

[REDACTED]

---

**From:** McEwan, David (EDU) [REDACTED]  
**Sent:** 20 December 2018 13:30  
**To:** [REDACTED] Deighan, Susan  
**Subject:** RE: Workshop Briefing Suggested Dates

Dawn,

Thank you for doing that! I have sent invites out for the 23<sup>rd</sup> Jan for PPWG and the 18<sup>th</sup> Feb for Mitchell...

Regards,

David McEwan M.B.A. M.C.I.O.B. | Head of Development | Property & Land Services | Glasgow City Council | Exchange House |  
231 George St | Glasgow G1 1RX [REDACTED]

**From:** [REDACTED]  
**Sent:** 20 December 2018 11:57  
**To:** Deighan, Susan (Glasgow Life) [REDACTED] McEwan, David (EDU)  
[REDACTED]  
**Subject:** Workshop Briefing Suggested Dates  
**Importance:** High

Hi David,

I note from the email trail below that that Dairmaid suggested the 21 to 25 January. Susan, Jill, Alex and Duncan would be available on the afternoon of the 23 January for the Peoples Palace/Winter Gardens workshop. Could I suggest either the 12 February 2pm to 5pm or 18 February 12pm to 4pm for the Mitchell workshop?

Thanks in advance

[REDACTED]

[REDACTED]

PA to Susan Deighan, Director of City Marketing and External Relations  
and Jan Buchanan, Director of Finance and Corporate Services

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**From:** Deighan, Susan  
**Sent:** 20 December 2018 10:17  
**To:** [REDACTED]  
**Subject:** Fw: Workshop Briefing

Hi [REDACTED]

Can you liaise with David re this?

The Peoples Palace/winter Gardens need to include Jill, Duncan and Alex as well as me.

Once we have possible dates we can ask Duncan/Jill who else they want to attend.

Thanks

Susan

*Sent from my LG Mobile*

----- Original message -----

**From:** McEwan, David (EDU)  
**Date:** Wed, 19 Dec 2018 17:22  
**To:** Deighan, Susan;  
**Cc:** MacLean, Alex; Brown, Isabel;  
**Subject:** Re: Workshop Briefing

Thanks Susan!

Would it be possible to get possible dates for both workshops from you tomorrow?

D.

*Sent from my iPhone*

On 19 Dec 2018, at 17:13, Deighan, Susan, [REDACTED] wrote:

Hi David

I am struggling to comment on this at the moment, however I think the first section should reference opportunities as well and the role that these venues play in the identity of the city therefore linking back to place thinking.

Alex and Isabel may feed in comments before the end of the week.

Have a great break when it comes and look forward to working on this and the Mitchell session in the New Year.

Regards

Susan

Susan Deighan  
Director of City Marketing and External Relations

Glasgow Life  
Directorate  
220 High Street

Floor 5  
G4 0QW

<http://www.glasgowlife.org.uk>

<image001.jpg> <image002.jpg>

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**From:** McEwan, David (EDU) [mailto: [REDACTED]]

**Sent:** 18 December 2018 09:59

**To:** Deighan, Susan

**Cc:** MacLean, Alex; Brown, Isabel

**Subject:** FW: Workshop Briefing

**Importance:** High

Susan,

Haven't even read it myself yet – hot off the press, let me know what you think...

David McEwan M.B.A. M.C.I.O.B. | Head of Development | Property & Land Services | Glasgow City Council |  
Exchange House | 231 George St | Glasgow G1 1RX | [REDACTED]

**From:** Diarmaid Lawlor [mailto: [REDACTED]]

**Sent:** 18 December 2018 09:54

**To:** McEwan, David (EDU) < [REDACTED] >

**Subject:** Workshop Briefing

**Importance:** High

Good morning

I hope all is well.

Thanks for the chat last week. Very helpful.

I have pulled together a loose agenda for the workshop. Happy to take comments and shape it up. It is basically a chat about 3 things:

- What are we trying to do
- What might that mean spatially
- What do we need to do next

½ day format, discussion based, no powerpoints.

In terms of January, I can do any day from Jan 21-25<sup>th</sup> if that week helps

D

**Diarmaid Lawlor** | Director of Place | Architecture and Design Scotland

[REDACTED]  
Bakehouse Close, 146 Canongate, Edinburgh, EH8 8DD

<http://www.ads.org.uk>

@ArcDesSco

[REDACTED]

---

**From:** Deighan, Susan  
**Sent:** 07 January 2019 11:36  
**To:** Miller, Jill; Brown, Isabel; MacLean, Alex  
**Subject:** FW: Workshop Briefing Suggested Dates

For info and a chat about who attends both sessions. Bridget will attend The Mitchell one as well

Susan

**From:** McEwan, David (EDU) [mailto:[REDACTED]]  
**Sent:** 20 December 2018 13:30  
**To:** [REDACTED] Deighan, Susan  
**Subject:** RE: Workshop Briefing Suggested Dates

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231 George St | Glasgow G1 1RX | [REDACTED]

**From:** [REDACTED]  
**Sent:** 20 December 2018 11:57  
**To:** Deighan, Susan (Glasgow Life) [REDACTED] McEwan, David (EDU)  
**Subject:** Workshop Briefing Suggested Dates  
**Importance:** High

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*Sent from my LG Mobile*

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**Date:** Wed, 19 Dec 2018 17:22  
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Director of City Marketing and External Relations

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<image001.jpg> <image002.jpg>

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Exchange House | 231 George St | Glasgow G1 1RX [REDACTED]

**From:** Diarmaid Lawlor [mailto: [REDACTED]]  
**Sent:** 18 December 2018 09:54  
**To:** McEwan, David (EDU) [REDACTED]  
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**From:** Deighan, Susan  
**Sent:** 08 January 2019 16:21  
**To:** Dornan, Duncan  
**Subject:** FW: Workshop Briefing Suggested Dates

Hi Duncan

It looks like we have the 23<sup>rd</sup> Jan confirmed for the Peoples Palace Winter Gardens workshop. Who else apart from yourself should attend? Jane?

It would probably be helpful to collate some information about what is in the People's palace/ attendances/demographics etc which I am sure that you have to circulate in advance as we do not have a blank sheet of paper.

Can you give it some thought and more urgently who else we should include? I have already included Jill, Isabel and Alex.

Thanks

Susan

**From:** McEwan, David (EDU) [mailto: [REDACTED]]  
**Sent:** 20 December 2018 13:30  
**To:** McManus, Dawn; Deighan, Susan  
**Subject:** RE: Workshop Briefing Suggested Dates

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231 George St | Glasgow G1 1RX | [REDACTED]

**From:** [REDACTED]  
**Sent:** 20 December 2018 11:57  
**To:** Deighan, Susan (Glasgow Life) [REDACTED] McEwan, David (EDU)  
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**Importance:** High

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PA to Susan Deighan, Director of City Marketing and External Relations  
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<image001.jpg> <image002.jpg>

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**From:** McEwan, David (EDU) [mailto: [REDACTED]]

**Sent:** 18 December 2018 09:59

**To:** Deighan, Susan

**Cc:** MacLean, Alex; Brown, Isabel

**Subject:** FW: Workshop Briefing

**Importance:** High

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Exchange House | 231 George St | Glasgow G1 1RX | [REDACTED]

**From:** Diarmaid Lawlor [mailto: [REDACTED]]

**Sent:** 18 December 2018 09:54

**To:** McEwan, David (EDU) < [REDACTED]>

**Subject:** Workshop Briefing

**Importance:** High

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[REDACTED]

---

**From:** Deighan, Susan  
**Sent:** 08 January 2019 17:11  
**To:** McEwan, David (EDU); MacLean, Alex; Brown, Isabel  
**Cc:** Dornan, Duncan  
**Subject:** People's Palace and Winter gardens workshop  
**Attachments:** Glasgow Placemaking People Palace Rev A.DOC

Hi David

The only version I have is the People's Palace and Winter Gardens one – if there is one for the Mitchell can you re send.

I have tracked comments on the attached. I know that there are quite a lot of comments but I think it is important that we are specific about the People's Palace and Winter gardens and we can then develop a more general approach that can be applied elsewhere.

Alex/Isabel It would be useful to get your feedback.

Duncan I have copied you in for any comments that you may have about the brief and scope for the session.

Happy to chat/review any feedback.

Regards

Susan

Susan Deighan  
Director of City Marketing and External Relations

Glasgow Life  
Directorate  
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Floor 5  
G4 0QW

[REDACTED]  
[www.glasgowlife.org.uk](http://www.glasgowlife.org.uk)



glasgowlife



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**From:** McEwan, David (EDU) [mailto:[REDACTED]]  
**Sent:** 08 January 2019 09:51

**To:** Delghan, Susan  
**Cc:** MacLean, Alex; Brown, Isabel  
**Subject:** FW: Mitchell Working Group  
**Importance:** High

Susan,

I trust you had a pleasant break and are suitably refreshed to tackle what is likely to be a very challenging year ahead...

Attached for info/comment, and below for info, please advise on a suitable date for the Mitchell workshop...

Regards,

David McEwan M.B.A. M.C.I.O.B. | Head of Development | Property & Land Services | Glasgow City Council | Exchange House |  
231 George St | Glasgow G1 1RX | [REDACTED]

**From:** Diarmaid Lawlor [mailto:[REDACTED]]  
**Sent:** 07 January 2019 16:45  
**To:** McEwan, David (EDU) <[REDACTED]>  
**Subject:** RE: Mitchell Working Group  
**Importance:** High

Greetings and happy new year. I hope it was a good break and you manage a well earned rest.

I tweaked the People's Palace briefing to reference the opportunities. I used a modified format for the Mitchell.

I have the People's Palace date in the diary. All good.

For the Mitchell, how about either Jan 25<sup>th</sup>, or Jan 29<sup>th</sup>?

