

# **PERTH AND KINROSS COUNCIL**

**18 December 2022**

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

**Report by Head of Cultural and Community Services**  
(Report No. 22/309)

### **1. PURPOSE**

- 1.1 This report presents final draft strategies for culture and physical activity/sport 2023-28, following a consultation phase approved by Council in June 2022. The new strategies align with the Local Outcomes Improvement Plan 2022-2032 and our emerging Corporate Plan. In light of the scale of financial pressures being faced, a shared focus of both strategies is to maximise the assets we have and to drive more collaboration between partners. We have significant community-led culture and sports assets and both draft strategies reflect ways we can build on them in the years ahead, as part of the Perth and Kinross Offer.

<b>2. RECOMMENDATION</b>	
2.1	<p>It is recommended that Council:</p> <ul style="list-style-type: none"><li>• approves the final draft strategies attached at Appendix 1 and Appendix 2</li><li>• notes a final engagement phase with stakeholders on the draft priorities and Year 1 Action Plans will be carried out Jan-Feb 2023 with final Strategies reverting to Council for approval thereafter</li><li>• approves monitoring and reporting arrangements outlined in Section 7</li><li>• notes the potential structural implications outlined in Section 8.</li></ul>

### **3. STRUCTURE OF REPORT**

- 3.1 This report is structured over the following sections:
- Section 4: Context
  - Section 5: Strategic Priorities 2016-2021 and change drivers
  - Section 6: The development process
  - Section 7: Proposed priorities, Year 1 Action Plans and monitoring
  - Section 8: Structural implications
  - Section 9: Conclusion
  - Appendices

## 4. CONTEXT

- 4.1 Culture and sport are integral to our emerging Corporate Plan vision to make Perth and Kinross the best place in Scotland for everyone to live life well, free from poverty and inequality. Both are important aspects for increasing life chances, 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 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 22140](#) refers.
- 4.3 At the same time, the Council and our partners face huge financial challenges. We have many buildings, including the Community Campuses, some of which are aging, not all of which are fully used, and our energy and maintenance bills have increased significantly. In the years ahead, we need to recognise the importance of the culture and sport provision we deliver in Perth and across all localities, for which we now have a UK/national reputation. It will be vital for the Council to balance the needs of all our communities and consider the people and places who may be disproportionately impacted by cost-of-living pressures. Achieving all this with reducing finances will mean doing things differently. Strategic enablers to support this, across both new strategies, are outlined in more detail in section 7.5 of this report.
- 4.4 The Council's current capital budget includes commitments of around £140M investment in new culture and sports facilities to support economic recovery, grow our tourism offer and replace aging infrastructure. However, there are funding and partnership opportunities with local business, the education sector and philanthropy. Some services (not all) could be more commercial. Customer expectations and lifestyles are changing, and our services should reflect that where appropriate – for example digital technology has radically changed how some people access culture and sport. Despite the challenges, there are still meaningful resources and opportunities we can optimise and explore.

## 5. Strategic Priorities 2016-21

- 5.1 Our previous strategies were approved in January 2016, with the following key objectives:

<b>Active Perth and Kinross</b>	<b>Creative Perth and Kinross</b>
<ul style="list-style-type: none"><li>• <i>Improve health &amp; wellbeing by increasing overall participation</i></li><li>• <i>Increase participation by children and young people</i></li><li>• <i>Strengthen community-led sports and physical activities</i></li><li>• <i>Quality facilities which serve local communities and strengthen sporting performance</i></li></ul>	<ul style="list-style-type: none"><li>• <i>Inform, educate and inspire by widening participation in culture</i></li><li>• <i>Strengthen the tourism economy with the quality of our cultural offer</i></li><li>• <i>Maintain and enhance artistic excellence &amp; promote local, national &amp; internationally significant work</i></li><li>• <i>Maintain &amp; enhance our cultural infrastructure to ensure wide participation</i></li></ul>

- 5.2 We have made significant progress on these in some areas:

- major cultural investment secured through the Tay Cities Deal (Perth Museum, Pitlochry Festival Theatre and other projects), and our partners have secured major funding e.g., £2M from Scottish Government for the Crannog Centre
- progress in community-led initiatives including 12 Community Sports Hubs from the 6 in 2016; more rural cultural activities including Bookmark Blairgowrie, Strathearn Arts and others
- participation levels in school sport and the numbers of young library users remain amongst the highest in Scotland
- growth in UK/national partnerships with our key cultural organisations - Horsecross Arts, Culture Perth and Kinross and Pitlochry Festival Theatre

- 5.3 There are also areas where we have not made the progress we aimed for:

- participation levels have significantly reduced as a result of Covid, albeit recovery is underway and is strong in some areas
- there are disparities in physical activity levels by children and young people across different parts of Perth and Kinross
- participation in culture within our more socio-economically deprived communities is significantly lower than the population as a whole – this is in line with national data but broadening participation and opportunities through culture, physical activity and sport should remain our ambition.

