

BEYOND THE FAIR CITY: DELIVERY PLAN**Report by Depute Chief Executive and Chief Operating Officer****PURPOSE OF REPORT**

This report sets out a proposed delivery plan to enhance our existing events and cultural transformation programmes, building on the momentum generated by the UK City of Culture 2021 bid for Perth. It asks Council to approve up to £725,000 from reserves to deliver the proposed outcomes in the plan, matched by investment to be raised from the business sector and elsewhere.

1. BACKGROUND / MAIN ISSUES

1.1 Report [17/260](#) updated Council on the outcome of the UK City of Culture 2021 (UKCC) competition and the impact of the Perth bid campaign. It recommended the preparation of a delivery plan to maintain/build on the momentum created by the UKCC campaign and this was approved.

1.2 Delivery of our £30M capital cultural transformation programme is on track:

- A Programme Board chaired by the Leader of the Council is established and overseeing programme delivery.
- Architects for City Hall, Perth Museum and a new museums store are all appointed and designs for all 3 projects are under development.
- Perth Creative Exchange has received outline planning permission and completion is expected in late 2018.
- City Hall, Perth Museum and Creative Exchange remain key Tay Cities Deal projects.
- An application for just under £5M for City Hall has been submitted to the Heritage Lottery Fund.
- Discussions with Scottish Government and Historic Environment Scotland to bring the Stone of Destiny to Perth, housed in City Hall, are ongoing.

1.3 There are some key external factors to consider:

- Growing recognition of the importance of culture and creative industry (CI) to economic growth reflected in both the UK Government and Scottish Government industry and economic strategies.
- Increasing focus on the need to stimulate CI growth across the UK, reflected in the Bazalgette Review published in September. The Review estimates CI can generate an additional **£128BN** to the UK economy and an additional **1M** jobs by 2030¹. The review recommends £500M investment in 'Creative Clusters' – CI hubs outwith major UK cities.

¹ *An Independent Review of the Creative Industries*, UK Department of Digital, Culture Media & Sport, 22 Sept 2017

- The growing profile of the Tay Cities Region as a major cultural location, underpinned by the ongoing investment highlighted in the Tay Cities Deal and the desire to build on the skills and experience gained through bidding for major initiatives.
- Increasing market competition in Scotland for high quality events and cultural programmes. Scottish Government and its agencies committed to provide £10M for Paisley to deliver UK City of Culture 2021; an additional £5M has been committed for Edinburgh Festivals from 2018 and an additional £10M in the Scottish screen industry.
- But as the recent Scottish Budget announcements show, core revenue funding for the arts will reduce over the next 3 years and this will impact on Perth and Kinross.

1.4 Our capital programme, majority funded by the Council, is a significant investment to transform our cultural tourism offer as part of our wider economic growth strategies including the Perth City Plan. Additional investment through a successful UKCC bid would have enabled us to significantly expand our events and cultural programmes, delivered not just in cultural venues but throughout Perth city and across our rural areas to reach and re-engage many more people and audiences. The outline events programme proposed for Perth 2021 was costed at £15M with a £3M contribution (£2.5M cash, £0.5M in-kind) from the Council. The total projected visitor numbers in 2021, excluding existing aligned events (e.g. Winter Festival) was **740,000** with an additional **650,000** participants via digital and outreach projects.

1.5 Delivery at this scale is not achievable without an initiative like UKCC and the major additional investment it would have levered in. But to remain competitive and grow our market share of the regional and national tourism economy we need to continue to invest in events and cultural programmes which respond to visitor growth potential. This should include growing and diversifying new income streams to fund delivery and working with our partners to strengthen our regional offer.

2. PROPOSALS

2.1 Appendix 1 is an outline delivery plan, *Beyond the Fair City*, for key activities originally proposed in our UKCC bid and subsequently reviewed/refined or already underway. If approved by Council, the intention is to align delivery with our wider Events Strategy which will be presented to Environment, Enterprise and Infrastructure Committee in mid-2018. Activities are aligned against the original 3 key outcomes in the UKCC bid, in turn aligned with the wider strategic outcomes of the Perth City Plan and the Tay Cities Deal:

- **Creative Collaboration:** a competitive knowledge-based economy which attracts and retains creative people and talent
- **Creative Capital:** flourishing, resilient communities through active involvement in cultural life
- **Creative Excellence:** cultural events and programmes which set the bar for great small cities.

