Direct Delivery</p> <p>Indirect Delivery</p> <p>Indirect Delivery</p> <p>Indirect Delivery</p> <p>Indirect Delivery</p>	<p>Development and Regeneration Services Scottish Enterprise Glasgow European Regional Development Fund (ERDF) via Strathclyde European Partnership</p>

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>3.12 Develop the long-term competitiveness of Glasgow's Creative and Cultural Industries (cont'd...)</p>	<p><u>iii) Creative People</u></p> <ul style="list-style-type: none"> • Ensure that opportunities to participate in creative and cultural activities are available to all • Develop Graduate Support scheme (linked to Creative Hub Proposal) <p><u>iv) Internationalisation</u></p> <ul style="list-style-type: none"> • Develop international networks • Co-ordinate international business development support • Develop targeted inward investment proposition • Develop inward missions programme 	<p>Direct Delivery Indirect Delivery</p> <p>Indirect Delivery</p> <p>Indirect Delivery</p> <p>Indirect Delivery</p> <p>Indirect Delivery</p> <p>Indirect Delivery</p>	<p>Cultural and Leisure Services Glasgow Media Access Centre Scottish Arts Council Scottish Screen</p> <p>Glasgow City Council HE/FE institutes/CEO/Scottish Arts Council/NESTA/ Scottish Enterprise Glasgow/SEP</p> <p>Scottish Enterprise Glasgow Glasgow City Council The Lighthouse Research Centre, Glasgow Film Office (GFO)</p> <p>Business Gateway International Trade (BGIT), Glasgow City Council, Scottish Enterprise Glasgow, Scottish Development International (SDI), The Lighthouse, GFO, Research Centre</p> <p>Glasgow City Council Scottish Enterprise Glasgow</p> <p>SDI/BGIT Scottish Enterprise Glasgow Glasgow City Council</p>

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>3.12 Develop the long-term competitiveness of Glasgow's Creative and Cultural Industries (cont'd...)</p>	<p>v) <u>Creativity and Innovation</u></p> <ul style="list-style-type: none"> • Investigate feasibility for establishing Glasgow Creative Innovation Fund (linked to Creative Industries Hub) • Promote artistic innovation <p>vi) <u>Job Creation for equality target groups in the Creative and Cultural Industries</u></p> <ul style="list-style-type: none"> • To achieve following targets by 2008: <ul style="list-style-type: none"> ➤ 14.85 job years created for disabled people ➤ 14.85 job years created for ethnic minorities ➤ 463 job years created for women ➤ 96 job years created in areas defined as most in need 	<p>Direct Delivery Indirect Delivery</p> <p>Direct Delivery Indirect Delivery</p> <p>Direct Delivery</p>	<p>Development and Regeneration Services Scottish Enterprise Glasgow</p> <p>Cultural and Leisure Services</p> <p>Development and Regeneration Services Scottish Enterprise Glasgow ERDF via Strathclyde European Partnership</p>

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
4.3 Implement City Plan – River Clyde	i) Implement River Area Local Development Strategies involving: <ul style="list-style-type: none"> ➤ Community Regeneration Programme: <ul style="list-style-type: none"> ▪ Refurbishment of Govan Town Hall ▪ Refurbishment of Yoker Community Campus ▪ Construction of Whiteinch Community Centre ▪ Development of Scotstoun Centre ➤ IFSD / Broomielaw Public Realm Works by early 2007 ➤ Tradeston / Broomielaw Regeneration – Phase 1 between 2006-2010 (complete redevelopment by 2015) ➤ Clyde Walkway and River Access – completion Phase 3 by mid 2006 ➤ Anderston and Springfield Quay pedestrian bridge – completion by 2007/08 ➤ ‘Glasgow Bridge’ – completion by 2007 	Direct Delivery Indirect Delivery	Development and Regeneration Services

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
4.5 Implement City Plan – city-wide projects	<p>i) Implement city Lighting Strategy – Phase 2 by April 2007</p> <p>ii) Pilot the city Lighting Festival:</p> <ul style="list-style-type: none"> ➤ Pilot Lighting Festival delivered 25 – 27 November 2005 ➤ Complete evaluation of pilot Lighting Festival by end of March 2006 <p>iii) Develop a Public Art Strategy during 2006/07:</p> <ul style="list-style-type: none"> ➤ Scoping exercise completed by end March 2006 	<p>Direct Delivery</p> <p>Direct Delivery</p> <p>Direct Delivery Indirect Delivery</p>	<p>Development and Regeneration Services Land Services Building Services</p> <p>Development and Regeneration Services</p> <p>Development and Regeneration Services Civic Trust</p>