5.4 In shaping our new strategies, we have taken account of the following drivers for change:

1. **cost of living and continued Covid impact** make participation and earned income more difficult to predict into the future
2. **market changes/competition:** there is now significantly more free/cheap culture and sport content available online. For example, free fitness classes on YouTube, the rise of budget gyms, the availability of free audiobooks. It is a mixed economy, making it important for the Council to focus its resources on areas not provided for elsewhere – for example a free universal public library service, or social prescribing of fitness activities.
3. **public health and prevention:** physical activity & strong social connections are fundamental for good physical and mental health. Our new strategy has a strong emphasis on physical activity – everyone can be active, not everyone wants to participate in organised sport.
4. **equalities and diversity:** local communities have become increasingly diverse in the last decade as new people and families have made Perth and Kinross their home. Our programmes should reflect and respond accordingly.
5. **Placemaking:** the need for culture and sport to be factored into early plans and decisions so spaces are places for people to be active and creative in different ways.
6. **climate change** – culture and sport must contribute to reduce carbon emissions: how we design and run venues and through responsible tourism.
7. **the creative industries** – now a key UK employment sector but, in Perth and Kinross, they underperform in terms of contribution to GVA. UNESCO City of Craft status is helping us to strengthen the profile of our local craft and creative businesses.

## 6. THE DEVELOPMENT PROCESS

6.1 Key starting points for the development of the new strategies were

- (i) the findings from the 2020 Cultural Task Force, convened by the Council in late 2020/early 2021 in response to Covid; and
- (ii) the substantial development work carried out to support the business case for PH20, which looked carefully at participation and likely future trends in different sports activities.

6.2 The Cultural Task Force identified several strengths and opportunities including how community-led initiatives in rural areas could be strengthened and better promoted alongside those in Perth; the importance of integrated working on events and visitor destination marketing; and the potential for stronger partnerships with the business and other sectors. Work on PH20 included a detailed market appraisal of likely growth in key sports activities and the relationships between key venues and facilities across Perth and Kinross, as well as Tayside as a whole.

- 6.3 Further data and evidence has been gathered and reviewed since July 2022 to assess participation and usage of current services and venues, including usage analysis of sports facilities and public libraries.
- 6.4 Stakeholder consultation sessions and public consultation sessions were carried out from August to October 2022. This is summarised in the draft Strategies. **Appendix 3** is a list of stakeholder consultees.
- 6.5 Engagement with Creative Scotland, Museums Galleries Scotland and **sportscotland** took place from October-November 2022, who are supportive of the approach being taken, recognising the financial challenges faced by all councils and national culture and sport bodies.

## 7. DRAFT STRATEGIC PRIORITIES

### Culture

- 7.1 The new Culture Strategy is at **Appendix 1** and sets out 9 cultural pledges for the next 5 years, developed over 3 focus group sessions with cultural partners. We will
- celebrate our cultural diversity and make culture in Perth and Kinross accessible for everyone
  - ensure culture and heritage are integral to Placemaking for our city, our towns and villages and our rural areas
  - make co-creation with local communities central to our cultural programmes.
  - develop new partnerships locally, nationally, and internationally, and strengthen the ones we have
  - maximise spaces and places for creative activity across all localities.
  - use evidence and data to make programmes well-tailored to audiences and build new audiences
  - make culture count in tackling the climate emergency
  - support young people to learn, work and grow skills through culture
  - support and develop our small creative and craft businesses within our wider economy.
- 7.2 Key actions included in the Culture Strategy are:
- strengthening equalities, diversity and inclusion for culture and working to reduce the impact of cost of living on opportunities to participate
  - ensuring stronger joint programming and coordination of cultural programmes across partners
  - developing rural creative hubs which build on the cultural Unique Selling Point (USP) of the locality, as well as focusing activity and resources around key existing venues and other assets
  - maximising the benefit of UNESCO City of Craft status.

## Physical Activity and Sport

7.3 The new Physical Activity and Sport Strategy is at **Appendix 2** and sets out six strategic outcomes for the next 5 years. We will:

- improve everyone in Perth and Kinross's health through increased participation in physical activity
- increase the levels of activity for children and young people in line with recommended daily exercise levels
- reduce the inequalities which prevent people participating
- make physical activity central to our Climate Change response
- support our community-led physical activity and sport to grow and flourish, and strengthen collaboration between all partners
- make physical activity and sport part of Placemaking, so our public spaces are activity-friendly, inclusive, and fun.

