



Glasgow's Cultural Strategy

Glasgow: The Place, The People, The Potential

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Strategic Key Priorities and Actions for the Future

Theme 1: Encourage Cultural and Sporting Participation

(Council Key Objectives: 1, 3 and 4)



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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>1.1 Develop Strategic Partnerships to support cultural provision in Glasgow</p>	<ul style="list-style-type: none"> i) Establish a Cultural Planning Partnership for Glasgow by end 2006 ii) Continue involvement in existing Strategic Partnerships (e.g. City Sports Partnership, Glasgow Community Learning Strategy Partnership, Strategic Youth Partnership, Glasgow Community Planning Partnership, Clyde Valley Community Planning Partnership) 	<p>Strategic Leadership</p> <p>Strategic Leadership Indirect Delivery</p>	<p>Glasgow City Council, Scottish Enterprise Glasgow, Greater Glasgow NHS Board (GGNHSB), Glasgow Housing Association (GHA), major cultural learning establishments (e.g. Glasgow University, Royal Scottish Academy of Music and Drama (RSAMD), Strathclyde University), and organisations representing the arts and cultural sector (e.g. Cultural Enterprise Office (CEO), Glasgow Grows Audiences (GGA))</p> <p>Glasgow City Council and range of relevant agencies from public, business, voluntary and education sectors</p>

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<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 Glasgow City Council (GCC) website as a tool for information on cultural and sporting events and activities through the What's On 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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<p>1.2 To develop information and communication services which support participation and audience development (cont'd...)</p>	<p>ii) Develop libraries as the hub of a city-wide integrated information service providing free access to a wide range of resources (cont'd...):</p> <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. 	<p>Strategic Leadership Direct Delivery</p>	<p>Cultural and Leisure Services Chief Executive's/ICT Scottish Arts Council Commercial partners</p>
<p>1.3 Develop the role of education and learning (formal and informal) in supporting participation in cultural activity and development of cultural infrastructure</p>	<p>i) Support the introduction of the Active Schools Programme locally through the New Learning Communities and establishing links to sports clubs:</p> <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 	<p>Direct Delivery Indirect Delivery</p>	<p>Education Services Cultural and Leisure Services</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>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"> - Junction 25 – Tramway and RSAMD Youthworks 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 - Encourage – partnership with Strathclyde University to improve access and involvement in the arts for older adults aged 50+ through delivery of three 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>viii) Continue to develop links with key cultural learning establishments and explore possibilities for developments in curriculum, for example: (cont'd...)</p> <ul style="list-style-type: none"> - Give Learning a Sporting Chance – national pilot targeting young people with an interest in football, to develop numeracy and literacies skills: <ul style="list-style-type: none"> • Complete Glasgow pilot, involving Celtic and Rangers Football Clubs, by end March 2006 • Following evaluation of pilot, develop ongoing programme of activities, with clear targets for the number of young people to be engaged 	<p>Strategic Leadership</p>	<p>Cultural and Leisure Services Education Services Glasgow Community Learning Strategy Partnership RSAMD Glasgow School of Art Strathclyde University Scottish Adult Learning Partnership Sgoil Ghaidhlig Ghlaschu Celtic Football Club Rangers Football Club 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 Every Child A Member on 1st April 2006 - a major campaign within Glasgow to raise awareness of the 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 BookStart programme across the city - Develop and implement Count Me In - a numeracy programme for children and their families - Promote Books to Go 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>	<ul style="list-style-type: none"> i) Continue to develop the biennial Aye Write! Glasgow's Book Festival, in order to increase the number of under-represented groups participating in reading, writing and discussion, and to bridge the digital divide: <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 (HE/FE) sector 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 Live Active – 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 - Live Active DVD to be produced in Cantonese, Punjabi and Urdu by June 2006 - Attendance at minimum of 15 community based events in 2006 to promote Live Active 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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<p>1.5 To facilitate access to and understanding of library services and collections</p>	<ul style="list-style-type: none"> 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 Books to Go – a range of services involving work places, community libraries and community venues: <ul style="list-style-type: none"> - Online reservations available by April 2006 - Establish three Books to Go pick-up points (excluding libraries) city-wide by March 2006 	<p>Direct Delivery</p> <p>Direct Delivery</p> <p>Direct Delivery</p>	<p>Cultural and Leisure Services</p> <p>Cultural and Leisure Services Voluntary sector</p> <p>Cultural and Leisure Services</p>
<p>1.6 Improve access to and promote the city's important and heritage collections within Glasgow Museums</p>	<ul style="list-style-type: none"> 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 	<p>Direct Delivery</p> <p>Direct Delivery</p>	<p>Cultural and Leisure Services</p> <p>Cultural and Leisure Services</p>