D

**From:** McEwan, David (EDU) <[REDACTED]>  
**Sent:** 20 December 2018 15:15  
**To:** Diarmaid Lawlor <[REDACTED]>  
**Subject:** RE: Mitchell Working Group  
Greetings and happy new year. I hope it was a good break and you  
cheers

David McEwan M.B.A. M.C.I.O.B. | Head of Development | Property & Land Services | Glasgow City Council | Exchange House |  
231 George St | Glasgow G1 1RX | [REDACTED]

-----Original Appointment-----

**From:** Diarmaid Lawlor [mailto:[REDACTED]]  
**Sent:** 20 December 2018 14:45  
**To:** McEwan, David (EDU)  
**Subject:** Tentative: Mitchell Working Group  
**When:** 18 February 2019 13:00-16:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.  
**Where:** TBC

Hi David

I have a tentative meeting in Stirling for this date; will see if I can shift it to be in Glasgow

D

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## Placemaking and City Change: People's Palace and Winter Gardens

### Purpose

To explore the *principles and processes* ~~to that will assist in re-imagining~~ the future of key city assets to deliver enhanced services to the city's communities alongside visitors and other users of the city's assets, including. And the benefits of new collaborative approaches in the context of a changing city needs and challenging reducing public funding budgets

### Contexts

Glasgow is a vibrant, changing city, re-positioning itself around 21<sup>st</sup> century economic sectors in creative industries, services and modern industries. The city is changing which brings new and different expectations of how the city's resources, services and assets are used.

Commented [D61]: Should we detail what these are and also talk about a city with a growing population

Alongside the rest of the public sector Glasgow City Council is experiencing significant challenge around its reduced budgets and budgeting and the increasing prioritisation of resources towards education, health and social care, and the This will impact on the profiling of future capital investment and management of city services and assets. The combination challenge of building resilience for communities, supporting city competitiveness and addressing the reduction in public resources challenge invites a more holistic approaches to supporting demand, improving outcomes and making informed decisions about the use of the city's assets.

### Aim of workshop

The ambition for this workshop is to look at one of the City's key heritage assets the People's Palace and Winter Gardens, the contexts affecting the People's Palace its current usage, and its relationship with its surroundings and geographical location within the city ~~in order to develop to agree a clear vision sense of how this area asset can be used for maximum impact to support the priorities of the city could be different. It will focus on practical, collaborative actions worth developing to meet future ambitions. The aim of the workshop is both to test principles to that would support inform future development decisions in at this location, and to use the principles to support inform similar decisions approaches in other parts of the city.~~

Commented [D62]: Are we doing principles and process or practical collaborative actions. I do not think we can do both. I am suggesting we remove this line of text.



The output will also inform the development of a brief for the physical investment in this heritage asset based on future options for its use.

## Placemaking and City Change: People's Palace and Winter Gardens

### Purpose

Session	Description
Welcome	Glasgow City Council
Introduction and Context	<ul style="list-style-type: none"> <li>• set out the purpose/agenda of the workshop sessions</li> <li>• <u>background to why there is a the-need for action and where this fits how these assets are currently used</u></li> <li>• <u>background information on location (within a park and the east of the city) and local demographics including local communities and communities of interest</u></li> </ul>
Overview of the current situation	<ul style="list-style-type: none"> <li>• Summary of plans, policies and partnerships already in motion highlighting key issues</li> </ul>
Session 1:  Group working to identify principles and priorities	<ul style="list-style-type: none"> <li>• What is the sense of place of this area: how do people experience it? (value and city identity)</li> <li>• What are the key issues, opportunities and priorities?</li> <li>• What services and experiences could be brought together to enhance this <u>sense of place</u> asset and <u>where it sits in the city?</u></li> <li>• what are the potential benefits of doing this collaboratively?</li> <li>• Choose one thing which would denote success</li> <li>• feedback and discussion</li> </ul>
Session 2:  Group working to identify scenarios	<ul style="list-style-type: none"> <li>• <u>Where are the key opportunities to support this vision at building, locality and city scales?</u></li> <li>• <u>What are the opportunities that will support the delivery of the vision for the peoples Palace and Winter gardens and how will they impact locally and a at a city wide level?</u></li> <li>• What models from elsewhere can we learn from?</li> <li>• Scenario testing and convergence of ideas</li> <li>• feedback and discussion</li> </ul>
Discussion and	<ul style="list-style-type: none"> <li>• final remarks and next steps: actions, when will</li> </ul>

Commented [D53]: Background information should be provided in advance of the workshop

Commented [D54]: I suggest that there is an information pack prepared in advance of the meeting with information about the geographical location and current usage of the facilities

Commented [D55]: Do we really need this as the activity currently underway is a practical measure to keep the People's Palace open. Is this not part of the 'consolid'?

Commented [D56]: Are we talking about the People's Palace/Winter Gardens here if so we should say so?

Commented [D57]: Don't understand what we mean here? I think we should keep our focus on the people's Palace/Winter Gardens and where it sits in the city but also acknowledge what it can contribute at a city level so possibly reward

Closing	things happen, how can people get involved, how will things be communicated
---------	---

## Outcomes

- ◆ Alignment of the vision for the People's Palace/Winter Gardens to the city's key priorities. Priorities to align of economic development and service planning
- Identify opportunities for shared investment, partnerships, increased income and and savingsreduced costs
- Identify opportunities for community (both geographical and of interest)innovationinvolvement in further developing the vision for the future of these heritage assets

Commented [D58]: Again if we are talking principles here this may not be achievable

[REDACTED]

---

**From:** McEwan, David (EDU) [REDACTED]  
**Sent:** 09 January 2019 07:30  
**To:** Deighan, Susan; MacLean, Alex; Brown, Isabel  
**Cc:** Dornan, Duncan; [REDACTED] (LES); [REDACTED] (LES)  
**Subject:** RE: People's Palace and Winter gardens workshop  
**Attachments:** Glasgow Placemaking People Palace Rev A - DMcE Edit.doc

Susan,

I've worked through your edits and accepted the vast majority of them. I have added a couple of my own which you will see in the tracked changes. I have also kept your comments boxes in, and provided a response to them.

I have also copied in [REDACTED] and [REDACTED] as – perhaps thoughtlessly – LES should also be involved in reviewing and shaping this workshop document.

Let me know what you think, and I will get a final draft to Diarmaid.

Kind Regards,

David McEwan M.B.A. M.C.I.O.B. | Head of Development | Property & Land Services | Glasgow City Council | Exchange House |  
231 George St | Glasgow G1 1RX | [REDACTED]

**From:** Deighan, Susan [mailto:[REDACTED]]  
**Sent:** 08 January 2019 17:11  
**To:** McEwan, David (EDU) <[REDACTED]> MacLean, Alex (Glasgow Life)  
[REDACTED] Brown, Isabel (Glasgow Life) [REDACTED]  
**Cc:** Dornan, Duncan (Glasgow Life) [REDACTED]  
**Subject:** People's Palace and Winter gardens workshop

Hi David

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I have tracked comments on the attached. I know that there are quite a lot of comments but I think it is important that we are specific about the People's Palace and Winter gardens and we can then develop a more general approach that can be applied elsewhere.

Alex/Isabel it would be useful to get your feedback.

Duncan I have copied you in for any comments that you may have about the brief and scope for the session.

Happy to chat/review any feedback.

Regards

Susan

Susan Deighan  
Director of City Marketing and External Relations

Glasgow Life  
Directorate  
220 High Street  
Floor 5  
G4 0QW

[www.glasgowlife.org.uk](http://www.glasgowlife.org.uk)



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## Placemaking and City Change: People's Palace and Winter Gardens

### Purpose

To explore the *principles and processes* that will assist in re-imagining the future of key city assets to deliver enhanced services to the city's communities alongside visitors and other users of the city's assets, including the benefits of new collaborative approaches in the context of a changing city and reduced public funding.

### Contexts

Glasgow is a vibrant, changing city, re-positioning itself around 21<sup>st</sup> century economic sectors in creative industries, services and modern industries. The city is changing and growing which brings new and different expectations and challenges of how the city's resources, services and assets are used.

Alongside the rest of the public sector Glasgow City Council is experiencing reduced budgets and the increasing prioritisation of resources towards education, health and social care. This will impact on the profiling of future capital investment and management of city services and assets. The challenge of building resilience for communities, supporting city competitiveness and addressing the reduction in public resources invites a more holistic approach to supporting demand, improving outcomes and making informed decisions about the use of the city's assets.

### Aim of workshop

The ambition for this workshop is to look at one of the City's key heritage assets the People's Palace and Winter Gardens, the context affecting its current usage, its relationship with its surroundings and geographical location within the city in order to develop a clear vision of how this asset can be used for maximum impact to support the priorities of the city. It will focus on practical, collaborative actions worth developing to meet future ambitions. The aim of the workshop is both to test principles that would inform future development decisions at this location, and to use the principles to inform similar approaches in other parts of the city. The output will also inform the development of a brief for the physical investment in this heritage asset based on future options for its use.

Commented [D63]: Should we detail what these are and also talk about a city with a growing population

Commented [MD(281)]: There is a danger that we start to turn this document into the actual report – this is just a "flyer" to help the attendees understand what it is we are trying to achieve. A detailed list can be an output of the group.

Commented [D63]: Are we doing principles and process or practical collaborative actions. I do not think we can do both. I am suggesting we remove this line of text.

Commented [MD(483)]: I think we need to remember that this workshop will be an ongoing thing, not a one-off meeting, therefore whilst the initial meeting/s may concentrate on principles only, at some point the workgroup will prepare an action plan or output, so I think we are doing both, just not all at the same time – I would leave this in.