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
4.6 Implement City Plan – Environment and Heritage Action initiatives	<p>i) Implement Glasgow's Access (Paths for all) Strategy (ongoing)</p> <p>ii) Implement Core Path Plan by mid 2006</p> <p>iii) Implement Glasgow's Local Biodiversity Action Plan by:</p> <ul style="list-style-type: none"> ➤ Implementing recommendations of the Habitat and Species Action Plans (Tranche 1) ➤ Developing Habitat and Species Action Plan (Tranche 2) and implementing the key recommendations/actions <p>iv) Implement Glasgow's City Woodland Initiative by end 2008</p> <p>v) Implement the Kelvin, Clyde and Carts Greenspace Projects up to March 2007 and apply to Scottish Natural Heritage for a 3 year grant for 2007-2010</p>	<p>Direct Delivery</p> <p>Indirect Delivery</p> <p>Indirect Delivery</p> <p>Indirect Delivery</p> <p>Indirect Delivery</p>	<p>Development and Regeneration Services</p> <p>Development and Regeneration Services Community Planning Glasgow Outdoor Access Forum</p> <p>Development and Regeneration Services Land Services Scottish Natural Heritage</p> <p>Development and Regeneration Services Scottish Natural Heritage Forestry Commission</p> <p>Development and Regeneration Services/Renfrewshire Council East Renfrewshire Council Structure Plan Team Greenspace Scotland Scottish Natural Heritage</p>

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
4.6 Implement City Plan – Environment and Heritage Action initiatives (cont'd...)	vi) Publish eleven conservation Area Appraisals and produce consultation drafts for Glasgow West and Central conservation Areas by end September 2006	Direct Delivery	Development and Regeneration Services
	vii) Seek World Heritage Site Status <ul style="list-style-type: none"> ➤ Antonine Wall by 2007 ➤ Prepare & submit bid for the work of Charles Rennie Mackintosh (shortlist to be reviewed in 2007) 	Indirect Delivery	Development and Regeneration Services
	viii) Effectively manage the distribution of the Historic Building Grant Budget (ongoing)	Direct Delivery	Development and Regeneration Services
	ix) Complete the Buildings at Risk Survey & implement action plan	Indirect Delivery	Development and Regeneration Services Environmental Protection Services Legal Services
	x) Develop programme of activities in 2006 to promote design quality in the regeneration of the city: <ul style="list-style-type: none"> ➤ Deliver 12 seminars per annum (six for elected members and six for officers) ➤ Establish a debating forum (invited audience), with initial forum held by end of 2006 ➤ Provide two training courses in Urban Design by end March 2006 	Direct Delivery	Development and Regeneration Services

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
4.6 Implement City Plan – Environment and Heritage Action initiatives (cont'd...)	xi) Establish Six Cities Biennial Creative Design Festival: <ul style="list-style-type: none"> ➤ First meeting of steering group by end March 2006 ➤ Steering group, in conjunction with The Lighthouse, to identify main elements of festival programme by July 2006 	Indirect Delivery	Development and Regeneration Services Cultural and Leisure Services The Lighthouse
4.7 To encourage greater use of parks	i) Introduce a more extensive programme of events and activities in parks by April 2006 ii) Develop a network of healthy walks, orienteering circuits and cycle routes in parks by March 2006 iii) Develop an activity programme for children and young people by March 2007 iv) Identify routes and facilities in parks that are barrier free and accessible to all by October 2006 v) Review the scope for the introduction of concession rates for all park activities by end of August 2006	Direct Delivery Direct Delivery Indirect Delivery Direct Delivery Direct Delivery Direct Delivery	Land Services Cultural and Leisure Services Land Services Greater Glasgow NHS Board other partners Land Services other Council Services Land Services Land Services

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
4.8 To develop and enhance the range of facilities and amenities within Parks	i) Complete refurbishment of Kibble Palace by July 2006 ii) Continue to develop dialogue with disabled people's groups to ensure the needs of disabled children are incorporated into play area proposals and designs (ongoing) iii) Implement a tree management plan by 2009	Direct Delivery Indirect Delivery Direct Delivery Direct Delivery	Land Services Heritage Lottery Fund Historic Scotland Land Services Land Services
4.9 Develop a comprehensive parks service	i) Implement an environmental policy and identify the partners required to make this successful from June 2005 ii) Develop an allotments strategy that links to the health and well being objectives of Glasgow City Council by March 2006 iii) Continue to support "Friends of Parks" groups (ongoing)	Direct Delivery Direct Delivery Direct Delivery Indirect Delivery	Land Services Land Services Land Services

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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
4.10 Create a better understanding and awareness of the parks service	i) Establish plans to facilitate local groups using parks for community events, galas and days out by April 2006	Direct Delivery	Land Services Local groups
	ii) Introduce electronic booking facilities for golf and the Equestrian Centre by March 2006	Direct Delivery	Land Services