

PERTH AND KINROSS COUNCIL

Lifelong Learning Committee

27 January 2016

Securing the Future for Culture and Sport: Strategic Priorities for Culture and Sport 2016-2021

Report by Senior Depute Chief Executive (Equality, Community Planning and Public Service Reform)

PURPOSE OF REPORT

This report sets out the Council's recommended key strategic priorities for culture and sport over the next 5 years. If approved, these will inform strategic commissioning arrangements with new Trust arrangements which will go live from April 2016, and inform our wider partnership relationships. The report also updates the Committee on arrangements to establish the new Culture and Sport Advisory Group which will start work in April 2016 alongside new Trust arrangements.

1. BACKGROUND/MAIN ISSUES

- 1.1 The strategic context for culture and sport in Perth and Kinross has developed significantly and at pace in the last 24 months, including:
- Report no. [15/295](#) approved by Full Council on 1 July 2015 set out recommendations for moving to new Trust delivery models by 1 April 2016.
 - Report no. [15/293](#), also approved on 1 July, set out proposals to develop the cultural offer in Perth within the strategic framework of the City Plan, including the development of business cases for new cultural attractions.
 - Report no. [15/417](#) approved by Full Council on 7 October 2015 set out the timeline and process to prepare a Perth bid for UK City of Culture 2021.
 - Live Active Leisure continues to develop its PH20 project, with £10M of funding already secured.
 - The redevelopment of Perth Theatre, a partnership between Horsecross Arts and the Council, remains on track with construction scheduled to start in March 2016.
 - Pitlochry Festival Theatre has launched outline proposals to redevelop the Theatre site in its 'Vision 2021' and is actively fundraising for this project.
 - Alongside, a number of community-led arts and sports initiatives have continued to grow and enhance provision across Perth and Kinross, ranging from Perth Festival of the Arts, Perthshire Open Studios, Artspace Strathearn, Bookmark Blairgowrie, Community Sports Hubs at Perth HighSchool/elsewhere, new curling provision in Kinross, and many more.
- 1.2 There are existing strategic frameworks for both culture and sport which to date have guided the commissioning and delivery of services funded by the Council. These are the *Cultural Strategy 2011-2016* and the *Strategic Framework for Sport and Active Recreation 2010-2015*. Both documents will

shortly expire and in any case the significant strategic developments outlined in 1.1 make this the right time to review them. This report therefore sets out proposed strategic priorities for culture and sport for the period 2016-2021.

- 1.3 If approved by Committee, these new strategic priorities will form the basis of new commissioning arrangements from 2016/17 with:
- **Live Active Leisure**, which from 1 April 2016 will deliver all sports and active recreation services funded by the Council.
 - **Horsecross Arts**, which will continue to deliver all performing arts funded by the Council and some Creative Learning. Horsecross Arts is also responsible for operating Perth Concert Hall and will resume operating responsibility for Perth Theatre when it reopens in autumn 2017.
 - **Culture Perth and Kinross**, the new Culture Trust which will assume responsibility from 1 April 2016 for all museum, gallery, library, archive/local studies and arts development services funded by the Council.
- 1.4 The new strategic priorities will also inform and guide wider partnership relationships with key culture and sport bodies across Perth and Kinross/elsewhere. The next five years will continue to be financially challenging for the Council and its partners in culture and sport, and these priorities are intended to provide a clear focus on what matters most in allocating public resources to culture and sport, whilst also allowing flexibility and ability to respond to changing circumstances (for example, the continuing increase in demand for online/digital services in culture).

Key outcomes for culture and sport

- 1.5 As report [15/295](#) outlined, the starting point for considering specific strategic priorities for culture and sport should be the wider key outcomes which we want these services to achieve and their contribution to the Community Plan and the Council's Corporate Plan. It is also important to identify the common areas between culture and sport where increased joint working is desirable given the financial challenges ahead for the Council and its partners. The **key strategic outcomes** approved by Council on 1 July 2015 are:
- **Sustainable economic growth:** a leading leisure and business tourism offer in Scotland which supports the local economy of Perth and Kinross.
 - **Tackling inequalities:** better health, social and economic outcomes for local people and communities, from Early Years throughout all lifestages.
 - **Empowered communities:** supporting community-led culture and sport initiatives and enabling them to grow and succeed.
 - **Lifelong learning:** supporting individuals and families through Early Years, formal, adult and community learning programmes.