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

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<p>1.8 To provide clear pathways for individuals and groups to access and develop cultural activity (cont'd...)</p>	<p>v) Provide every child participating in our Learn to Swim scheme in schools with a pathway to advanced swimming programmes in our swimming pools</p>	<p>Direct Delivery</p>	<p>Cultural and Leisure Services Education Services</p>
<p>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>	<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 the 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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<p>1.10 Ensuring wider citizen access to Cultural Leisure Services' (CLS) events</p>	<ul style="list-style-type: none"> i) Develop a 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) ii) To retain free / low cost entry to the majority of events, whilst retaining a high quality standard iii) Address access issues to ensure Cultural and Leisure Services' (CLS) events meet requirements of the Disability Discrimination Act (DDA), including: <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 Cultural and Leisure Services' events/projects</p>

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<p>1.10 Ensuring wider citizen access to Cultural and Leisure Services' (CLS) events (cont'd...)</p>	<p>iv) Increase reach and accessibility of transport options to and from two major events per annum via:</p> <ul style="list-style-type: none"> - specific shuttle buses - increased public transport provision - improved advertising of existing methods of transport 	<p>Indirect Delivery</p>	<p>Cultural and Leisure Services Development and Regeneration Services Land Services Transport providers (e.g. First, SPT)</p>
<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</p>	<p>ii) Establish a Strategic Youth Partnership, responsible for ongoing strategic planning and the development of youth services in Glasgow, by end February 2006, with three meetings per annum</p> <p>ii) Develop and implement a Partnership Toolkit for providers of youth services by Summer 2006</p> <p>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</p>	<p>Strategic Leadership</p> <p>Direct Delivery Indirect Delivery</p> <p>Strategic Leadership Direct Delivery</p>	<p>Glasgow City Council in conjunction with Greater Glasgow NHS Board, Strathclyde Police, Princes Trust, GCVS, Dialogue Youth + other voluntary sector organisations</p> <p>Cultural and Leisure Services Strategic Youth Partnership</p> <p>Cultural and Leisure Services Social Work Services Education Services Land 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>	<ul style="list-style-type: none"> 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 - Identify key targets to effectively deliver the programme 	<p>Strategic Leadership</p>	<p>Cultural and Leisure Services Social Work Services Education Services</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>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>

Strategic Key Priorities and Actions for the Future

Theme 2: Encourage Learning, Training, Volunteering and Pathways to Employment through Culture and Sport



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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 Glasgow 20:20 Vision for Audiences – Images of Possibility 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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<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
<p>2.2 Support communities to develop their capacity, confidence and skill base (cont'd...)</p>	<p>vi) Implement Glasgow's Community Learning and Development (CLD) Strategy 2004-07 by March 2007:</p> <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 	<p>Strategic Leadership Direct Delivery Indirect Delivery</p>	<p>Glasgow Community Learning Strategy Partnership</p>
	<p>vii) Implement Glasgow's Adult Literacy and Numeracy Action Plan 2004-06, achieving 10,000 learners by March 2006</p>	<p>Strategic Leadership Direct Delivery Indirect Delivery</p>	<p>Glasgow Community Learning Strategy Partnership</p>
	<p>viii) Obtain Scottish Executive approval for Glasgow's Adult Literacy and Numeracy Strategic Plan 2006-08 by March 2006</p>	<p>Strategic Leadership Direct Delivery Indirect Delivery</p>	<p>Glasgow Community Learning Strategy Partnership</p>
	<p>ix) Implement Glasgow's Adult Literacy and Numeracy Strategic Plan 2006-08, achieving 11,000 learners by March 2008</p>	<p>Strategic Leadership Direct Delivery Indirect Delivery</p>	<p>Glasgow Community Learning Strategy Partnership</p>

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<p>2.2 Support communities to develop their capacity, confidence and skill base (cont'd...)</p>	<ul style="list-style-type: none"> x) Engage citizens in community-based adult learning programmes that support family, community, personal and working life by: <ul style="list-style-type: none"> - Maximising participation in adult learning through cross-service and sector working in Community Learning and Development (CLD) planning areas xi) Develop a tailored core programme and outreach activities in libraries, expanding the programme by April 2006 to include basic skills, creative writing, ICT etc xii) Develop Community Events Guide for all organisations across the city currently delivering events: <ul style="list-style-type: none"> - circulate first draft for consultation by March 2006 - agree final draft by end May 2006 	<p>Strategic Leadership Direct Delivery Indirect Delivery</p> <p>Direct Delivery</p> <p>Strategic Leadership</p>	<p>Glasgow City Council (Cultural and Leisure Services, Education Services), Voluntary sector, Universities, Scottish Adult Learning Partnership, Scottish Enterprise Glasgow, CLD Area Planning Groups, Equal Access Team</p> <p>Cultural and Leisure Services</p> <p>Cultural and Leisure Services Land Services Chief Executive's Health and Safety Local art groups Local community groups</p>