- 2.2 **Creative Collaboration** is about growing and diversifying our local creative industries to create more high value jobs, including the development of digital skills; and better utilising local creative skills to address some of the inequalities identified in *Fairer Futures*. This collaboration needs to be developed at a regional level, building on the knowledge gained through the UK City of Culture and European City of Culture processes. This workstream includes Perth Creative Exchange and employability/development opportunities for local young people.
- 2.3 **Creative Capital** is about building community capacity to deliver great cultural events and programmes in localities and tackling practical barriers to participation including rural public transport. This workstream includes a major digital outreach project, *Touchstones* celebrating the local significance of the Stone of Destiny to Perth and Kinross and *Future of Place* a programme of events celebrating cultural diversity in localities across our area.
- 2.4 **Creative Excellence** is about delivering high quality, innovative events and programmes which build Perth's reputation as one of the great small cities of Europe. This workstream includes some of the major events first proposed in the UKCC programme including *The Festival of Vennels*, envisaged as a series of large, mass participation events starting in the medieval city vennels and expanding across Perth and Kinross to engage wider communities.
- 2.5 Based on visitor projections prepared for the UKCC bid, the events and programmes proposed in the delivery plan are expected to attract in the region of **250,000** additional visitor numbers to Perth and Kinross in the 3 year period of the plan, with the majority of these in 2021 when City Hall and Perth Museum are scheduled to open. A further **60,000** digital participations are anticipated from the *Touchstones* engagement project targeted at local communities and the global Scottish diaspora. Destination marketing will be supported by new regional collaboration arrangements for economic development under development via the Tay Cities Deal.
- 2.6 The delivery plan is costed at a cost of up to **£1.44M**, of which a non recurring sum of up to £725,000 is requested from Council reserves. The remaining £750,000 is to be sought from key business partners who supported the UKCC campaign and relevant Trusts and Foundations. The Council and its partners has a strong track record in external funding procurement for culture, heritage and tourism initiatives but is not currently resourced to focus on major arts funders, philanthropic and business sources. Report 17/260 included a recommendation to use remaining UKCC bid funding on fundraising activity over the next 12-18 months and this post is now under recruitment.
- 2.7 Programme governance and delivery will be overseen by the Depute Chief Executive, Chief Operating Officer. As the plan indicates, aspects of delivery will be commissioned from the Council's key partners including Culture Perth and Kinross and Perth and Kinross Heritage Trust. A review of the current delivery arrangements via Culture Perth and Kinross and Horsecross Arts will start in January 2018 in line with the Council's existing commitment to create

a single delivery body for culture. Further advice and recommendations will come to Council in May 2018.

2.8 Following the outcome of the UKCC bid process, the UK Minister for Arts and Tourism requested a meeting with the Perth bid team to discuss the issues facing small cities highlighted in our bid and enable him to consider future policy measures to support culture-led regeneration. The meeting was attended by the Chair of the UK City of Culture 2021 judging panel; the Council was represented by the Chief Executive and the Head of Culture and PSR. Feedback on the quality of the Perth bid, as outlined in report 17/260, was reinforced in this discussion and we submitted a number of proposals to inform future policy including the creation of a Small Creative Cities Alliance. We expect further dialogue with the Minister's team in early 2018 on this. Culture is a devolved matter and we have kept Scottish Government and Creative Scotland fully updated on these discussions and sought their input on our proposals.