2. ACTIVE PERTH AND KINROSS: FUTURE STRATEGIC PRIORITIES FOR SPORT AND ACTIVE RECREATION

- 2.1 Proposed strategic priorities for sport are attached at **Appendix 1**. These have been developed in discussion since December 2014 with the current Sport and Active Recreation Forum, membership of which includes

sportscotland, Live Active Leisure, NHS Tayside and a range of Council services. Detailed performance targets and measures will be developed in further discussion with these partners between now and April 2016, when the new strategic priorities will be formally launched alongside new Trust arrangements.

They have also been developed in the context of:

- Strong recognition of the fundamental role which sport and active recreation play in health improvement for the population as a whole and tackling health inequalities where these exist amongst particular population groups. This will be increasingly important in the future, as demand pressures on health and social care services increase and integrated working across all public bodies needs to strengthen.
- The new **sportscotland** Corporate Plan 2015-2019 and its 'World Class Sports System'. This retains the previous emphasis on the mutually reinforcing priorities of school, community/club and performance sport. However in line with the wider public service agenda, there is also increased emphasis on Place: the unique characteristics of different localities across Scotland.
- The 2015/16 *Programme for Government*, which places an emphasis on the value of sport to Scotland's international profile and raising the attainment and achievement of young people.

2.2 The **key changes** in the new recommended strategic priorities from the previous *Strategic Framework for Sport and Active Recreation* are:

- Stronger emphasis on health improvement and tackling stubborn health inequalities, as described above.
- Stronger emphasis on the unique natural environment of Perth and Kinross as a major asset for sport and physical activity.
- Specific emphasis on building the national/international profile of Perth and Kinross as a location for sporting events.
- Stronger emphasis overall on use of data and evidence to inform strategic priorities, in particular investment decision making in facilities given the challenging financial times ahead.

3. **CREATIVE PERTH AND KINROSS: STRATEGIC PRIORITIES FOR CULTURE**

3.1 New strategic priorities for culture are attached at **Appendix 2**. These have been developed in discussion with key delivery partners and, as with those for sport, detailed performance targets and measures will be further developed in discussion with partners between now and April 2016. They have also been prepared in the context of:

- Creative Scotland's corporate plan 2014-2024, *Unlocking Potential, Embracing Ambition*. This places strong emphasis on diversity and access for all to the arts; Place; excellence of artistic output and building Scotland's international profile.
- The *Strategy for Public Libraries 2015-17*. This emphasises the importance of public libraries as local assets and gateways to learning for

- citizens.
 - The 2015/16 *Programme for Government*, which includes key commitments to invest further in cultural infrastructure and local public libraries as vital community assets.
- 3.2 The **key changes** in the new recommended strategic priorities, compared to the previous *Cultural Strategy*, are as follows:
- Stronger emphasis on diversity and access for all to the arts, with local people and communities at the heart of our cultural distinctiveness.
 - Stronger emphasis on building the national/international profile of the area as a unique cultural destination in Scotland and the UK, including by growing the base of local creative industries, community-led organisations and support for local artists.
 - As for sport, a stronger emphasis overall on use of data and evidence to inform strategic priorities, in particular investment decision making in facilities given the challenging financial times ahead.

4. **DELIVERY, MONITORING, REPORTING AND SCRUTINY OF PERFORMANCE**

- 4.1 Detailed, clearly defined targets and performance measures by which the Council can monitor and scrutinise delivery progress will be developed between now and April 2016 to evidence delivery progress over the next 5 years. These targets and performance measures will be used to monitor contractual arrangements with Live Active Leisure, Horsecross Arts and Culture Perth and Kinross from April 2016. Baselines for some new measures will need to be established for some new performance measures, and these will also be incorporated into Council Business Management and Improvement Plans (BMIP) from 2016/17 onwards.
- 4.2 For the new Trust arrangements, the Council will monitor, scrutinise and report on delivery progress through these mechanisms:
- Quarterly contract monitoring meetings with senior officers of the Trusts. Contract specifications will include a clear focus on what is to be delivered within each locality across Perth and Kinross, in line with wider intentions to develop local Community Planning arrangements which were approved by Full Council on 18 November 2015 and 16 December 2015.
 - Council Business Management and Improvement Plans (BMIP), reported 6 monthly and annually to relevant Council Committees.
 - External scrutiny via the Council's Scrutiny Committee, to which all 3 Trusts as sole member companies are subject. Scrutiny may take a thematic approach - for example Trusts may be held to account for their role in promoting equality and diversity - as well as an overview of Trust performance as a whole.
- 4.3 Delivery partners which are grant-funded by the Council but outwith Trust arrangements, may be required to provide performance information for the purposes of reporting progress to Council, as is currently the case.