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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 • Roll-out 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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<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 Cultural and Leisure Services Training and external agencies (e.g. GCVS, Scottish Training Foundation) April – June 2006 • Roll-out 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>

Strategic Key Priorities and Actions for the Future

Theme 3: Enhance Glasgow's Cultural Infrastructure and Events Programme to Support the City in Competing in the Global Economy

(Council Key Objectives: 4 and 5)



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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
3.1 Develop Glasgow's Metropolitan role	i) Develop a campaign by Spring 2007 to make the case for the recognition of Glasgow's metropolitan role in cultural and leisure provision, including seeking revenue funding for Glasgow Museums from the Scottish Executive	Strategic Leadership	Cultural and Leisure Services
3.2 Secure the Commonwealth Games 2014 for Glasgow	i) Prepare and submit Glasgow's formal bid for the Commonwealth Games 2014 by spring 2007	Strategic Leadership	Glasgow 2014 Working Group
3.3 Establish a year round programme of Cultural Festivals and Major Events and Exhibitions	i) Develop Glasgow International as the city's annual curated festival of contemporary visual arts, taking place in April each year: <ul style="list-style-type: none"> - Increase visitor numbers from 29,725 in 2005 to 34,000 in 2006 and to 40,500 in 2007 ii) Establish a Charles Rennie Mackintosh marketing campaign and festival by September 2006, to celebrate the work of Mackintosh through a series of events in 2006/07, including exhibitions, educational activities, online resources, and publications	Strategic Leadership Indirect Delivery Indirect Delivery	Cultural and Leisure Services Development and Regeneration Services Scottish Enterprise Glasgow Charles Rennie Mackintosh Society Scottish Enterprise Glasgow Development and Regeneration Services Cultural and Leisure Services Private sector

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Theme 3: Enhance Glasgow's Cultural Infrastructure and Events Programme to Support the City in Competing in the Global Economy



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<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 and 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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Theme 3: Enhance Glasgow's Cultural Infrastructure and Events Programme to Support the City in Competing in the Global Economy



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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 (cont'd...)</p>	<ul style="list-style-type: none"> v) Complete development of a major integrated cultural facility in Easterhouse by summer 2006, providing services including theatre, library, swimming pool, further education, etc. vi) Support the ongoing development of Tramway, including the establishment of new headquarters for Scottish Ballet (scheduled completion 2008) 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 viii) Complete development of the City Halls / Fruitmarket by January 2006 to provide an integrated centre for music and education in Glasgow 	<p>Strategic Leadership Direct Delivery</p> <p>Strategic Leadership Direct Delivery</p> <p>Direct Delivery</p> <p>Direct Delivery Indirect Delivery</p>	<p>Cultural and Leisure Services John Wheatley College</p> <p>Cultural and Leisure Services Scottish Arts Council Scottish Ballet Hidden Gardens Charitable Trust</p> <p>Cultural and Leisure Services</p> <p>Cultural and Leisure Services Education Services SCO Scottish Music Centre Glasgow Cultural Enterprises Cultural Enterprise Office</p>

Strategic Key Priorities and Actions for the Future

Theme 3: Enhance Glasgow’s Cultural Infrastructure and Events Programme to Support the City in Competing in the Global Economy



Glasgow’s Cultural Strategy
Glasgow: The Place, The People, The Potential

Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>3.5 Develop and maintain the city’s cultural infrastructure (cont’d...)</p>	<p>ix) Support the development of the National and Regional Facilities for sport:</p> <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) 	<p>Direct Delivery</p>	<p>Cultural and Leisure Services sportsotland Scottish Rugby Union Scottish Football Association Scottish Athletics</p>

Strategic Key Priorities and Actions for the Future

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Glasgow's Cultural Strategy
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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>3.6 Develop Glasgow's Tourism role</p>	<ul style="list-style-type: none"> i) Develop and implement Glasgow's Tourism Strategy 2006-16 ii) Glasgow City Marketing Bureau to co-ordinate and strengthen the positioning of Glasgow in target business and leisure markets: <ul style="list-style-type: none"> - enhance marketing of new and existing events through closer alignment with the Glasgow brand Glasgow: Scotland with Style - 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>

