

PERTH AND KINROSS COUNCIL

10 May 2023

STRATEGIC PRIORITIES FOR CULTURE AND PHYSICAL ACTIVITY/SPORT 2023-2028

Report by Head of Cultural and Community Services
(Report No. 23/133)

1. PURPOSE

- 1.1 This report presents the final strategies for culture and physical activity/sport 2023-28 for approval, following approval of draft strategies in December 2022, and a consultation and development phase approved by Council in June 2022.
- 1.2 The new strategies align with the Local Outcomes Improvement Plan 2022-2032 and the Perth and Kinross Council Corporate Plan.
- 1.3 In light of the scale of financial pressures which the Council faces in the years ahead, both strategies have a clear focus on maximising the assets we have and ensuring stronger collaboration between partners. We also have significant community-led culture and sports initiatives which are a key strength of Perth and Kinross. The strategies reflect ways we can build on this in the years ahead.

2. RECOMMENDATIONS

- 2.1 It is recommended that Council:
 - Approves the final strategies for culture, physical activity and sport attached at Appendix 1
 - Approves monitoring and reporting arrangements outlined in Section 5
 - Notes the potential structural implications outlined in Section 6.

3. STRUCTURE OF REPORT

- 3.1 This report is structured over the following sections:
 - Section 4: Context
 - Section 5: Monitoring
 - Section 6: Structural implications
 - Section 7: Conclusion
 - Appendices

4. CONTEXT

- 4.1 Culture and sport are integral to our Corporate Plan vision of making Perth and Kinross the best place in Scotland for everyone to live life well, free from poverty and inequality. Both services matter deeply for increasing life chances, providing opportunities for skills and work, supporting our children and young people to be confident learners and grow into responsible citizens, for physical and mental wellbeing, and for the vibrancy and resilience of our communities.
- 4.2 Strategies are also important for our credibility with external funders and government and to set clear expectations of our funded delivery partners. Our most recent strategies expired in 2021, and in June 2022, Council approved the timescales and process for developing new Culture and Sports Strategies for 2023 onwards. [Report 22/140](#) refers. [Report 22/309](#) presented the draft strategies and explained the development process, key drivers, priorities and actions common to both.
- 4.3 As with other key strategies and plans including the Local Outcomes Improvement Plan (LOIP), one-year action plans have been produced and will be updated annually to take account of the very fast-changing delivery context in which we work. Key factors include the ongoing legacy of the Covid pandemic and its impact on customers and audiences for culture, physical activity/sport; financial pressures including those faced by our partners in operating venues; and the increasing urgency of climate change. The strategies were developed concurrently with the Council's new Corporate Plan. A further stakeholder engagement process on the draft strategies and action plans was carried out in January/March 2023, which also reflect budget decisions approved by the Council in March 2023, for 2023/24 onwards. This further stakeholder engagement confirmed wide agreement for the proposed strategic priorities. The one-year action plans for both strategies have been finalised with some further detail/refinements from partners. These are final drafts and include minor updates, none of which change the core direction of the strategies. There are numerous updates to both action plans, contained within the strategies and we will continue to update these as they were intended to be dynamic and adaptable.

5. MONITORING

- 5.1 Key targets/success indicators are set out in the draft strategies. In the past, performance reporting on the previous strategies was primarily focused on our three Arms-Length External Organisations. To improve this, a holistic reporting framework is recommended including:
- Annual reporting through the relevant Directorate Business Management and Improvement Plan/Annual Performance Report and the corporate Annual Performance Report.

- An annual update to the Community Planning Partnership on delivery progress towards the key strategic outcomes and their contribution to delivering the LOIP.
- An annual Thematic Review by Scrutiny Committee, based on risks identified through the Council's Annual Governance Statement (for example, quality of community engagement and participation in culture and physical activity/sport).

