



ACTIONPLAN FOR THE CULTURE STRATEGY 2016–2018

Cultural department City of Malmö 2016



INTRODUCTION.....	3
DESIGN OF THE ACTION PLAN.....	4
COMMITMENT	4
THE ACTION PLAN'S COMMITMENTS AND THE CITY OF MALMÖ'S GOVERNANCE MODEL	5
DIVISION OF RESPONSIBILITIES	5
FOLLOW-UP	5
REVISION AND NEW ACTION PLAN	5
ACCESSIBILITY FOR A CULTURALLY SUSTAINABLE CITY	6
1. INCREASE ACCESS TO CULTURE FOR CHILDREN IN SCHOOL AND PRESCHOOL	7
2. INCREASE ACCESS TO CULTURE IN HEALTHCARE, SOCIAL CARE AND SUPPORT ACTIVITIES	8
3. CULTURE IN MORE PLACES IN MALMÖ	9
PROFESSIONAL CULTURAL PLAYERS	10
4. INCLUDE PROFESSIONAL CULTURAL LIFE	11
5. WORK FOR GOOD CONDITIONS FOR THE CULTURAL SECTOR IN THE CITY	12
6. INCREASE COLLABORATION ACROSS SECTORS	13
THE CITY OF MALMÖ.....	14
7. INTRODUCE CULTURAL PERSPECTIVES IN PLANNING AND EVALUATION PROCESSES	15
8. CREATE CULTURE PORTAL FOR WORK WITH CULTURAL STRATEGY	16
9. INCREASE SKILLS AND KNOWLEDGE ABOUT CULTURE IN THE CITY OF MALMÖ	17
10. INITIATE COOPERATION AND INCLUDE CULTURAL PLAYERS FOR A CULTURALLY SUSTAINABLE CITY	18
DEFINITIONS OF CULTURAL TERMS IN THE ACTION PLAN FOR CULTURAL STRATEGY 2016	19

Introduction

Cultural Strategy 2014-2020 was adopted by the City Council on 17/06/2014 for the entire organisation of the City of Malmö. The Cultural Strategy is the first of its kind in Malmö with the overarching goal of strengthening Malmö's sustainability by means of artistic and cultural processes and expressions¹.

The entire city will use the goals of the Cultural Strategy as the basis of its work in order to improve the quality of life and opportunities of Malmö's residents and thus contribute to making Malmö a place where everyone is equal. Children and young people are a priority target group in the work involving this strategy. (*Malmö Cultural Strategy 2014-2020*, 2014)

When adopting Cultural Strategy 2014-2020, the City Council commissioned the Culture Committee, in collaboration with the city's other committees and boards, to propose an action plan for the strategy to be adopted by the City Executive Board.

The Cultural Strategy supplements the city's cultural mission, primarily the responsibility of the Culture Committee, with a common platform on which to base cooperation between committees, departments and companies in the area of culture. This became even more explicit in the budget for 2015 when the City Council formulated an overarching goal for culture and recreation, as one of nine target areas.

The Action Plan for Cultural Strategy 2016-2018 describes the common commitments to be implemented in order for the City of Malmö to achieve the strategy's cultural goals adopted by the City Council. The action plan covers the years 2016-2018 and includes both commitments that can be implemented in the shorter term and commitments that can be implemented in the longer term. A new action plan 2019-2020 for the city's cultural goals will be produced in 2018 and will over time be designed from a more long-term perspective.

Commitments described in the *Action Plan for Cultural Strategy 2016-2018* are a result of joint interdepartmental work with the participation of the City's departments and companies in spring 2015. The Culture Department arranged interdepartmental dialogue meetings on the basis of the Cultural Strategy's main goal: *In 2020 Malmö's sustainability has been strengthened by means of artistic and cultural processes and expressions*, and of the sub-strategies stated in *Cultural Strategy 2014-2020*. A total of five dialogue meetings were organised to discuss the following sub-goals:

1. In Malmö it is easy to get involved
2. People want to be in Malmö
3. In Malmö it is easy to be a cultural player
4. In Malmö there is freedom of thought and expression
5. In Malmö it is easy to develop and be creative

The proposed *Action Plan for Cultural Strategy 2016-2018* consists of ten priority commitments linked to the sub-strategies above.