5. THE ROLE OF THE SPORT AND CULTURE ADVISORY GROUP

- 5.1 Report [15/295](#) also approved the creation of a new combined Sport and Culture Advisory Group, replacing the existing Cultural Partnership and Sport and Active Recreation Forum. The Group will not have a decision making role, but will provide advice on both commissioning and delivery of strategic priorities.
- 5.2 As set out in report [15/295](#), the rationale for this change is:
- To pool significant expertise which exists across culture and sport, but align it more strongly to the shared outcomes set out in para 1.4.
 - To incorporate community views and perspectives alongside those of public service organisations.
 - To clearly align the Group to the Community Planning Partnership structure. Local Community Planning Partnership arrangements will be central to identifying future priorities and needs in different localities across Perth and Kinross. The role of the Group is to help advise the Council, the CPP and the 3 Trusts on priorities for sport and culture for the Perth and Kinross area as a whole.
 - To make best use of key partners' time, for example NHS Tayside and Perth College/UHI which have important contributions to make on the culture and sport agendas; as well as the regional Portfolio Managers in **sportscotland** and Creative Scotland.
- 5.3 The proposed remit and membership of the Group is set out at **Appendix 3** for approval by the Committee. If approved, the Group will begin its work from April 2016 alongside new Trust delivery arrangements.
- 5.4 Alongside the work to develop the new Culture and Sport Advisory Group, Perth and Kinross Sports Council has separately been reviewing its future role and remit. It has been a driving force for promoting sport across the area for over 30 years, but now wishes to consider if new ways of working are required for the future: in particular how it can help make access to development advice and funding information as straightforward as possible for local clubs; and how to ensure all localities across Perth and Kinross get access to that support. Current functions of the Sports Council include administering grants for local clubs and individuals, organising the Sports Personality of the Year Awards; and promoting the careers of talented local athletes have become national and international names in sport. The Sports Council will consider proposals for its future at an EGM on 21 January 2016. The Council is working with the Sports Council to identify how its current functions could best be delivered in future, including in the context of the Local Community Planning Partnerships which will be the key forums for identifying priorities and needs, including for sports provision, in each locality. Whether it continues in its current form or moves to a different structure, Sports Council representatives will be offered seats on the Sport and Culture Advisory Group.

6. CONCLUSION AND RECOMMENDATIONS

6.1 It is recommended that the Committee:

- (i) **Approves** the recommended new strategic priorities for culture and sport set out in Appendices 1 and 2;
- (ii) **Notes** that further dialogue with Trusts and wider partners will now take place on the detailed performance targets required to achieve the strategic priorities; and performance measures to evidence success;
- (iii) **Notes** the monitoring, scrutiny and reporting arrangements set out in paras 4.1-4.2; and
- (iv) **Approves** the recommended membership and remit of the Culture and Sport Advisory Group set out in Appendix 3.

Author(s)

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Approved

Name	Designation	Date
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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Community Plan / Single Outcome Agreement and Corporate Plan

1.1 This section should set out how the proposals relate to the delivery of the Perth and Kinross Community Plan / Single Outcome Agreement and Corporate Plan 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

This report relates to Objectives No ii and iii

1.2 The report also links to the Educations & Children's Services Policy Framework in respect of the following key policy area:

- Change and Improvement

2. Resource Implications

Financial

2.1 There are no financial implications to this report.

Workforce

- 2.2 There are no workforce implications to this report.

Asset Management (land, property, IT)

- 2.3 There are no asset management implications to this report.

3. Assessments

Equality Impact Assessment

- 3.1 Assessed as **relevant** for the purposes of EqIA. Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties. The Equality Impact Assessment undertaken in relation to this report can be viewed clicking [here](#).