## Placemaking and City Change: People's Palace and Winter Gardens

### Purpose

Session	Description
Welcome	Glasgow City Council
Introduction and Context	<ul style="list-style-type: none"> <li>set out the purpose/agenda of the workshop sessions</li> <li>background to why there is a need for action and where this fits how these assets are currently used</li> <li>background information on location (within a park and the east of the city) and local demographics including local communities and communities of interest</li> </ul>
Overview of the current situation	<ul style="list-style-type: none"> <li>Summary of plans, policies and partnerships already in motion highlighting key issues</li> </ul>
Session 1:  <b>Group working to identify principles and priorities</b>	<ul style="list-style-type: none"> <li>What is the sense of place of this community area: how do people experience it? (value and city identity)</li> <li>What are the key issues, opportunities and priorities?</li> <li>What services and experiences could be brought together to enhance this asset and where it sits in the city?</li> <li>What are the potential benefits of doing this collaboratively?</li> <li>Choose one thing which would denote success</li> <li>feedback and discussion</li> </ul>
Session 2:  <b>Group working to identify scenarios</b>	<ul style="list-style-type: none"> <li>What are the opportunities that will support the delivery of the vision for the people's Palace and Winter gardens and how will they impact locally and at a city wide level?</li> <li>What models from elsewhere can we learn from?</li> <li>Scenario testing and convergence of ideas</li> <li>feedback and discussion</li> </ul>
Discussion and Closing	<ul style="list-style-type: none"> <li>final remarks and next steps: actions, when will things happen, how can people get involved, how will things be communicated</li> </ul>

Commented [D85]: Background information should be provided in advance of the workshop

Commented [MD(6R5)]: Do you think so? At the most basic level, is it not simply that GCC have allowed an asset to deteriorate to the point where it needs significant capital investment and before we commit to that, we have an opportunity to propose a different, more efficient, more sustainable operating model?

Commented [D87]: I suggest that there is an information pack prepared in advance of the meeting with information about the geographical location and current usage of the facilities

Commented [MD(8R7)]: Agreed! Would this be GL and LEB who would prepare this?

Commented [D88]: Do we really need this as the activity currently underway is a practical measure to keep the People's Palace open. Is this not part of the 'context'?

Commented [MD(10R9)]: Perhaps — but it could be as quick as 10mins if needs be. If we cover it elsewhere, we can quickly skip it.

Commented [D811]: Are we talking about the People's Palace/Winter Gardens here if so we should say so?

Commented [MD(12R11)]: Is it not "implied" throughout the document that it is the PPWG we are talking about?

## Outcomes

- Alignment of the vision for the People's Palace/Winter Gardens to the city's key priorities and resources.
- Identify opportunities for shared investment, partnerships, increased income and reduced costs.
- Identify opportunities for community (both geographical and of interest) involvement in further developing the vision for the future of these heritage assets

Commented [D613]: Again if we are talking principles here this may not be achievable.

Commented [MD14813]: Previous comment on this applies



[REDACTED]

---

**From:** Deighan, Susan  
**Sent:** 09 January 2019 17:36  
**To:** McEwan, David (EDU); [REDACTED]  
**Cc:** Brown, Isabel; [REDACTED]; Dornan, Duncan; MacLean, Alex;  
[REDACTED]  
**Subject:** FW: People's Palace and Winter gardens workshop  
**Attachments:** Glasgow Placemaking People Palace Rev A - DMcE Edit.doc

Hi

I have added a further sentence in the intro that acknowledges this is part of a process which hopefully allows us to be clear that we cannot achieve everything at the first session.

Once this is agreed then we can pull together background info including info on the current works that would come from DRS?

Susan

Susan Deighan  
Director of City Marketing and External Relations

Glasgow Life  
Directorate  
220 High Street  
Floor 5  
G4 0QW

[REDACTED]  
[REDACTED]  
[www.glasgowlife.org.uk](http://www.glasgowlife.org.uk)



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**From:** McEwan, David (EDU) [mailto:[REDACTED]]  
**Sent:** 09 January 2019 07:30  
**To:** Deighan, Susan; MacLean, Alex; Brown, Isabel  
**Cc:** Dornan, Duncan; [REDACTED] (LES); [REDACTED] (LES)  
**Subject:** RE: People's Palace and Winter gardens workshop

Susan,

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David McEwan M.B.A. M.C.I.O.B. | Head of Development | Property & Land Services | Glasgow City Council | Exchange House |  
231 George St | Glasgow G1 1RX | [REDACTED]

**From:** Deighan, Susan [mailto:[REDACTED]]  
**Sent:** 08 January 2019 17:11  
**To:** McEwan, David (EDU) [REDACTED]; MacLean, Alex (Glasgow Life)  
[REDACTED]; Brown, Isabel (Glasgow Life) [REDACTED]  
**Cc:** Dornan, Duncan (Glasgow Life) [REDACTED]  
**Subject:** People's Palace and Winter gardens workshop

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## Placemaking and City Change: People's Palace and Winter Gardens

### Purpose

To explore the *principles and processes* that will assist in re-imagining the future of key city assets to deliver enhanced services to the city's communities alongside visitors and other users of the city's assets, including the benefits of new collaborative approaches in the context of a changing city and reduced public funding. This is the first in a series of workshops to develop a vision for the future of one of Glasgow's best loved heritage assets – The People's Palace and Winter Gardens.

Commented [D51]: This acknowledges this is one of a series and I have amended the remainder to reference workshops plural.

### Contexts

Glasgow is a vibrant, changing city, re-positioning itself around 21<sup>st</sup> century economic sectors in creative industries, services and modern industries. The city is changing and growing which brings new and different expectations and challenges of how the city's resources, services and assets are used.

Commented [D52]: Should we detail what these are and also talk about a city with a growing population

Commented [MD382]: There is a danger that we start to turn this document into the actual report – this is just a "layer" to help the attendees understand what it is we are trying to achieve. A detailed list can be an output of the group.

Alongside the rest of the public sector Glasgow City Council is experiencing reduced budgets and the increasing prioritisation of resources towards education, health and social care. This will impact on the profiling of future capital investment and management of city services and assets. The challenge of building resilience for communities, supporting city competitiveness and addressing the reduction in public resources invites a more holistic approach to supporting demand, improving outcomes and making informed decisions about the use of the city's assets.

### Aim of workshop

The ambition for this workshop is to look at one of the City's key heritage assets the People's Palace and Winter Gardens, the context affecting its current usage, its relationship with its surroundings and geographical location within the city in order to develop a clear vision of how this asset can be used for maximum impact to support the priorities of the city. It will ~~focus on~~ inform on future practical, collaborative actions ~~worth that will be developed~~ to meet future ambitions. The aim of the workshop is both to test principles that would inform future development decisions at this location, and to use the principles to inform similar approaches in other parts of the city. The output will also inform the development of a brief for the physical investment in this heritage asset based on future options for its use.

Commented [D54]: Are we doing principles and process or practical collaborative actions. I do not think we can do both. I am suggesting we remove this line of text.

Commented [MD384]: I think we need to remember that this workshop will be an ongoing thing, not a one-off meeting, therefore whilst the initial meeting/s may concentrate on principles only, at some point the workgroup will prepare an action plan or output, so I think we are doing both, just not all at the same time – I would leave this in.

## Placemaking and City Change: People's Palace and Winter Gardens

### Purpose

Session	Description
Welcome	Glasgow City Council
Introduction and Context	<ul style="list-style-type: none"> <li>set out the purpose/agenda of the workshop sessions</li> <li>background to why there is a need for action and where this fits how these assets are currently used</li> <li>background information on location (within a park and the east of the city) and local demographics including local communities and communities of interest</li> </ul>
Overview of the current situation	<ul style="list-style-type: none"> <li>Summary of plans, policies and partnerships already in motion highlighting key issues</li> </ul>
Session 1:  Group working to identify principles and priorities	<ul style="list-style-type: none"> <li>What is the sense of place of this community area: how do people experience it? [value and city identity]</li> <li>What are the key issues, opportunities and priorities?</li> <li>What services and experiences could be brought together to enhance this asset and where it sits in the city?</li> <li>What are the potential benefits of doing this collaboratively?</li> <li>Choose one thing which would denote success</li> <li>feedback and discussion</li> </ul>
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Discussion and Closing	<ul style="list-style-type: none"> <li>final remarks and next steps: actions, when will things happen, how can people get involved, how will things be communicated</li> </ul>

Commented [DS6]: Background information should be provided in advance of the workshop

Commented [MD(7R6)]: Do you think so? At the most basic level, is it not simply that GCC have allowed an asset to deteriorate to the point where it needs significant capital investment and before we commit to that, we have an opportunity to propose a different, more efficient, more sustainable operating model?

Commented [DS8]: I suggest that there is an information pack prepared in advance of the meeting with information about the geographical location and current usage of the facilities

Commented [MD(8R6)]: Agreed! Would this be GL and LES who would prepare this?

Commented [DS10]: Do we really need this as the activity currently underway is a practical measure to keep the People's Palace open. Is this not part of the 'conex'?

Commented [MD(11R10)]: Perhaps – but it could be as quick as 10mins if needs be. If we cover it elsewhere, we can quickly skip it.

Commented [DS12]: Are we talking about the People's Palace/Winter Gardens here if so we should say so?

Commented [MD(13R12)]: Is it not 'implied' throughout the document that it is the PPWG we are talking about?

## Outcomes

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- Identify opportunities for community (both geographical and of interest) involvement in further developing the vision for the future of these heritage assets

Commented [D814]: Again if we are talking principles here this may not be achievable.