The main responsibility for realising the action plan rests with the Culture Committee, but for this to be possible, the City of Malmö must take joint responsibility and actively seeks cooperation,

¹ When we say art, we are primarily referring to expressions, practitioners and activities within the artistic forms of literature, music, dramatic arts, visual arts and film. When we say culture, we are also referring to cultural heritage (e.g. museums, archives, historical sites, cultural environments, cultural history and so forth), activities such as libraries and adult education, activities closely linked to the arts (e.g. design, crafts, architecture), expressions and activities within popular culture and people's own creativity within these fields.

both within the municipal organisation and with external local and regional parties, and not least the people of Malmö. Fruitful cooperation, for example between different departments or companies, can enable the more effective utilisation of the resources found in the area of culture, thus making them more accessible to those residing in or visiting Malmö. This can further contribute to the city's sustainable development.

In autumn 2015, the proposed action plan was under referral at all the committees and boards. The received responses have subsequently been processed by the Culture Committee, and the Culture Department has now revised the action plan on the basis of these. The revised action plan has been discussed by the Culture Committee and sent to the City Executive Board for a decision.

Design of the Action Plan

Commitment

The action plan contains ten commitments, listed in no particular order. The commitments described in the action plan are all linked to the sub-strategies found in *Cultural Strategy 2014-2020*.

The action plan is divided into three areas of work; *Accessibility for a culturally sustainable city*, *Professional cultural actors* and the *City of Malmö*. A number of commitments are presented under each area. Each area of work begins with a text of intent describing the way in which each area contributes to the fulfilment of the cultural strategy goals. Each commitment is also related to the various sub-strategies included in the Cultural Strategy. The Culture Department will appoint one person as responsible for each respective commitment. They will be tasked with initiating cooperation with the other departments and companies. In this way, the work will be pursued jointly.

Together with this action plan, the Cultural Strategy can and should form the basis for the cultural goals of each committee and board, for example, under the City Council's target area of *A creative city*. This creates the conditions for a common focus for the city in the area of culture, something which promotes opportunities for various types of cooperation. However, it is each committee's own responsibility to interpret and break down the overarching cultural goals into its activities. But to ensure that all resources and visions are aligned, the Culture Department takes responsibility for convening dialogues between the departments and companies.

Cultural Strategy 2014-2020 aims to make Malmö a place where children and young people are a priority target group. When breaking down commitments, the perspectives of children and of gender equality are to be given particular consideration.

The Action Plan's commitments and the City of Malmö's governance model

The design of the action plan takes its starting point in *Guidelines for the design of the City of Malmö's governance documents*, and is based on the definition of action plan stated in the handbook.

With the City Council's goal of a creative city, it became clear that culture and recreation is an area that involves all committees and company boards. However, the cultural goals, as described in the Cultural Strategy, constitute a new operational area for several committees and companies. The ambition of the *Action Plan for Cultural Strategy* is therefore to serve as a support resource and provide the city's committees and boards with inspiration for their work to formulate goals in the area of culture.

Division of responsibilities

It is the Culture Department's responsibility to coordinate work on the action plan and provide support to the other departments and companies. The Culture Department will appoint persons with a particular responsibility for initiating cooperation and working together with the other departments and companies.

The Culture Department has the task of driving the work forwards and has a main responsibility for realising the action plan's commitments. However, a prerequisite for fulfilling the commitments is that the city actively adopts a joint approach.

Follow-up

The Culture Department is responsible for following up the action plan's implementation in order to shape the continued development of the operations in cooperation with the other departments and companies. This follow-up will take place annually in connection with preparation of the year's analysis and will partly be based on the ordinary follow-up of each City Council goal, led by the City Office, and of the goals of each committee and board.