Strategic Environmental Assessment

- 3.2 Assessed as **not relevant** for the purposes of SEA.

Sustainability

- 3.3 Assessed as **not relevant**.

Legal and Governance

- 3.4 There are no legal implications to this report.

Risk

- 3.5 The key risks in relation to these revised strategic priorities and the associated delivery arrangements are currently assessed as follows:

Risk	Mitigation
There is a risk that continued public finance pressures mean the Council and its partners cannot fully deliver these strategic priorities.	<ol style="list-style-type: none">1. Maintaining a clear, focused set of strategic priorities, well aligned to national and local outcomes.2. Ongoing advocacy with national/other funding partners to make the contribution of culture and sport to wider societal outcomes explicit.3. Diversifying the funding base for culture and sport beyond PKC.
There is a risk that more tightly	<ol style="list-style-type: none">1. Developing new performance

<p>defined performance targets and measures for Trusts will take time to develop so that delivery progress cannot be clearly evidenced</p>	<p>targets and measures in dialogue with all 3 trusts.</p> <ol style="list-style-type: none"> 2. Benchmarking new performance monitoring arrangements with other Councils. 3. Supporting Trusts to develop strong data and evidence bases which demonstrate success.
<p>There is a risk the new Culture and Sport Advisory Group does not operate collectively to the benefit of both culture and sport</p>	<ol style="list-style-type: none"> 1. Initial development sessions with Group to build shared understanding of different areas of expertise. 2. Well structured meeting agendas to allow dedicated focus on culture and sport, as well as shared interests. 3. Review the effectiveness of the Group after 12 months and propose improvements if required.

4. Consultation

Internal

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

- Education and Children’s Services Senior Management Team
- Head of Strategic Commissioning & Procurement
- Head of Democratic Services
- Project Manager, Securing the Future for Culture and Sport
- Service Manager, Culture
- Service Manager, Sport & Active Recreation

External

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

- Sport and Active Recreation Forum
- Chair, Perth and Kinross Sports Council
- Creative Scotland
- Sportscotland
- Horsecross Arts
- Perth Festival of the Arts
- Perth and Kinross Heritage Trust
- Birnam Arts
- Pitlochry Festival Theatre

5. Communication

- 5.1 If approved, the new strategic priorities for culture and sport will be launched as part of the public communications planned for the launch of new Trust arrangements in March/April 2016. A communications plan for these will be prepared and implemented. The strategy documents will be available online thereafter via the Council and CPP websites.

2. BACKGROUND PAPERS

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

3. APPENDICES

Appendix 1: Strategic Priorities for Sport
Appendix 2: Strategic Priorities for Culture
Appendix 3: remit for Culture and Sport Advisory Group

APPENDIX 1: STRATEGIC PRIORITIES FOR SPORT

Active Perth and Kinross 2016-2021

Who we are

Perth and Kinross is at the heart of Scotland, and the heart of Scotland's story. It is one of the most diverse parts of the country, with the ancient City of Perth and 6 large towns alongside vast, wild landscapes of mountains, glens, glacial plains, lochs and rivers including the magnificent Tay. We have an incomparable setting for sport and physical activity of all kinds, for everyone.

Perth and Kinross Council delivers public services across the fourth largest geographical area in Scotland to nearly 150,000 people and one of the fastest growing populations in Scotland. Working with partners and communities, we fund and support sport and physical activity across the local authority area.

The difference we want to make

We want to achieve these key strategic outcomes for sport as our contribution to the *Perth and Kinross Community Plan 2013-23*:

1. **Sustainable economic growth:** a leading leisure and business tourism offer in Scotland which supports the local economy.
2. **Tackling inequalities:** better health, social and economic outcomes for everyone in Perth and Kinross.
3. **Empowered communities:** supporting culture and sport initiatives to grow and succeed as part of vibrant local communities.
4. **Lifelong learning:** supporting individuals & families through Early Years, formal, adult & community learning.

Our vision

“To be the best place in Scotland to play sport and live an active life, whatever your age or ability.”

Our strategic priorities 2016-2021

1. ***We will improve health & wellbeing in Perth and Kinross by increasing overall participation in sport & physical activity.***
(Strategic Outcome 2: Tackling inequalities)

Why?