Commented [MD(15R14)]: Previous comment on this applies

[REDACTED]

---

**From:** Deighan, Susan  
**Sent:** 09 January 2019 17:36  
**To:** McEwan, David (EDU); [REDACTED]  
**Cc:** Brown, Isabel; [REDACTED] Dornan, Duncan; MacLean, Alex;  
[REDACTED]  
**Subject:** FW: People's Palace and Winter gardens workshop  
**Attachments:** Glasgow Placemaking People Palace Rev A - DMcE Edit.doc

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Susan Deighan  
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G4 0QW

[REDACTED]  
[www.glasgowlife.org.uk](http://www.glasgowlife.org.uk)



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**From:** McEwan, David (EDU) [mailto:[REDACTED]]  
**Sent:** 09 January 2019 07:30  
**To:** Deighan, Susan; MacLean, Alex; Brown, Isabel  
**Cc:** Dornan, Duncan; [REDACTED] (LES); [REDACTED] (LES)  
**Subject:** RE: People's Palace and Winter gardens workshop

Susan,

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I have also copied in [REDACTED] and [REDACTED], as – perhaps thoughtlessly – LES should also be involved in reviewing and shaping this workshop document.

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Kind Regards,

David McEwan M.B.A. M.C.I.O.B. | Head of Development | Property & Land Services | Glasgow City Council | Exchange House  
231 George St | Glasgow G1 1RX | [REDACTED]

**From:** Deighan, Susan [mailto:[REDACTED]]  
**Sent:** 08 January 2019 17:11  
**To:** McEwan, David (EDU); [REDACTED] MacLean, Alex (Glasgow Life)  
[REDACTED] Brown, Isabel (Glasgow Life) [REDACTED]  
**Cc:** Dornan, Duncan (Glasgow Life); [REDACTED]  
**Subject:** People's Palace and Winter gardens workshop

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[REDACTED]

---

**From:** Doman, Duncan  
**Sent:** 10 January 2019 17:37  
**To:** McEwan, David (EDU); Deighan, Susan; MacLean, Alex; Brown, Isabel  
**Cc:** [REDACTED] (LES); [REDACTED] (LES)  
**Subject:** RE: People's Palace and Winter gardens workshop  
**Attachments:** Glasgow Placemaking People Palace Rev A - DMcE Edit (3).doc

Hi all,

I have added a few word regarding the national and international audience for PP

Regards,

Duncan

**From:** McEwan, David (EDU) [mailto:[REDACTED]]  
**Sent:** 09 January 2019 07:30  
**To:** Deighan, Susan; MacLean, Alex; Brown, Isabel  
**Cc:** Doman, Duncan; [REDACTED] (LES); [REDACTED] (LES)  
**Subject:** RE: People's Palace and Winter gardens workshop

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David McEwan M.B.A. M.C.I.O.B. | Head of Development | Property & Land Services | Glasgow City Council | Exchange House  
231 George St | Glasgow G1 1RX | [REDACTED]

**From:** Deighan, Susan [mailto:[REDACTED]]  
**Sent:** 08 January 2019 17:11  
**To:** McEwan, David (EDU) [REDACTED]; MacLean, Alex (Glasgow Life)  
[REDACTED]; Brown, Isabel (Glasgow Life) <[REDACTED]>  
**Cc:** Doman, Duncan (Glasgow Life) [REDACTED]  
**Subject:** People's Palace and Winter gardens workshop

Hi David

The only version I have is the People's Palace and Winter Gardens one – if there is one for the Mitchell can you re send.

I have tracked comments on the attached. I know that there are quite a lot of comments but I think it is important that we are specific about the People's Palace and Winter gardens and we can then develop a more general approach that can be applied elsewhere.

Alex/Isabel it would be useful to get your feedback.

Duncan I have copied you in for any comments that you may have about the brief and scope for the session.

Happy to chat/review any feedback.

Regards

Susan

Susan Deighan  
Director of City Marketing and External Relations

Glasgow Life  
Directorate  
220 High Street  
Floor 5  
G4 0QW

[REDACTED]  
[www.glasgowlife.org.uk](http://www.glasgowlife.org.uk)



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## Placemaking and City Change: People's Palace and Winter Gardens

### Purpose

To explore the *principles and processes* that will assist in re-imagining the future of key city assets to deliver enhanced services to the city's communities alongside visitors and other users of the city's assets, including the benefits of new collaborative approaches in the context of a changing city and reduced public funding.

### Contexts

Glasgow is a vibrant, changing city, re-positioning itself around 21<sup>st</sup> century economic sectors in creative industries, services and modern industries. The city is changing and growing which brings new and different expectations and challenges of how the city's resources, services and assets are used.

Commented [DS1]: Should we detail what these are and also talk about a city with a growing population

Commented [MD(281)]: There is a danger that we start to turn this document into the actual report – this is just a "flyer" to help the attendees understand what it is we are trying to achieve. A detailed list can be an output of the group.

Alongside the rest of the public sector Glasgow City Council is experiencing reduced budgets and the increasing prioritisation of resources towards education, health and social care. This will impact on the profiling of future capital investment and management of city services and assets. The challenge of building resilience for communities, supporting city competitiveness and addressing the reduction in public resources invites a more holistic approach to supporting demand, improving outcomes and making informed decisions about the use of the city's assets.

### Aim of workshop

The ambition for this workshop is to look at one of the City's key heritage assets the People's Palace and Winter Gardens, the context affecting its current usage, its relationship with its surroundings and geographical location within the city in order to develop a clear vision of how this asset can be used for maximum impact to support the priorities of the city. It will focus on practical, collaborative actions worth developing to meet future ambitions. The aim of the workshop is both to test principles that would inform future development decisions at this location, and to use the principles to inform similar approaches in other parts of the city. The output will also inform the development of a brief for the physical investment in this heritage asset based on future options for its use.

Commented [DS3]: Are we doing principles and process or practical collaborative actions. I do not think we can do both. I am suggesting we remove this line of text.

Commented [MD(483)]: I think we need to remember that this workshop will be an ongoing thing, not a one-off meeting, therefore whilst the initial meeting may concentrate on principles only, at some point the workgroup will prepare an action plan or output, so I think we are doing both, just not at the same time – I would leave this in

## Placemaking and City Change: People's Palace and Winter Gardens

### Purpose

Session	Description
Welcome	Glasgow City Council
Introduction and Context	<ul style="list-style-type: none"> <li>• set out the purpose/agenda of the workshop sessions</li> <li>• background to why there is a need for action and where this fits how these assets are currently used</li> <li>• background information on location (within a park and the east of the city) and local demographics including local communities and communities of interest, the national and international audience for the asset.</li> </ul>
Overview of the current situation	<ul style="list-style-type: none"> <li>• Summary of plans, policies and partnerships already in motion highlighting key issues</li> </ul>
Session 1:  Group working to identify principles and priorities	<ul style="list-style-type: none"> <li>• What is the sense of place of this community area: how do people experience it? [value and city identity]</li> <li>• What are the key issues, opportunities and priorities?</li> <li>• What services and experiences could be brought together to enhance this asset and where it sits in the city?</li> <li>• What are the potential benefits of doing this collaboratively?</li> <li>• Choose one thing which would denote success</li> <li>• feedback and discussion</li> </ul>
Session 2:  Group working to identify scenarios	<ul style="list-style-type: none"> <li>• What are the opportunities that will support the delivery of the vision for the peoples Palace and Winter gardens and how will they impact locally and at a city wide level?</li> <li>• What models from elsewhere can we learn from?</li> <li>• Scenario testing and convergence of ideas</li> <li>• feedback and discussion</li> </ul>
Discussion and Closing	<ul style="list-style-type: none"> <li>• final remarks and next steps: actions, when will things happen, how can people get involved, how</li> </ul>

Commented [DS5]: Background information should be provided in advance of the workshop

Commented [MD(6R5): Do you think so? At the most basic level, is it not simply that GCC have allowed an asset to deteriorate to the point where it needs significant capital investment and before we commit to that, we have an opportunity to propose a different, more efficient, more sustainable operating model?

Commented [DS7]: I suggest that there is an information pack prepared in advance of the meeting with information about the geographical location and current usage of the facilities

Commented [MD(8R7): Agreed! Would this be GL and LES who would prepare this?

Commented [DS9]: Do we really need this as the activity currently underway is a practical measure to keep the People's Palace open. Is this not part of the 'cored'?

Commented [MD(10R9): Perhaps – but it could be as quick as 10mins if needs be. If we cover it elsewhere, we can quickly skip it.

Commented [DS11]: Are we talking about the People's Palace/Winter Gardens here if so we should say so?

Commented [MD(12R11): Is it not "implied" throughout the document that it is the PPWG we are talking about?

will things be communicated

#### Outcomes

- Alignment of the vision for the People's Palace/Winter Gardens to the city's key priorities and resources.
- Identify opportunities for shared investment, partnerships, increased income and reduced costs.
- Identify opportunities for community (both geographical and of interest) involvement in further developing the vision for the future of these heritage assets

Commented [RS13]: Again if we are talking principles here this may not be achievable.

Commented [MD(14R13)]: Previous comment on this applies

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 17 January 2019 16:18  
**To:** Dornan, Duncan  
**Subject:** Info for PP Workshop - 23 Jan 2019  
**Attachments:** Peoples Palace\_information for workshop\_20190123\_v1.docx

Hi Duncan,

Please find attached visitor detail for Peoples Palace ahead of your workshop next Wednesday 23rd. I hope this is what you were looking for.

I will be out of office until Monday but have set aside time to pick up any changes/additions required then.

Thank you!

[REDACTED]  
[REDACTED]  
Business Analyst

Tel: [REDACTED]

**From:** Dornan, Duncan  
**Sent:** 10 January 2019 16:03  
**To:** [REDACTED]  
**Subject:** FW: Workshop Briefing Suggested Dates

Hi Alison,

Could you get the information referred to below for me please?