Revision and new Action Plan

A new Action Plan for Cultural Strategy covering the work until 2020 is to be produced in 2018 on the basis of interdepartmental dialogue and follow-up of the previous action plan.

Accessibility for a culturally sustainable city

Culture gives meaning and a sense of participation in the city and creates context.

The City of Malmö shall therefore work to make culture and artistic expressions accessible and will create conditions for Malmö's residents to enjoy culture in the city.

Making culture and art accessible is about working to diversify the offering of artistic and cultural experiences, to increase citizen influence, to provide greater access to arenas for artistic and cultural experiences, and to increase opportunities for people's own creativity. The work to make art and culture accessible to more people is intended to create equal access to culture regardless of position in society, sex, gender identity or expression, ethnicity, religion or other belief, disability, sexual orientation or age.

To enable everyone in Malmö to enjoy artistic and cultural experiences and activities, we need to have a broad approach, with more target groups, with a more diverse offering of artistic and cultural experiences in more places in the city. The municipality's operations that have daily contact with citizens can work directly to provide greater access to cultural experiences and activities within the framework of those operations. Other initiatives to increase accessibility require long-term development work.

1. Increase access to culture for children in school and preschool

The commitment is linked to sub-strategy: 1, 2, 5

Schools are an important platform for the access of children and young people to cultural experiences and are already working to make artistic and cultural expressions accessible and to include these in their educational work. Despite this, the young residents of Malmö have very different conditions for enjoying culture at school.

Coordination between the education departments needs to ensure that children and young people, regardless of age, have equivalent access to culture throughout their schooling. Today, investments in culture in schools come under “Creative School”, but need to be broadened to also include preschool activities. This is also in line with the cultural policy ambitions of central government.

There is a great difference between the extent to which children in the younger age groups have access to the cultural offering compared with the older age groups of young people. The Culture Department has well-established cooperation with the Compulsory Education Department and the Preschool Department. This includes established forums for communication and for conveying the cultural offering that is available to children. No corresponding platform is currently available for students in upper secondary schools. This should be developed to also ensure the participation of the older age groups of young people in cultural activities.

Schools and preschools can use artistic and cultural expressions as effective tools for improving learning outcomes. In collaboration with cultural players, the education departments can test different ways of using cultural expressions in the educational work and thus also contribute to the development of children's creative abilities.

Principal: The Culture Committee

Responsible for implementation: The Culture Committee in cooperation with the Preschool Committee, the Compulsory Education Committee, the Labour Market, Upper Secondary and Adult Education Committee, City District committees and the Technical Services Committee

2. Increase access to culture in healthcare, social care and support activities

The commitment is linked to sub-strategy: 1,2,5

The Malmö Commission report initiated extensive work for a socially sustainable city, with the aim of evening out health disparities among socially and financially vulnerable groups in the city. One part of the work for a socially sustainable city is to make cultural and artistic experiences accessible to all Malmö's residents.

The framework of municipal operations affords the opportunity for work to provide greater access to culture among socially and financially vulnerable groups and to groups in need of support and social care. This might, for example, involve elderly care, LSS activities and individual and family welfare with a particular focus on families with children. Future work with culture in healthcare, social care and support activities will require new methods and practices in order to adapt to the needs of both the target group and the field of activities.

Specifically, this work can include providing support and help to allow individuals to enjoy the cultural offering or engage in their own creativity. It can also involve targeted activities for financially vulnerable families, or initiatives to create better conditions for this target group to enjoy the ordinary cultural offering. One possibility is to investigate the use of a special targeted support to ensure that financially vulnerable families have access to culture.

Principal: The Culture Committee

Responsible for implementation: The Culture Committee in cooperation with City District committees, the Social Resources Committee.

3. Culture in more places in Malmö

The commitment is linked to sub-strategy: 1,2,4,5,

In order to create a greater and more widespread participation in culture, there is a need to map how the cultural offering is distributed across the city's different areas. A wider offering of cultural activities outside the central parts of Malmö has the potential to create curiosity and lead to more interaction and greater mobility in the city. Proximity to cultural activities increases an area's attractiveness and creates a sense of security and belonging, and at the same time gives more people the easy opportunity to enjoy the cultural offering in the city.