6. STRUCTURAL IMPLICATIONS

- 6.1 Structural change is not the first resort when seeking to change and improve what we do whilst protecting front-line services. However, in light of the financial challenges we face, Council has agreed that our current delivery structures for culture and sport will be reviewed as part of the wider Transformation Programme. The proposed remit and objectives of this review are currently being scoped and will be submitted to the Transformation and Change Board for approval. Full engagement with the Boards and senior management teams of the three Arms-Length External Organisations in scope of the review, will then proceed. It is intended to conclude this review by the end of 2023 with implementation of any recommended changes from 2024/25 onwards. Governance will be via the Transformation and Change Board, as for all Transformation Reviews.
- 6.2 The strategies also encompass reviews of our current funding arrangements. This is to ensure all Council funding for culture and physical activity/sport provision, including community-led initiatives, is well targeted at needs and priorities across Perth and Kinross as a whole.
- 6.3 The draft strategies proposed a One Culture and Sport Estate programme to ensure our culture and sports facilities are operated and maintained efficiently, with customer/audience needs and priorities as the starting point. This work will now be taken forward within the wider context of the Property Asset Management Strategy and Plan. Council has also instructed a separate review of Leisure and Culture Assets. This work will proceed with the same timescales as the Transformation Reviews of Property Assets and ALEOs.

7. CONCLUSION

- 7.1 Culture and sport are major contributors to wider strategic outcomes and priorities for our area. This report presents new strategies for approval to take us through the next five years and implement new ways of working to ensure we:
- Put people and communities at the heart of what we do with integrated programmes, information and ticketing arrangements;
 - Recognise and adapt to external change including changing customer and audience needs;

- Focus on participation and physical and mental wellbeing for all;
- Maximise our existing significant culture and leisure assets; and
- Be ambitious and creative in generating investment from non-public sources.

Author

Name	Designation	Contact Details
Fiona Robertson	Head of Culture & Community Services	(01738) 475000 comcommitteereports@pkc.gov.uk

Approved

Name	Designation	Date
Barbara Renton	Executive Director (Communities)	26 April 2023

APPENDICES

- Appendix 1 – Culture Strategy 2023-2028
- Appendix 2 – Physical Activity and Sport Strategy 2023-2028

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION, AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	None
Workforce	None
Asset Management (land, property, IST)	None
Assessments	
Equality Impact Assessment	None
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	None
Legal and Governance	None
Risk	None
Consultation	
Internal	Yes
External	Yes
Communication	
Communications Plan	Yes

1. Strategic Implications

Community Plan/Single Outcome Agreement

- 1.1 The Improvement Actions identified in the report may impact all of the strategic objectives but are likely to be most relevant to:

- (ii) Developing educated, responsible and informed citizens
- (iii) Promoting a prosperous, inclusive, and sustainable economy
- (v) Creating a safe and sustainable place for future generations

Corporate Plan

- 1.2 The Improvement Actions identified in the report may impact all of the strategic objectives but are likely to be most relevant to:

- (ii) Developing educated, responsible and informed citizens
- (iii) Promoting a prosperous, inclusive, and sustainable economy
- (v) Creating a safe and sustainable place for future generations

2. Resource Implications

Financial

2.1 Not applicable.

Workforce

2.2 Not applicable.

Asset Management (land, property, IT)

2.3 Not applicable.

3. Assessments

Equality Impact Assessment

3.1 Proposals that have been considered under the Corporate Equalities Impact Assessment process (EqIA) are assessed as **not relevant** for EqIA.

Strategic Environmental Assessment

3.2 Proposals have been considered under the Act, and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

3.3 Not applicable.

Legal and Governance

3.4 Not applicable.

Risk

3.5 Not applicable.

4. Consultation

Internal

- 4.1 Executive Leadership Team and staff in the Communities Directorate, Property Services and Communications teams have been consulted during the preparation of this report.

External

- 4.2 Stakeholders consulted in the preparation of this report are listed in Appendix 3 and additional engagement was carried out with the ALEOs from which the Council commissions culture and sport services. The Perth City Leadership Forum has also been consulted in the preparation of the report.

5. Communication

- 5.1 If approved, a public launch of the new Strategies will take place in early April 2023 including a launch of the Joint Investment initiative.

2. BACKGROUND PAPERS

- 2.1 No additional documents have been relied on in preparing the report, other than those committee reports already referenced within the main body of the report.