Thanks,

Duncan

**From:** Delghan, Susan  
**Sent:** 08 January 2019 16:21  
**To:** Dornan, Duncan  
**Subject:** FW: Workshop Briefing Suggested Dates

Hi Duncan

It looks like we have the 23<sup>rd</sup> Jan confirmed for the Peoples Palace Winter Gardens workshop. Who else apart from yourself should attend? Jane?

It would probably be helpful to collate some information about what is in the People's palace/ attendances/demographics etc which I am sure that you have to circulate in advance as we do not have a blank sheet of paper.

Can you give it some thought and more urgently who else we should include? I have already included Jill, Isabel and Alex.

Thanks

Susan

**From:** McEwan, David (EDU) [mailto: [REDACTED]]  
**Sent:** 20 December 2018 13:30  
**To:** [REDACTED]; Deighan, Susan  
**Subject:** RE: Workshop Briefing Suggested Dates

[REDACTED]

Thank you for doing that! I have sent invites out for the 23<sup>rd</sup> Jan for PPWG and the 18<sup>th</sup> Feb for Mitchell...

Regards,

David McEwan M.B.A. M.C.I.O.B. | Head of Development | Property & Land Services | Glasgow City Council | Exchange House |  
231 George St | Glasgow G1 1RX | [REDACTED]

**From:** [REDACTED] [mailto: [REDACTED]]  
**Sent:** 20 December 2018 11:57  
**To:** Deighan, Susan (Glasgow Life) [REDACTED]; McEwan, David (EDU)  
[REDACTED]  
**Subject:** Workshop Briefing Suggested Dates  
**Importance:** High

Hi David,

I note from the email trail below that that Dairmaid suggested the 21 to 25 January. Susan, Jill, Alex and Duncan would be available on the afternoon of the 23 January for the Peoples Palace/Winter Gardens workshop. Could I suggest either the 12 February 2pm to 5pm or 18 February 12pm to 4pm for the Mitchell workshop?

Thanks in advance

[REDACTED]

[REDACTED]

PA to Susan Deighan, Director of City Marketing and External Relations  
and Jan Buchanan, Director of Finance and Corporate Services

Glasgow Life  
220 High Street  
Floor 5  
G4 0QW  
[REDACTED]  
[www.glasgowlife.org.uk](http://www.glasgowlife.org.uk)



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**From:** Deighan, Susan  
**Sent:** 20 December 2018 10:17  
**To:** [REDACTED]  
**Subject:** Fw: Workshop Briefing

Hi Dawn

Can you liaise with David re this?

The Peoples Palace/winter Gardens need to include Jill, Duncan and Alex as well as me.

Once we have possible dates we can ask Duncan/Jill who else they want to attend.

Thanks

Susan

*Sent from my LG Mobile*

----- Original message -----

**From:** McEwan, David (EDU)  
**Date:** Wed, 19 Dec 2018 17:22  
**To:** Deighan, Susan;  
**Cc:** MacLean, Alex; Brown, Isabel;  
**Subject:** Re: Workshop Briefing

Thanks Susan!

Would it be possible to get possible dates for both workshops from you tomorrow?

D.

*Sent from my iPhone*

On 19 Dec 2018, at 17:13, Deighan, Susan [REDACTED] wrote:

Hi David

I am struggling to comment on this at the moment, however I think the first section should reference opportunities as well and the role that these venues play in the identity of the city therefore linking back to place thinking.

Alex and Isabel may feed in comments before the end of the week

Have a great break when it comes and look forward to working on this and the Mitchell session in the New Year.

Regards

Susan

Susan Deighan  
Director of City Marketing and External Relations

Glasgow Life

Directorate  
220 High Street  
Floor 5  
G4 0QW

<http://www.glasgowlife.org.uk>

<image001.jpg> <image002.jpg>

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**From:** McEwan, David (EDU) [mailto: [REDACTED]]

**Sent:** 18 December 2018 09:59

**To:** Deighan, Susan

**Cc:** MacLean, Alex; Brown, Isabel

**Subject:** FW: Workshop Briefing

**Importance:** High

Susan,

Haven't even read it myself yet – hot off the press, let me know what you think...

David McEwan M.B.A. M.C.I.O.B. | Head of Development | Property & Land Services | Glasgow City Council |  
Exchange House | 231 George St | Glasgow G1 1RX | [REDACTED]

**From:** Diarmaid Lawlor [mailto: [REDACTED]]

**Sent:** 18 December 2018 09:54

**To:** McEwan, David (EDU) [mailto: [REDACTED]]

**Subject:** Workshop Briefing

**Importance:** High

Good morning

I hope all is well.

Thanks for the chat last week. Very helpful.

I have pulled together a loose agenda for the workshop. Happy to take comments and shape it up. It is basically a chat about 3 things:

- What are we trying to do
- What might that mean spatially
- What do we need to do next

½ day format, discussion based, no powerpoints.

In terms of January, I can do any day from Jan 21-25<sup>th</sup> if that week helps

D

**Diarmaid Lawlor** | Director of Place | Architecture and Design Scotland

[REDACTED]  
Bakehouse Close, 146 Canongate, Edinburgh, EH8 8DD

<http://www.ads.org.uk>

@ArcDesSco

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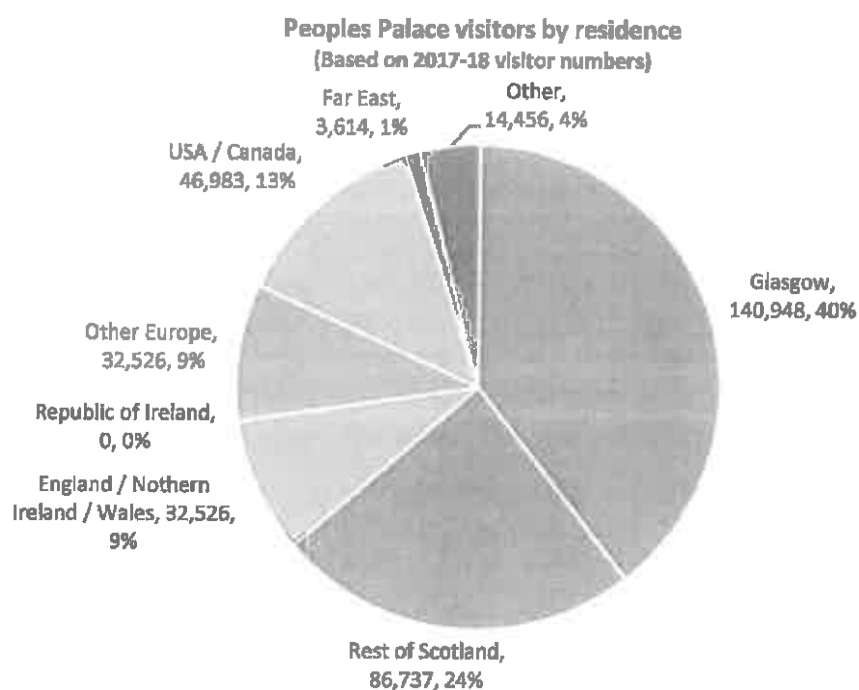
## **1. Introduction**

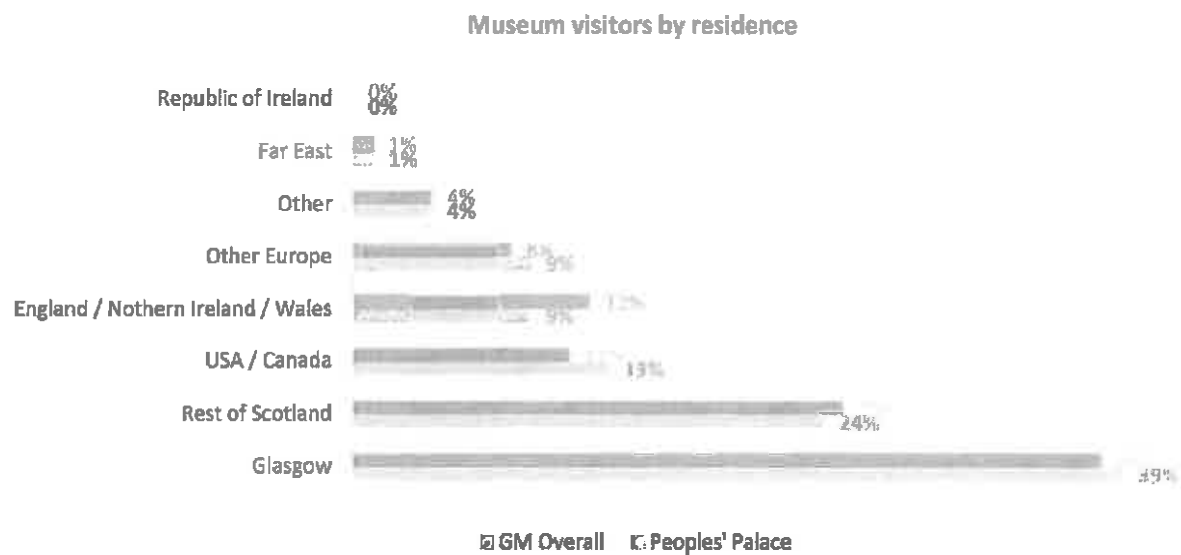
The People's Palace is set in historic Glasgow Green. It is home to a collection of objects, photographs, prints and film which give a unique view into how Glaswegians lived, worked and played in years gone by to the present day.

## **2. Visitor profile**

### **2.1 Area of residence**

39% of all visitors to Peoples Palace reside within Glasgow, in line with visitors to Glasgow Museums overall (38%).