To realise this commitment, it is important to establish forms for collaboration between the city's departments/companies and the cultural institutions, independent cultural life and civil society. A prerequisite for bringing this about is a more effective use of existing premises and an explicit cultural perspective and new meetingplaces when planning expansion areas in the city.

Intergenerational meeting places that function as a second living room (like *Garaget* and *Folkets park*) both indoors and outdoors should be further developed and more should be created. Here, the City of Malmö should work for an open and tolerant climate in which citizens become involved and have a major influence over the offering when new events and meeting places are created.

The City will work for a broader offering by developing existing meeting places and developing new creative meeting places (such as creative recycling workshops).

Principal: The Culture Committee

Responsible for implementation: The Culture Committee in cooperation with City District committees, the City Planning Committee, the Environment Committee, the Technical Services Committee, the Services Committee, the Leisure and Recreation Committee, the Compulsory Education Committee, MKB and Fire and Rescue Service South.

Professional cultural actors

In order for Malmö to continue being an attractive cultural city which offers a rich and varied range of cultural activities and expressions, we need to look after the interests of our cultural players. The City should be able to offer good conditions for the artists and cultural players who choose to operate in Malmö.

This includes work to provide premises, open up municipal development processes and include active artists and cultural players in them, and to harness and utilise the skills possessed by professional cultural practitioners. The city should also work to highlight artistic and cultural work and its impact on the attractiveness of the city.

Here too, it is very important to work on a broad front, inclusively and across sectors, and to be sensitive to the diversity of cultural players and their different needs. It is important to be supportive and work together to meet the challenges faced by artists and cultural players today.

4. Include professional cultural life

The commitment is linked to sub-strategy: 2,3,4,5

Professional cultural life should be invited to become a natural part of the city's planning and development processes. This refers to the work of long-term urban development where artistic skills can be utilised as a method for creating innovative solutions. Urban development should also harness the expertise possessed by artists and cultural agents. For example, the creative process could be utilised in work on general and detailed development plans.

Professional artists and cultural players should be included in development processes with an emphasis on social aspects, such as in the development of forms and methods for citizen dialogue, consultation processes and area development.

Culture and art affect the dimensions of societal development. Municipal operations should therefore collaborate with cultural players and artists in order to reach out with messages, change behaviour, increase citizen influence, create debate and dialogue.

Principal: The Culture Committee

Responsible for implementation: All committees and boards

5. Work for good conditions for the cultural sector in the city

The commitment is linked to sub-strategy: 2,3,5

Malmö is to be an active and attractive cultural city for professional artists and cultural agents. The city therefore needs to work to develop and create good conditions for cultural players in Malmö.

The work to offer good conditions for artists and cultural players is about facilitating and testing new forms of cooperation across boundaries, reviewing the support systems within the municipality and supplementing and developing new forms of support.

Another direction of the work to strengthen the position of cultural players, offer support and promote development is to create an incubator for culture. A good example of this is the business incubator MINC, which functions as a hub for startups in Malmö and entrepreneurs in southern Sweden. In the way that MINC functions as a hotbed for innovation, an incubator for professional cultural players, adapted to the needs of cultural activities and the specific conditions of the culture sector, could create conditions for a development that would benefit the entire city.

An initial phase includes plans for dialogue with active players and the mapping of the needs of independent cultural life as well as an investigation of organisational and financial models.

Principal: The Culture Committee

Responsible for implementation: The Culture Committee in cooperation with the City Executive Board (Trade and Industry Office), the Leisure and Recreation Committee, the Social Resources Committee, the Environment Committee, the Technical Services Committee and the Services Committee

6. Increase collaboration across sectors

The commitment is linked to sub-strategy: 2,3,5

In order to further develop the cultural sector's position in the city, we need to do more work across boundaries, in knowledge alliances and beyond the demarcation between culture and industry. The cultural and creative industries are a sector that is growing increasingly strong in the city. Malmö as a film industry city is an increasing profile area, with a number of annual film festivals and major film productions with links to Malmö. Besides film, the design and gaming industries are examples of sectors that are under strong development and have the potential both to create jobs and contribute to the city's attractiveness. The city's investments in the business sector should be broadened to also include the cultural and creative industries.