People less likely to be physically active are: people with a disability and/or long-standing poor health; older age groups; women and teenage girls. Sports facilities are concentrated in our 6 large towns of Aberfeldy, Auchterarder, Blairgowrie, Crieff, Kinross, and

Pitlochry, as well as the city of Perth. Alongside, our natural environment is a huge asset for encouraging people to live an active life, and it is a unique characteristic of our area. Encouraging people to use this natural asset is therefore just as important as increasing use of built facilities and participation in sports and activity programmes if we are to improve health and wellbeing.

How?

- **By delivering health and wellbeing programmes to key target groups and increasing participation in these programmes.**
- **By working with Community Planning Partners to develop shared physical activity outcomes which address health inequalities and long term conditions.**
- **Maintaining participation levels by delivering a programme of activities and opportunities across all life stages.**
- **By increasing participation in cycling, walking and community greenspace activities.**
- **By increasing use of our natural environment (mountains, core pathways, water) and promoting active volunteering to maintain these assists for everyone.**

2. *We will increase overall participation by children & young people in physical activity, school and community sport and wider achievement schemes (Strategic Outcome 2 & 4: Tackling Inequalities; Lifelong Learning)*

Why?

The importance of establishing the habit of being active from early years is widely researched and recognised. Participating in sport builds confidence, team work and wider life skills in children and young people which help prepare them for adult life. A key national priority is for all Scottish pupils to receive a minimum of 2 hours/2 periods of high quality physical education a week; and provide more opportunities for participation in competitive school sport and physical activity, including wider achievement schemes like the Duke of Edinburgh Award.

How?

- **By ensuring primary and secondary pupils receive a minimum of 2 periods or 2 hours of Physical Education every week.**
- **By increasing the number of children and young people who take part in extra-curricular school sport through the *Active Schools* programme and other initiatives.**
- **By increasing the number of qualified young people volunteering in school and community sport.**
- **By increasing participation by girls and young women in school and community sport.**
- **By increasing participation by children and young people with additional support needs, and those who are looked after/in care.**
- **By delivering a range of opportunities which promote wider achievement of children and young people.**

3. To strengthen community-led sports and physical activities across Perth and Kinross (Strategic Outcome 3: Empowered Communities)

Why?

Voluntary sports clubs are vital community assets and sources of local talent and pride. They are another key way in which people can take part in sport and physical activity, and can be the most important gateway to starting on a performance pathway for talented emerging athletes. For community clubs to thrive, and to attract new people to get involved in them we need to support well qualified, skilled and enthusiastic staff and volunteers, and help build the wider skills and capacity of local clubs to fundraise, publicise themselves and work in partnership with other local organisations. Supporting local clubs to diversify their funding base and access external funding will be important in times when public finances are squeezed.

How?

- **By developing new Community Sports Hubs.**
- **By increasing the number of adult volunteers and coaches involved in community clubs.**
- **By improving the quality of coaching practice by providing development opportunities for the paid and voluntary coaching workforce.**
- **By providing a local club accreditation scheme and increasing the number of accredited community sports clubs in Perth and Kinross.**
- **By supporting local sports clubs to access external funding, and other capacity-building support.**

4. We will provide quality facilities which serve local communities and play a role both in widening participation in sport and improving sporting performance (Strategic Outcomes 3 & 4: Empowered Communities; Lifelong Learning)

Why?

Well maintained built facilities and outdoor spaces are fundamental to participation in sport and physical activity, and to supporting the growth of talented local athletes. But buildings must work hard and investment must be well prioritised in times when public finances are squeezed. This means building a balance between multi-purpose facilities and specialist facilities; making wise investment decisions based on data and evidence about need/demand; ensuring facility use is maximised to work hard for local communities in which they are located; and making more of our natural environment, as a unique facility in itself.

How?

- By creating a strong data and evidence base, including a regular review of facilities provision and use to support capital investment decision-making.
- By strengthening collaboration between all partners on facility programming so that facility use is maximised for a variety of local community priorities and needs.
- By supporting the sustainable management of facilities by local clubs and community groups.
- By supporting Live Active Leisure in delivering the PH20 project at Perth Leisure Pool site.
- By completing an outline business case for improving facilities in Blairgowrie, and seek external funding for the Council's existing capital commitment to deliver these.
- By developing use of the River Tay as a hub for paddle sports.
- By strengthening the promotion of our other unique outdoor spaces, including our mountains, lochs, core pathways and greenspaces as facilities for sport and physical activity.