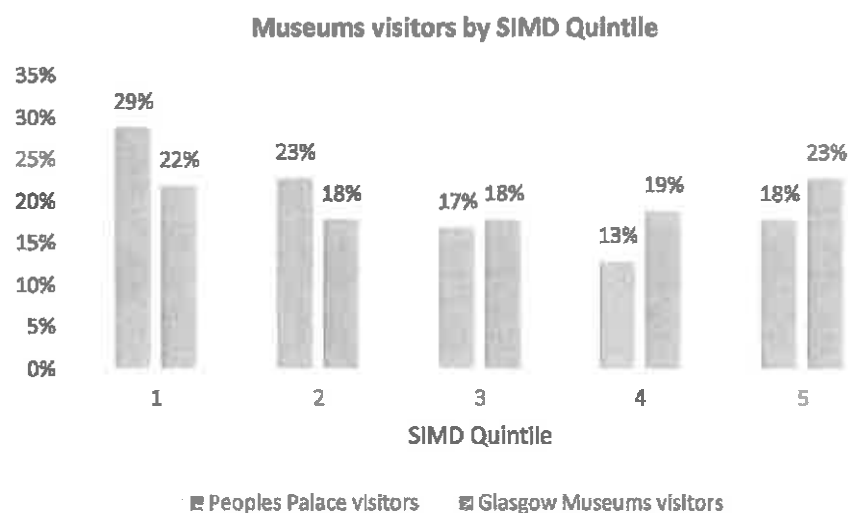


## 2.2 Scottish Index of Multiple Deprivation (SIMD)

47% of Glaswegians live in SIMD Quintile 1 areas representing the 20% most deprived areas in Scotland.

A higher proportion of Glasgow visitors to Museums come from the most deprived areas (Quintile 1, 27%) compared to the least deprived areas (Quintile 5, 20%).

29% of Peoples Palace visitors reside within SIMD Quintile 1 areas representing 20% of the most deprived areas in Scotland. This is the highest of all Glasgow Museums and higher than the Glasgow Museums average (22% of total visitors and 27% of Glasgow visitors).



### 2.3 Repeat visits

47% of visitors to Peoples Palace are first time visitors, with 38% being repeat visitors and having visited previously within the last year. This is +16% higher than the Glasgow Museums average of 31% of visitor's visiting with the past year.

### 2.4 Visit motivation and duration

76% of visitors visit Peoples Palace specifically to visit the museum. The second highest reason is to use the café in neighbouring venue, The Winter Gardens (8%). The average visitor spends 89 minutes in the Peoples Palace, above the Glasgow Museum average (84 minutes).

### 2.5 Travel to museum

The main methods of transport used to get to each museum reflect the demographics of the visitors as well as the location of the museum itself.

The most popular mode of travel to Peoples Palace is by car (36%), below the Glasgow Museum average (41%). Walking is the second most popular method of travel to the People Palace (26%), the highest of all museums and 4% above the Museums average (22%).

An above average percentage of visitors (14%) also use a sightseeing/tour bus to visit Peoples Palace, double the Glasgow Museums average (7%).

### 2.6 Gender

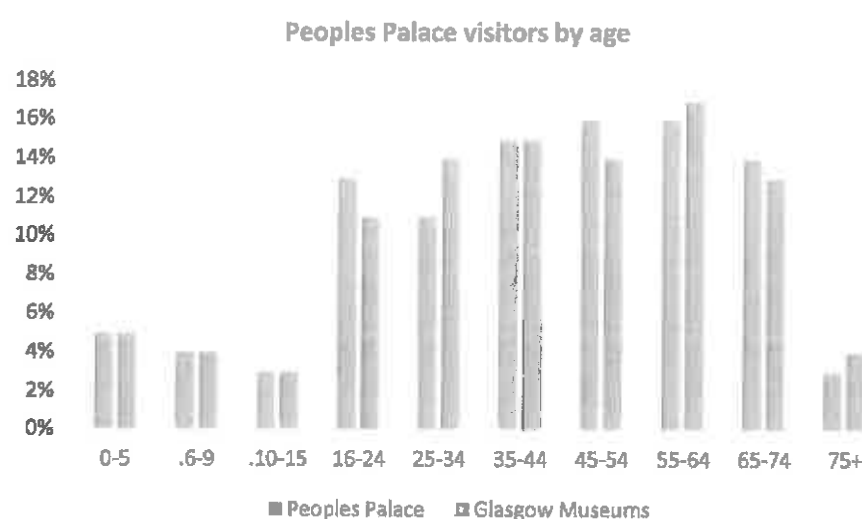
Visitors to People Palace are more likely to be female (45%) than male (55%), in line with visitors to Glasgow Museums overall.

Criteria	Peoples Palace				Glasgow Museums			
Gender	Male	45%	Female	55%	Male	46%	Female	55%

### 2.7 Age

Visitors to Peoples Palace display an even spread of age ranges, in line with the Glasgow Museums visitors overall.

	0-5	6-9	10-15	16-24	25-34	35-44	45-54	55-64	65-74	+75
Peoples Palace	5%	4%	3%	13%	11%	15%	16%	16%	14%	3%
Glasgow Museums	5%	4%	3%	11%	14%	15%	14%	17%	13%	4%



## 2.8 Ethnicity

Glasgow is the most ethnically diverse population in Scotland, with 12% of the population belonging to a non-white ethnic minority.

95% of visitors to Peoples Palace identify as being from a white Scottish, British, Irish or other white background. 5% of visitors are from non-white ethnic minorities, lower than the Glasgow Museums average (7%).

Ethnicity	Glasgow City	Glasgow Museums visitors	Peoples Palace visitors
White Scottish / British. White Irish / Other White	88%	93%	95%
Mixed and other ethnic groups	12%	7%	5%

## 3. Performance

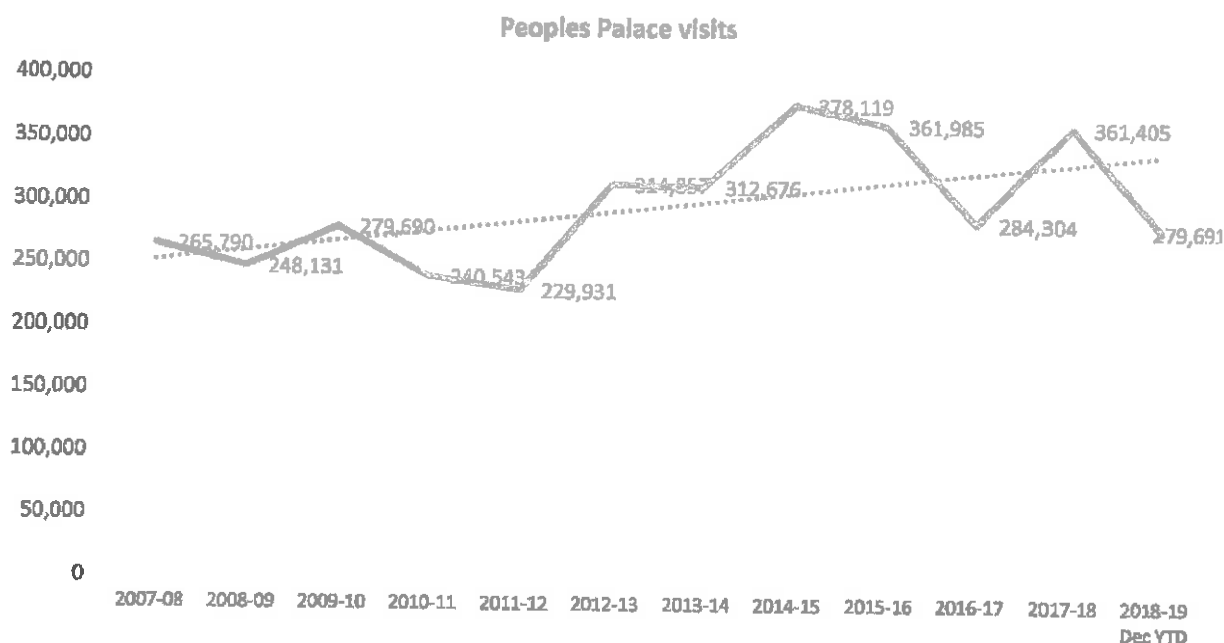
### 3.1 Visits

Visits to Peoples Palace are gradually increasing, averaging at 340,000 visits per year for the last 5 years. The Peoples Palace is the 4<sup>th</sup> most visited venue of all Glasgow Museums, behind Riverside (1<sup>st</sup>), Kelvingrove (2<sup>nd</sup>) and GoMA (3<sup>rd</sup>). Visitor numbers at Peoples Palace account for 9% of overall Glasgow Museum visits.

The number of visitors to the venue is often impacted by events on Glasgow Green. In 2016-17, the venue was subject to a number of short term closures due to Music events including Transmit and Bruno Mars and also due to a number of essential repairs taking place at adjoining venue, the Winter Gardens.