Testing new models for collaboration across boundaries, opening and adapting internal systems for collaboration across sectors can lead to positive effects for the city's ambitions to position itself as an innovative and inquisitive city.

Principal: The Culture Committee

Responsible for implementation: The Culture Committee in cooperation with the City Executive Board (Trade and Industry Office)

The City of Malmö

In order to create better general conditions for achieving the commitments presented in the action plan, there is a need to develop cooperation within the city.

Cultural goals for the entire municipality are new to the City of Malmö, and this entails a need to develop new practices, methods and collaboration models. In order for Malmö to achieve these goals, it is important to work for an open and inclusive climate that encourages investments in skills development, the testing of new methods and cooperation.

The Culture Committee is responsible for initiating cooperation, dialogue and for efforts to increase knowledge, thereby contributing to the development of the internal organisation. Specifically, this could involve the development of communications channels and a communications platform, the initiation of internal and external cooperation on the cultural goals and investments to advance knowledge about the area of art and culture in cooperation with the university and artistic study programmes in the city.

7. Introduce cultural perspectives in planning and evaluation processes

The commitment is linked to sub-strategy: 1,2,3,4,5,

A methodology for clarifying the general role of culture in the city's planning and operational processes is to integrate a cultural perspective. The purpose of this is to ensure access to culture, which is a right for all Malmö's residents, regardless of their background or circumstances. This may be compared with gender mainstreaming, which aims in a corresponding manner to ensure a gender equality perspective in the city's various processes.

The implementation of the *Action Plan for Cultural Strategy* creates the foundation for a development that could lead to the cultural perspective becoming a natural part of the city's various operations and organisational levels. Representatives of culture should be included in city-wide working groups, for example in urban development processes.

Principal: The Culture Committee

Responsible for implementation: The Culture Committee in cooperation with all committees and boards

8. Create culture portal for work with cultural strategy

The commitment is linked to sub-strategy: 1,2,3,4,5

The Culture Committee is planning to develop a common portal for information and knowledge exchange within the organisation. This can host information on the cultural goals, as well as contact information for the network and external stakeholders, and an overview of available premises in the city. A place where documentation, inspiration and news about the work is posted and discussion forums can be created.

A corresponding external version should be developed at the same time. Here, artists, local and regional cultural players and other interested parties can gain an easy overview and information on the ongoing work. They can also get in contact with people working with cultural issues at each department/company.

Principal: The Culture Committee

Responsible for implementation: The Culture Committee

9. Increase skills and knowledge about culture in the City of Malmö

The commitment is linked to sub-strategy: 1,2,3,5

In order for the City of Malmö to achieve the cultural goals, the organisation's knowledge and skills in culture field need to increase. It is important to harness the artistic academic programmes found in the city and the research undertaken at Malmö University.

This means that the city should actively seek and initiate cooperation on research and knowledge development in the area of art and culture, and participate in research and development projects. An investment in municipal doctoral students in the area of culture would be valuable.

The Culture Committee, in cooperation with the other committees and companies, will work to increase skills and knowledge in the area of culture by actively creating, organising, and convening forums for skills and knowledge exchange regarding art and culture.

Principal: The Culture Committee

Responsible for implementation: The Culture Committee

10. Initiate cooperation and include cultural players for a culturally sustainable city

The commitment is linked to sub-strategy: 1,2,3,4,5,

The goal is that Malmö in 2020 will be a culturally active, attractive and inclusive city in which a diversity of artistic and cultural expressions are represented. To this end, the city should actively collaborate and develop its work with culture by means of an open and inclusive approach.