7.4 Key actions included in the new strategy are:

- improvements to how we gather participation data and data on how facilities are utilised
- better integrated programming across facilities and reviewing booking processes to ensure they are fair and equitable for a variety of clubs
- a strengthened Active Schools programme of activities to widen opportunities for young people to participate in physical activity and sport, specifically targeting areas where inequalities are greatest
- a Kit Bank to support individuals and families on lower incomes with the cost of sports equipment and seek match funding from business sponsorship and grants.

7.5 However, to support the delivery of both Strategies, as outlined in paragraph 4.2, there are significant opportunities to do things differently across both strategies. The recommended enablers common to both strategies are to:

- create 'one stop shop' online portals/Apps for information and booking culture, physical activity and sports activities
- establish a Joint Investment in Culture and Sport initiative with local businesses and other partners to generate £5M additional investment targeted at reducing barriers to participation over the next 5 years
- set up an integrated Young Talent programme across key cultural and sport partners, offering a range of work placements, mentoring and other opportunities through a 'no wrong door' approach
- establish a One Culture and Sport Estate programme to make the operation of venues more efficient, maximise access to wider facilities including the Campuses, and ensure an integrated approach to carbon emission reduction

in our culture and sport venues. This would be undertaken through the property transformation project and the one public estate work.

- review the Council's grant schemes including Common Good and the Community Investment Fund to ensure funding for culture and physical activity/sport is best directed at community priorities and needs; and set up a one-stop shop portal for community culture and sport grants.

- 7.6 As with other key strategies, one-year Action Plans will be prepared and updated annually. This approach makes the documents more agile, given the very fast-changing delivery context, particularly ongoing impact of Covid, financial pressures and the climate emergency. The strategies have been developed concurrently with our new Corporate Plan, and as such reflect the priorities contained within it. It is also recommended that final engagement on the priorities and the Action Plans is carried out in January/February 2023, and also allow the opportunity to reflect the budget decisions by the Council for 2023/24 onwards. It is proposed to bring the final strategies back to Council for approval thereafter.

### **Monitoring**

- 7.7 Key targets/success indicators are set out in both draft strategies. In the past, performance reporting on the previous strategies was primarily focused on our three Arms-Length Organisations. To improve this, a more holistic reporting framework is recommended through:
- annual reporting through the relevant Service BMIPs and the corporate Annual Performance Report
  - an annual update to the Community Planning Partnership on progress towards the key strategic outcomes and their contribution to delivering the LOIP
  - an annual Thematic Review by Scrutiny and Performance 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). This aligns with the new Scrutiny and Performance approach for ALEOS agreed with the Committee Convenor.
- 7.8 Key performance indicators on which we aim to report in future, and incorporate where appropriate into funding agreements with 3<sup>rd</sup> parties, will include:
- growth in participation levels amongst current non-users of culture and sport services
  - number of participants in the Young Talent Programme
  - level of funding secured from non-public sources for culture and sport
  - progress towards carbon emission reduction targets by the Council and partners

## **8. STRUCTURAL IMPLICATIONS**

- 8.1 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, we will need to review our current delivery structures and funding arrangements to ensure they are fit for the future.
- 8.2 Council has previously approved a Transformation Review of our three Arms-Length External Organisations, and this will take place in the first part of 2023. A review of the public library service is underway, and its conclusions will be reported to elected members early in 2023.
- 8.3 In addition and, as stated in section 7.5, further work will include:
- a review of our current funding structures for culture and sport including how criteria for Common Good, the Community Investment Fund and other relevant grant schemes can best support delivery of the new priorities.
  - a review of the Culture and Sport Estate to ensure our culture and sports facilities are operated and maintained in the most efficient ways, whilst maximising access to the widest possible range of users and audiences. This will be part of our property asset management arrangements.

## **9. CONCLUSION**

- 9.1 Culture, physical activity and sport are major contributors to our Corporate Plan and the wider strategic outcomes and priorities for Perth and Kinross. New draft strategies are now proposed for the next 5 years which entail new ways of working so we can continue to:
- 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 needs
  - focus on participation and physical and mental wellbeing for all
  - maximise the wealth of facilities and venues we already have, *and*
  - be ambitious and creative in generating investment from non-public sources.

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**Approved**

<b>Name</b>	<b>Designation</b>	<b>Date</b>
Barbara Renton	Executive Director (Communities)	13 December 2022

**APPENDICES**

- Appendix 1 – Draft Culture Strategy 2023-2028
- Appendix 2 – Draft Physical Activity and Sport Strategy 2023-2028
- Appendix 3 – Consultation key themes and list of consultees/stakeholders

## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION, AND COMMUNICATION

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

### 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 the Communities Senior Management Team 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.