2.9 Other relevant workstreams already underway are:

- The **Cultural Capital Programme** (outlined in para 1.2)
- **Placemaking** – the programme is well advanced and City Plan proposals are being considered as part of review of Local Development Plan. The Mill Street works supporting the Perth Theatre project were completed the end of October 2017. The City Of Light Plan is agreed and design and supply services commissioned September 2017. Resources have been secured for modelling transport and assessing opportunities for further public realm improvements. Initial public realm and lighting projects are being developed to complement City Hall, Rail Station, St Paul's and Thimble Row investments report no [17/371](#) refers.
- **Creative Industry sectoral support** – Planning permission has now been granted for the proposed Creative Exchange in the former St John's Primary School. Capital & revenue budget allocation is secured, subject to the outcome of the Tay Cities Deal negotiations, and agreement on organisation and management structure confirmed. This will provide much needed studio and business space as well as a hub for the wider network of creative industries. The Exchange will incorporate the Famous Grouse Ideas Centre as a technology and innovation hub within the centre.
- **Smart City** – A Smart City strategy has now been agreed and Wifi has been deployed in 11 public buildings. Additional funding has been secured from Scottish Futures Trust for the public wireless programme. The City Wireless programme is now being implemented with testing scheduled for the end of October. In addition, 118 businesses benefitted from the digital voucher scheme exceeding the target of 113. The Intelligent street lighting programme is progressing and linked to the roll-out of these infrastructure improvements the commissioning of a number of Playable Cities projects is now being considered - <https://www.playablecity.com>
- **Tay Cities Branding** – marketing our broad cultural offer across the Tay Cities area to a global audience.

3. CONCLUSION AND RECOMMENDATION

3.1 It is recommended that the Council:

- (i) Approves the proposed delivery plan, *Beyond the Fair City*, attached at Appendix 1;
- (ii) Instructs the Depute Chief Executive and Chief Operating Officer to develop/align the plan with the Council's wider Events Strategy and bring an update to Environment, Enterprise and Infrastructure Committee in mid-2018;
- (iii) Approves the allocation of up to £725,000 from reserves as the Council's contribution to delivery and the fundraising target of £750,000 from business and other sources;
- (iv) Notes progress with the wider cultural transformation programme outlined at para 1.2 and 2.8;
- (v) Notes that further advice/recommendations on future delivery models for culture will come to Council in May 2018.

Author(s)

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Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive and Chief Operating Officer	5 December 2017

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	No
Workforce	No
Asset Management (land, property, IST)	No
Assessments	
Equality Impact Assessment	N/A
Strategic Environmental Assessment	N/A
Sustainability (community, economic, environmental)	N/A
Legal and Governance	No
Risk	No
Consultation	
Internal	Yes
External	Yes
Communication	
Communications Plan	No

1. Strategic Implications

Community Plan / Single Outcome Agreement

- 1.1 The proposals relate to the delivery of the Perth and Kinross Community Plan/Single Outcome Agreement in terms of the following priorities:

- (i) Giving every child the best start in life
- (ii) Developing educated, responsible and informed citizens
- (iii) Promoting a prosperous, inclusive and sustainable economy
- (iv) Supporting people to lead independent, healthy and active lives
- (v) Creating a safe and sustainable place for future generations

- 1.2 This report relates to Objective No (ii) .

Corporate Plan

- 1.3 The Perth and Kinross Community Plan 2013-2023 and Perth and Kinross Council Corporate Plan 2013/2018 set out five strategic objectives:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.

- 1.4 This report relates to Objective No (ii)
- 1.5 The report also links to the Education & Children's Services Policy Framework in respect of the following key policy area: Learning: Developing Communities.

2. Resource Implications

Financial

- 2.1 There are financial implications to this report. £725,000 is requested from reserves as the Council's contribution to the delivery plan. Para 2.6 refers.

Workforce

- 2.2 None.

Asset Management (land, property, IT)

- 2.3 None.

3. Assessments

Equality Impact Assessment

- 3.1 Assessed as **not relevant** for the purposes of EqIA

Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. However, no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only and the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

Legal and Governance

- 3.3 None.

Risk

- 3.4 None.

4. Consultation

4.1 The following have been consulted in the preparation of this report:

Internal

- Chief Executive
- Interim Executive Director, Environment
- Interim Head of Economic Development
- Head of Corporate Finance

External

- Creative Scotland
- The Gannochy Trust
- Culture Perth and Kinross
- Perth and Kinross Heritage Trust

5. Communication

5.1 A Communications Plan will be prepared and implemented to support the delivery plan.

2. BACKGROUND PAPERS

None.

3. APPENDICES

Appendix 1 – Delivery Plan