One way to test the work with the cultural goals is to initiate new cooperation projects with the city's departments and companies, local cultural institutions, regional, national and international stakeholders, and also with professionally active artists and cultural players in the city.

Experience from the work with the cultural strategy should be made visible, shared and documented in order to further increase knowledge development and skills exchange within the city.

Principal: The Culture Committee

Responsible for implementation: The Culture Committee in cooperation with all committees and boards

Definitions of cultural terms in the Action Plan for Cultural Strategy 2016

Cultural terms are open to interpretation and might have partly different meanings depending on the context. Here is a short guide to how some of these terms are normally used within the area covered by the Culture Department.

Art and culture

Cultural Strategy 2016-2020 gives the following definition:

When we say **art**, we are primarily referring to expressions, practitioners and activities within the artistic forms:

- literature
- music
- dramatic arts
- visual arts and film

When we say **culture**, we are also referring to cultural heritage (e.g. museums, archives, historical sites, cultural environments, cultural history and so forth), activities such as libraries and adult education, activities closely linked to the arts (e.g. design, crafts, architecture), expressions and activities within popular culture and people's own creativity within these fields.

Cultural sector, cultural life, cultural activities

- These umbrella terms can cover all forms of cultural activity in the public sector, industry, civil society and the spheres of personal and private finances.
- Boundaries are drawn based on the context – for example, whether we mean local cultural life in Malmö, the public cultural sector or cultural activities organised by the City of Malmö.

Cultural player

- This term usually refers to organisations or other collectives (such as associations, companies, public institutions or groups) that have culture as a prominent part of their profile and operations.
- It can also refer to individuals, and then usually has professional cultural creators in view.

Professional culture

- This can refer to a cultural activity conducted professionally, by an organisation or an individual. Such persons might, for example, receive remuneration for their artistic work.
- It can refer to the level of competence and quality, for example, that a person has higher education and experience in the area of culture or that an organisation consists of persons with such skills and produces culture of high artistic quality.
- The assessment of professional level in the area of culture can involve artistic quality, but can also concern more general skills (administration, communication, etc.).
- Often the term “professional cultural agent” is used of organisations/persons that meet several of these criteria.

Amateur culture, own creativity

- Amateur cultural activities are conducted by people in their free time and on a voluntary basis, i.e. without remuneration to those participating
- Amateur culture often refers to organised activities conducted in associations, but also has many other forms.

- Own creativity often refers to artistic activities at the amateur level, something that children or adults do for their personal development or in the context of school cultural activities.

Artist, artistic practitioner

- The term artist sometimes refers specifically to people who work with art and design (painters, graphic artists, sculptors, etc.).
- In other contexts, artist can cover practitioners in all art forms (also music, theatre, literature, etc.).
- Artist is most frequently used of professional cultural practitioners and it also applies to other expressions such as active artists, cultural creators and cultural workers.

Cultural activities, cultural experiences, cultural offering

- Cultural activities might, for example, mean own creativity or the enjoyment of culture as an audience.
- The term cultural experiences focuses mainly on the role of the audience and what it experiences with the senses.
- Cultural offering usually refers to all the cultural events and other cultural activities that an audience or active participant can choose.

Independent cultural life

- Independent cultural organisations, which do not have a public principal (municipal, regional or central government), but often receive public support and do not conduct operations with a commercial purpose.
- They can, for example, take the form of non-profit associations, economic associations, foundations or smaller private companies, but can also be groups and networks without any formal organisation.
- Individual cultural creators, mainly professionally active who do not work at a cultural institution or the like (“freelancers”), are also counted as belonging to independent cultural life.

Cultural association

- Usually a non-profit organisation.
- In the area of cultural policy, this mainly refers to associations that have some form of art/culture as their overall profile. They might conduct activities at the amateur or professional level.
- In other contexts, the term sometimes also includes associations with broader activities and with ethnic identity as an overall profile.

Adult education

- Term with historical roots that mainly involve betterment outside the formal education systems, within the context of popular movements or in other ways
- In a narrower sense, it is often used today to designate the activities of study associations and folk high schools.