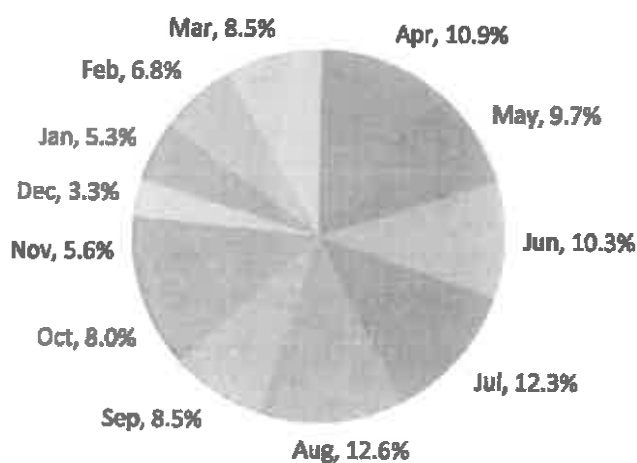


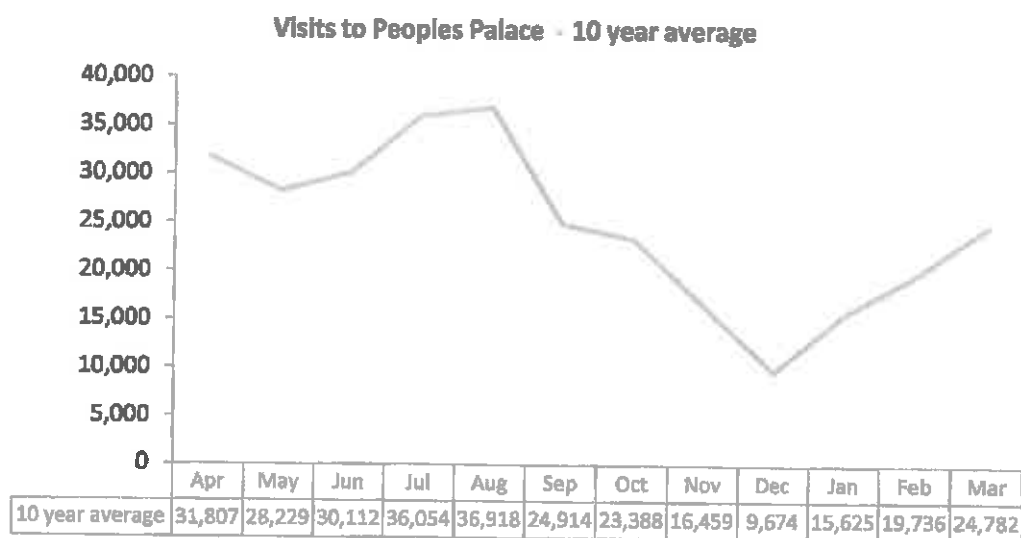
Prior to closure in December 2018, performance was recovering. The museum experienced a positive summer and a record August due to Festival 2018 which attracted a number of additional visitors to the live zone at Glasgow Green.



August is the most visited month at Peoples Palace, followed by July. In the last 10 years an average of 72,972 visits to Peoples Palace took place in July (36,054) and August (36,918). This accounts for an average of 25% of annual visits to Peoples Palace taking place in these months; July (12.3%) and August (12.6%).

**10 year historical visits to Peoples Palace by month**





### 3.2. School visits

Glasgow Museums offer facilitated school workshops designed to extend and enhance classroom learning. This comprehensive curriculum-linked programme for nursery, primary and secondary school groups is delivered across 9 Glasgow Museum venues.

The number of school visits to Museums is increasing year on year. In 2017-18 Glasgow Museums welcomed 49,076 school children on 1,954 visits, an increase of +13% on 2016-17).

School visits to Peoples Palace is also increasing and accounted for 11% of all Museum school visits in 2017-18.

Peoples Palace school visits				
Indicator	2015-16	2016-17	2017-18	YOY variance
Number of Visits	163	175	197	22 12.57%
Number of Attendees (Children)	3,698	3,680	5,543	1,863 50.63%

[REDACTED]

---

**From:** McEwan, David (EDU) [REDACTED]  
**Sent:** 18 January 2019 15:04  
**To:** MacLean, Alex; Brown, Isabel; Deighan, Susan; Diarmaid Lawlor; [REDACTED] (LES);  
[REDACTED] (LES); [REDACTED]  
[REDACTED]  
**Cc:** Dornan, Duncan; [REDACTED] Miller, Jill; Rowlands,  
Jane  
**Subject:** PPWG Workshop  
**Attachments:** Glasgow Placemaking Workshop PPWG.doc

Dear All,

As promised, please find attached, a scope/description document for the PPWG workshop next week. Thanks to everyone who had an input in its creation! I look forward to seeing you all next week.

Kind Regards,

David McEwan M.B.A. M.C.I.O.B. | Head of Development | Property & Land Services | Glasgow City Council | Exchange House |  
231 George St | Glasgow G1 1RX | t [REDACTED]

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# **Placemaking and City Change:**

## **People's Palace and Winter Gardens**

### **Purpose**

To explore the *principles and processes* that will assist in re-imagining the future of key city assets to deliver enhanced services to the city's communities alongside visitors and other users of the city's assets, including the benefits of new collaborative approaches, in the context of a changing city and reduced public funding. This is the first in a series of workshops to develop a vision for the future of one of Glasgow's best loved heritage assets – The People's Palace and Winter Gardens

### **Contexts**

Glasgow is a vibrant, changing city, re-positioning itself around 21<sup>st</sup> century economic sectors in creative industries, services and modern industries. The city is changing and growing which brings new and different expectations and challenges of how the city's resources, services and assets are used.

Alongside the rest of the public sector Glasgow City Council is experiencing reduced budgets and the increasing prioritisation of resources towards education, health and social care. This will impact on the profiling of future capital investment and management of city services and assets. The challenge of building resilience for communities, supporting city competitiveness and addressing the reduction in public resources invites a more holistic approach to supporting demand, improving outcomes and making informed decisions about the use of the city's assets.

### **Aim of workshop**

The ambition for this workshop is to look at one of the City's key heritage assets the People's Palace and Winter Gardens, the context affecting its current usage, its relationship with its surroundings and geographical location within the city in order to develop a clear vision of how this asset can be used for maximum impact to support the priorities of the city. It will inform future practical, collaborative actions that will be developed to meet future ambitions. The aim of the workshop is both to test principles that would inform future development decisions at this location, and to use the principles to inform similar approaches in other parts of the city. The output will also inform the development of a brief for the physical investment in this heritage asset based on future options for its use.

## Placemaking and City Change: People's Palace and Winter Gardens

### Purpose

Session	Description
<i>Welcome</i>	Glasgow City Council
<i>Introduction and Context</i>	<ul style="list-style-type: none"> <li>• set out the purpose/agenda of the workshop sessions</li> <li>• background to why there is a need for action and how these assets are currently used</li> <li>• background information on location (within a park and the east of the city) and local demographics including local communities and communities of interest.</li> </ul>
<i>Overview of the current situation</i>	<ul style="list-style-type: none"> <li>• Summary of plans, policies and partnerships already in motion highlighting key issues</li> </ul>
<b>Session 1:</b>  <i>Group working to identify principles and priorities</i>	<ul style="list-style-type: none"> <li>• What is the sense of place of this community how do people experience it? [value and city identity]</li> <li>• What are the key issues, opportunities and priorities?</li> <li>• What services and experiences could be brought together to enhance this asset and where it sits in the city?</li> <li>• What are the potential benefits of doing this collaboratively?</li> <li>• Choose one thing which would denote success</li> <li>• feedback and discussion</li> </ul>
<b>Session 2:</b>  <i>Group working to identify scenarios</i>	<ul style="list-style-type: none"> <li>• What are the opportunities that will support the delivery of the vision for the peoples Palace and Winter gardens and how will they impact locally and at a city wide level?</li> <li>• What models from elsewhere can we learn from?</li> <li>• Scenario testing and convergence of ideas</li> <li>• feedback and discussion</li> </ul>
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## **Outcomes**

- **Alignment of the vision for the People's Palace/Winter Gardens to the city's key priorities and resources.**
- **Identify opportunities for shared investment, partnerships, increased income and reduced costs.**
- **Identify opportunities for community (both geographical and of interest) involvement in further developing the vision for the future of these heritage assets**

**From:** Deighan, Susan  
**Sent:** 18 January 2019 14:58  
**To:** McEwan, David (EDU) [REDACTED]  
**Subject:** FW: People's Palace and Winter gardens workshop  
**Attachments:** Glasgow Placemaking People Palace Rev A - DMcE Edit b.doc

Hi David \

Good to go with the addition of one coma in the first paragraph to help the sense of the sentence.

Regards

Susan

**From:** McEwan, David (EDU) [mailto:[REDACTED]]  
**Sent:** 18 January 2019 14:51  
**To:** Deighan, Susan  
**Subject:** FW: People's Palace and Winter gardens workshop

David McEwan M.B.A. M.C.I.O.B. | Head of Development | Property & Land Services | Glasgow City Council | Exchange House |  
231 George St | Glasgow G1 1RX | t [REDACTED]

#### Glasgow - UK Council of the Year 2015

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# Placemaking and City Change:

## People's Palace and Winter Gardens

### Purpose

To explore the *principles and processes* that will assist in re-imagining the future of key city assets to deliver enhanced services to the city's communities alongside visitors and other users of the city's assets, including the benefits of new collaborative approaches, in the context of a changing city and reduced public funding. This is the first in a series of workshops to develop a vision for the future of one of Glasgow's best loved heritage assets – The People's Palace and Winter Gardens

### Contexts

Glasgow is a vibrant, changing city, re-positioning itself around 21<sup>st</sup> century economic sectors in creative Industries, services and modern Industries. The city is changing and growing which brings new and different expectations and challenges of how the city's resources, services and assets are used.

Alongside the rest of the public sector Glasgow City Council is experiencing reduced budgets and the increasing prioritisation of resources towards education, health and social care. This will impact on the profiling of future capital investment and management of city services and assets. The challenge of building resilience for communities, supporting city competitiveness and addressing the reduction in public resources invites a more holistic approach to supporting demand, improving outcomes and making informed decisions about the use of the city's assets.

### Aim of workshop

The ambition for this workshop is to look at one of the City's key heritage assets the People's Palace and Winter Gardens, the context affecting its current usage, its relationship with its surroundings and geographical location within the city in order to develop a clear vision of how this asset can be used for maximum impact to support the priorities of the city. It will inform future practical, collaborative actions that will be developed to meet future ambitions. The aim of the workshop is both to test principles that would inform future development decisions at this location, and to use the principles to inform similar approaches in other parts of the city. The output will also inform the development of a brief for the physical investment in this heritage asset based on future options for its use.