Strategic Key Priorities and Actions for the Future

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Glasgow's Cultural Strategy
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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>3.7 Develop the Merchant City as a focus for the visual arts and related cultural industries</p>	<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) 	<p>Direct Delivery</p> <p>Direct Delivery</p> <p>Indirect Delivery</p> <p>Indirect Delivery</p>	<p>Townscape Heritage Initiative Development and Regeneration Services</p> <p>Townscape Heritage Initiative Development and Regeneration Services</p> <p>Townscape Heritage Initiative Development and Regeneration Services Strathclyde University</p> <p>Townscape Heritage Initiative Development and Regeneration Services Britannia Panoptican Music Hall Trust</p>

Strategic Key Priorities and Actions for the Future

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Glasgow's Cultural Strategy
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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>3.7 Develop the Merchant City as a focus for the visual arts and related cultural industries (cont'd...)</p>	<p>v) Implement the Merchant City Arts Property Strategy, in particular achieve completion of following key projects:</p> <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 	<p>Strategic Leadership Indirect Delivery</p>	<p>Cultural and 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</p>

Strategic Key Priorities and Actions for the Future

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Glasgow's Cultural Strategy
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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>	<ul style="list-style-type: none"> 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 v) Continue to develop The Mitchell as a venue for major exhibitions: <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 support reader development</p>	<ul style="list-style-type: none"> 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 ii) Prioritise acquisition of Scottish material, in order to enhance existing collections and support cultural developments, local history, and genealogy: <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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Glasgow's Cultural Strategy
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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>3.9 Develop, maintain and promote the range of materials available within Glasgow Libraries and continue to support reader development (cont'd...)</p>	<p>iii) Continue to support reader development</p> <ul style="list-style-type: none"> - World Book Day annually in March - National Poetry Day annually in October 	<p>Direct Delivery Indirect Delivery</p>	<p>Cultural and Leisure Services Commercial partners</p>
<p>3.10 Develop Gallery of Modern Art (GoMA) and Tramway as the city's premier contemporary art venues</p>	<p>i) GoMA to focus on young people, its Contemporary Arts and Human Rights biennial exhibitions and promoting the city internationally:</p> <ul style="list-style-type: none"> - In 2007, to explore issues of Sectarianism and Divided Communities <p>ii) Implement 5-year Business Plan for Tramway, following Committee approval, in order to deliver education, international, and participatory programmes</p>	<p>Direct Delivery</p> <p>Strategic Leadership Direct Delivery</p>	<p>Cultural and Leisure Services</p> <p>Cultural and Leisure Services Education Services Encore Catering (Direct and Care Services) Scottish Arts Council Scottish Ballet Hidden Gardens Charitable Trust</p>

Strategic Key Priorities and Actions for the Future

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Glasgow's Cultural Strategy
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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>	<ul style="list-style-type: none"> i) Develop a strategy by August 2006 for achieving highest possible Visitor Attraction star rating for all Museums ii) Achieve Chartermark accreditation to ensure service quality and delivery of services that are accessible to all who need them : <ul style="list-style-type: none"> - Libraries by May 2006 - Museums by July 2007 - Arts, Play and Community Services by July 2007 iii) Achieve Quest accreditation of all Sport and Recreation Services by end 2006 	<p>Direct Delivery</p> <p>Direct Delivery</p> <p>Direct Delivery</p>	<p>Cultural and Leisure Services</p> <p>Cultural and Leisure Services</p> <p>Cultural and Leisure Services</p>

Strategic Key Priorities and Actions for the Future

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Glasgow's Cultural Strategy
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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 action plan for developing Glasgow's Creative and Cultural Industries, including:</p> <ul style="list-style-type: none"> i) <u>Creative Infrastructure</u> <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>

Strategic Key Priorities and Actions for the Future

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Glasgow's Cultural Strategy
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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>	<ul style="list-style-type: none"> <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 and film sectors • Develop specific programmes to address key market failures and business needs across the creative industries 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>

Strategic Key Priorities and Actions for the Future

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Glasgow's Cultural Strategy
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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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Glasgow's Cultural Strategy
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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>iii) <u>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>iv) <u>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>vi) <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>vii) <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>

Strategic Key Priorities and Actions for the Future

Theme 4: Develop a Vibrant and Distinctive City which is Attractive to Citizens and Visitors Alike