## Placemaking and City Change: People's Palace and Winter Gardens

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**Subject:** PPWG Workshop  
**Location:** City Chambers East Building, 40 John Street, Training Room B.21  
  
**Start:** Wed 23/01/2019 13:00  
**End:** Wed 23/01/2019 18:00  
**Show Time As:** Tentative  
  
**Recurrence:** (none)  
  
**Organizer:** McEwan, David (EDU)

Dear All,

As you are no doubt aware, we regrettably had to close the Winter Garden at the end of 2018 due to concerns over the safety of the structure, additionally, the People's Palace will have to close for a period to undertake alteration work that will allow it to re-open again independently of the Winter Garden.

As promised by GCC, a working group is to be set up to discuss the options that may be available to us to define a sustainable future for both buildings, and this invite is to become a part of the workshop. We will be adding attendees to the list as the group develops and we would welcome your views on people who would be able to contribute to the discussion. Please do not simply forward the invite on however, if you have a suggestion as to a possible attendee, please let me know about it and I will forward an Invite if appropriate.

I look forward to seeing you at the workshop next year!

Regards,

David McEwan.


## Glasgow - UK Council of the Year 2015

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**From:** Deighan, Susan  
**Sent:** 04 February 2019 10:13  
**To:** Miller, Jill; Brown, Isabel; MacLean, Alex; Dorman, Duncan  
**Subject:** Notes from the People's Palace workshop  
**Attachments:** Palace for the People Rev A.PDF

Hi

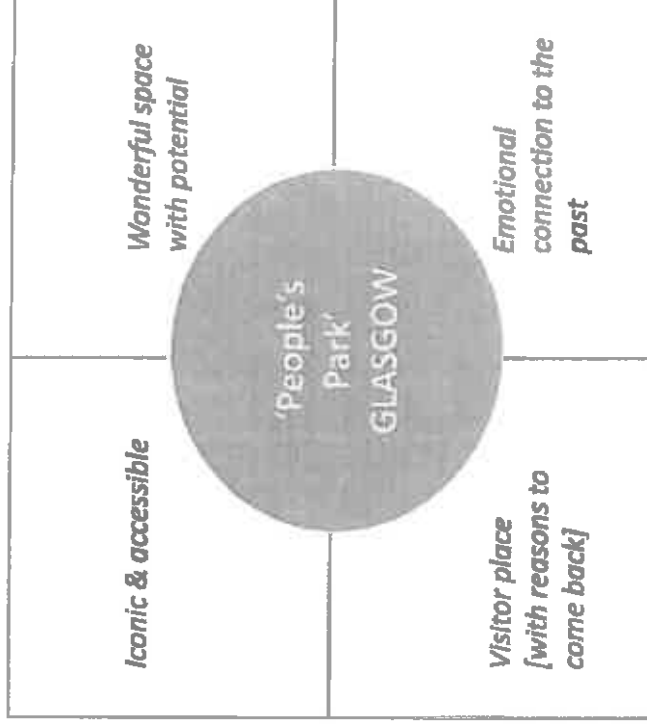
David sent this through last week and has asked Fiona Ross to draft a briefing note from it that can be used to brief councillors.

The next session is around The Mitchell and Bridget will be attending this one.

Susan

# Palace for the People/People's Park Glasgow

## 1. Story of the place:



## 2. Future experience:

Stable & familiar  
[inclusive]



Regularly refreshed  
[engaging]

# Palace for the People/People's Park Glasgow

## 3. Ethos

- A** *Heritage as anchor maintaining connection to the past and the city*
- B** *Protect what's already special with big new idea to re-imagine city gathering place*
- C** *Great place with more people, maintaining inclusion with choices for all citizens*
- D** *'Day out' with layers of things to do supported by multi functional spaces*
- E** *Tells the story of the social history of the city, the importance of the geography and role in the city in a variety of ways*

**So, future uses must ....**

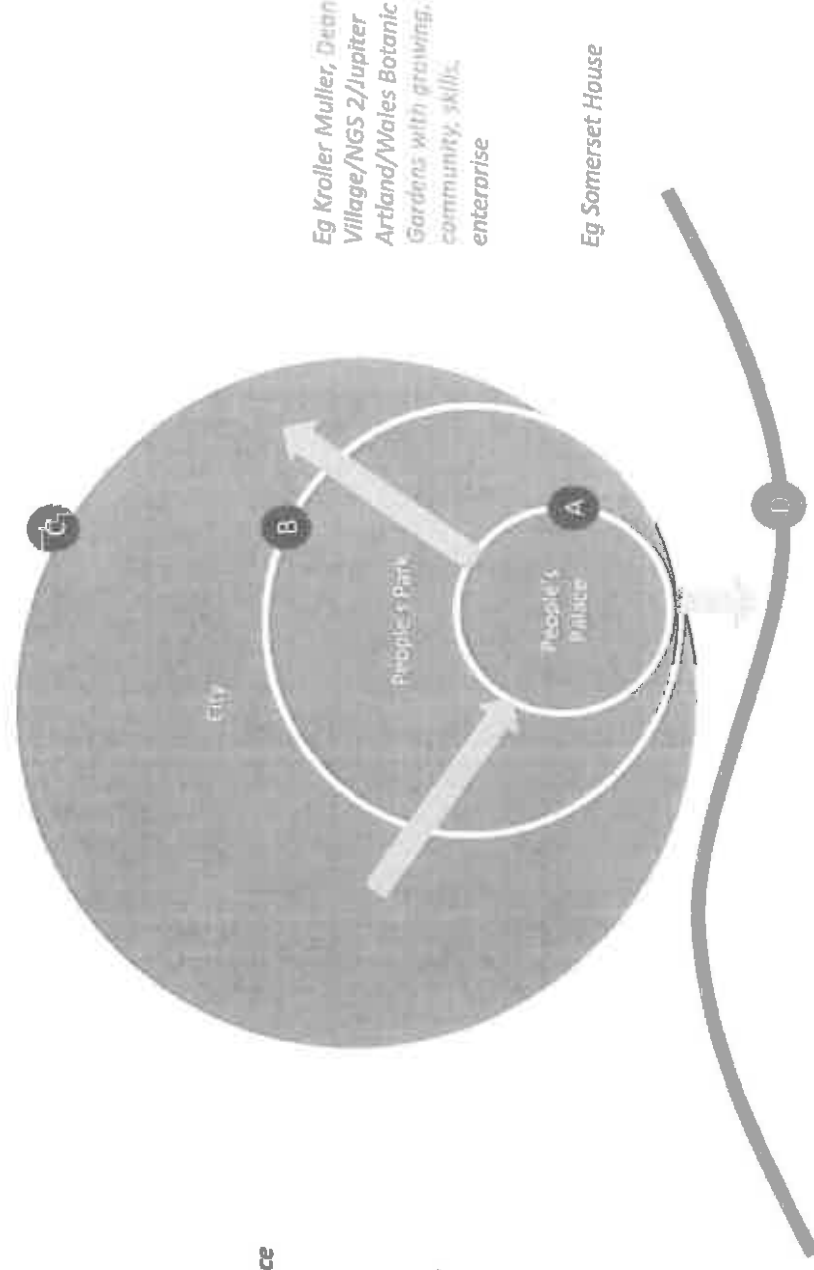
- 1. Be complimentary to the ethos of the place and the different places in different parts of the city telling the city story**
- 2. Be economically sustainable, with possibility of being a self supporting place**
- 3. Be delivered collaboratively; a collaborative operating model**

# Palace for the People/People's Park Glasgow

## 4. Opportunities

- A** Economically sustainable, inclusive place, anchored by heritage, with multi functional space for events and community participation
- B** Open space gardens widening the visitor experience for more people
- C** Enhancing the way the city tells its story, locally and globally, complementing other initiatives in the city
- D** Capitalising on the opportunity of the river and connections to the city

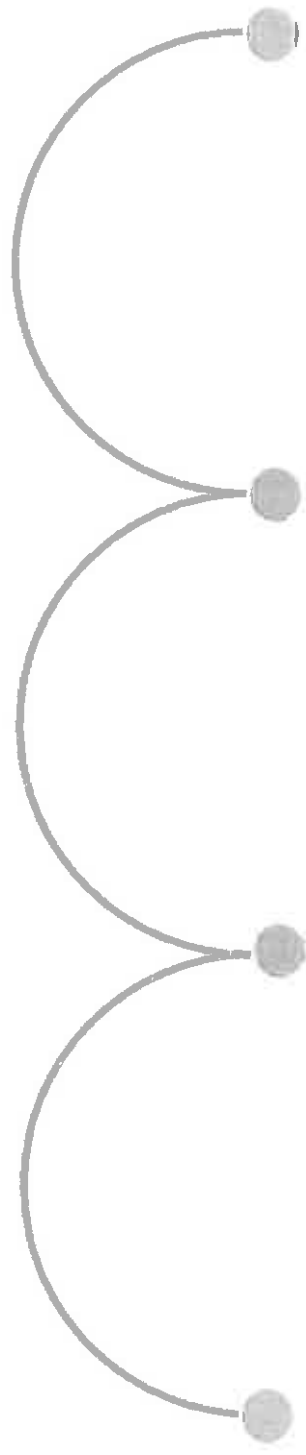
Inter-relationships/contemporary 'gathering place'



# Palace for the People/People's Park Glasgow

*'a collaborative approach'*

## 5. Next Steps



### 1. Principles

- Agree principles
- Stakeholder design
- Member briefing
- Programme
- Constraints

### 2. Possibilities

- Initial engagement[s]: principles
- Review technical studies
- Advice from outside: different ways of doing
- Agree collaborative operation models
- Review programme

### 3. Partnerships

- Progress engagement: options
- Build collaborative partnerships
- Business model
- Programme

### 4. Plan

- Final engagement
- Business plan
- Spatial plan
- Communications plan
- Management and review plan