Glasgow's Cultural Strategy
Glasgow: The Place, The People, The Potential

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

Strategic Key Priorities and Actions for the Future

Theme 4: Develop a Vibrant and Distinctive City which is Attractive to Citizens and Visitors Alike



Glasgow's Cultural Strategy
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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>4.5 Implement City Plan – city-wide projects</p>	<ul style="list-style-type: none"> i) Implement city Lighting Strategy – Phase 2 by April 2007 ii) Pilot the city Lighting Festival: <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 iii) Develop a Public Art Strategy during 2006/07: <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>

Strategic Key Priorities and Actions for the Future

Theme 4: Develop a Vibrant and Distinctive City which is Attractive to Citizens and Visitors Alike



Glasgow's Cultural Strategy
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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>4.6 Implement City Plan – Environment and Heritage Action initiatives</p>	<ul style="list-style-type: none"> i) Implement Glasgow's Access (Paths for all) Strategy (ongoing) ii) Implement Core Path Plan by mid 2006 iii) Implement Glasgow's Local Biodiversity Action Plan by: <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 iv) Implement Glasgow's City Woodland Initiative by end 2008 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>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>

Strategic Key Priorities and Actions for the Future

Theme 4: Develop a Vibrant and Distinctive City which is Attractive to Citizens and Visitors Alike



Glasgow's Cultural Strategy
Glasgow: The Place, The People, The Potential

Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>4.6 Implement City Plan – Environment and Heritage Action initiatives (cont'd...)</p>	<ul style="list-style-type: none"> vi) Publish eleven conservation Area Appraisals and produce consultation drafts for Glasgow West and Central conservation Areas by end September 2006 vii) Seek World Heritage Site Status <ul style="list-style-type: none"> - Antonine Wall by 2007 - Prepare and submit bid for the work of Charles Rennie Mackintosh (shortlist to be reviewed in 2007) viii) Effectively manage the distribution of the Historic Building Grant Budget (ongoing) ix) Complete the Buildings at Risk Survey and implement action plan 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 	<ul style="list-style-type: none"> Direct Delivery Indirect Delivery Direct Delivery Indirect Delivery Direct Delivery 	<ul style="list-style-type: none"> Development and Regeneration Services Development and Regeneration Services Development and Regeneration Services Development and Regeneration Services Environmental Protection Services Legal Services Development and Regeneration Services

Strategic Key Priorities and Actions for the Future

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Glasgow's Cultural Strategy
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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>4.6 Implement City Plan – Environment and Heritage Action initiatives (cont'd...)</p>	<p>xi) Establish Six Cities Biennial Creative Design Festival:</p> <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 	<p>Indirect Delivery</p>	<p>Development and Regeneration Services Cultural and Leisure Services The Lighthouse</p>
<p>4.7 To encourage greater use of parks</p>	<p>i) Introduce a more extensive programme of events and activities in parks by April 2006</p> <p>ii) Develop a network of healthy walks, orienteering circuits and cycle routes in parks by March 2006</p> <p>iii) Develop an activity programme for children and young people by March 2007</p> <p>iv) Identify routes and facilities in parks that are barrier free and accessible to all by October 2006</p> <p>v) Review the scope for the introduction of concession rates for all park activities by end of August 2006</p>	<p>Direct Delivery</p> <p>Direct Delivery Indirect Delivery</p> <p>Direct Delivery</p> <p>Direct Delivery</p> <p>Direct Delivery</p>	<p>Land Services Cultural and Leisure Services</p> <p>Land Services Greater Glasgow NHS Board other partners</p> <p>Land Services other Council Services</p> <p>Land Services</p> <p>Land Services</p>

Strategic Key Priorities and Actions for the Future

Theme 4: Develop a Vibrant and Distinctive City which is Attractive to Citizens and Visitors Alike



Glasgow's Cultural Strategy
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Strategic Priority	Actions	Local Authority Role	Lead Service/Agency and Supporting Partners
<p>4.8 To develop and enhance the range of facilities and amenities within parks</p>	<ul style="list-style-type: none"> 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 	<p>Direct Delivery Indirect Delivery</p> <p>Direct Delivery</p> <p>Direct Delivery</p>	<p>Land Services Heritage Lottery Fund Historic Scotland</p> <p>Land Services</p> <p>Land Services</p>
<p>4.9 Develop a comprehensive parks service</p>	<ul style="list-style-type: none"> 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) 	<p>Direct Delivery</p> <p>Direct Delivery</p> <p>Direct Delivery Indirect Delivery</p>	<p>Land Services</p> <p>Land Services</p> <p>Land Services</p>