5. *To increase the profile of Perth and Kinross as the best place to be active, play and watch sport - locally, nationally and internationally (Strategic Outcome 1: Sustainable Economic Growth)*

Why?

With our location at the heart of Scotland and our unique natural environment, Perth and Kinross regularly hosts major sporting events including the 2014 Ryder Cup. We also have a proud track record of supporting talented local athletes who have gone on to perform on the world stage. Our role in presenting Scotland, as a sporting nation, to the world is one of the most important in the country and our role in this helps build and maintain world relationships and attract inward investment.

How?

- By hosting or supporting the delivery of national and international sporting events.
- By contributing to wider inward investment in the area through the quality of sport to be seen and played here.
- By supporting pathways into performance sport for local children and young people through the Regional Sports Partnership and a range of programmes.
- By promoting the achievement of international athletes from Perth and Kinross, including work in schools and with young people 18-25.

Making It Happen

We will deliver these strategic priorities through our commissioning arrangements with key delivery partner Live Active Leisure; with our wider Community Planning Partners including NHS Tayside and Perth College/UHI and in partnership with national bodies including **sportscotland** and NHS Health Scotland and by continuing to work with and for communities to develop their role in making Perth and Kinross the best place in Scotland to play sport and live an active life.

Locality working

With Live Active Leisure and others, we will prepare annual Locality Plans setting out what we intend to achieve each year in each locality in Perth and Kinross to make progress on strategic priorities: Highland, Strathearn, North Perth, South Perth, Eastern Perthshire and Kinross. These will be the key annual delivery plans to execute our strategic priorities.

Expert advisors and the community perspective

The Sport and Culture Advisory Group, which begins work in April 2016, will be our sounding board and expert advisors for delivering our vision and strategic priorities. Membership includes **sportscotland**, NHS Tayside and key relevant Council services including Housing and Community Care and Community Greenspace. Community representatives will provide their perspective on our progress and how we can improve.

Enablers

We have many enablers – building blocks to help us achieve our vision and strategic priorities. They include:

<p>People</p> <ul style="list-style-type: none"> • In 2014/15, 1.3 million people took part in sport or physical activity in Perth and Kinross. • Currently the highest level of participation in Scotland and an increase of 270,000 since 2008/09. • Nearly 7% of the population (10,000 people) belong to local sports clubs¹. • 3,099 people are involved in a local Community Sports Hub. • Over 78 local clubs are accredited through the PACEs scheme². • We have 34 constituted Community Sports Hubs. • In 2014/15 831 people, including 282 young people volunteered in schoolsport. • 17 community groups help maintain our core pathways. More than 600 young people have been part of LEAD Sports Pathway since 2010, contributing over 160,000 hours of voluntary coaching for their peers. 	<p>Place</p> <ul style="list-style-type: none"> • 12 indoor sports facilities, including 4 Community Campuses, Perth Leisure Pool, Dewars Ice Rink and Bells Sports Centre. • 122 outdoor facilities for football, rugby, cricket, golf and athletics. • 1700 greenspaces, including sites of national significance. • 13 skateparks, 1 mountain board trail and miles of off-road cycling trails. • 146 equipped play areas. • A landscape characterised by water including Loch Earn, Loch Tay and Loch Leven and the River Tay the longest river in Scotland. • 2000km of core pathways and acres of forest for riding, geocaching and orienteering. • 29 Munros.
<p>Performance</p> <ul style="list-style-type: none"> • 186 local young athletes are supported through the Gannochy Trust, in performance squads including Gymnastics, Hockey, Netball, Swimming, Tennis and Disability Sport. • International athletes: Eilidh Child, Eve Muirhead, Gillian Edwards, Laura Muir, Steven Milne, Patrick McHugh, Natalie Milne, Bradley Neil, Fiona Pennie, Gavin Rumgay and Joshua Rowe began their careers here. • £60K invested in disability sports since 2012/13. 	<p>Prevention</p> <ul style="list-style-type: none"> • 99% of primary schools deliver 2 hours a week of quality Physical education. • 10 targeted health and wellbeing programmes delivered in 2014/15. • 168 people signed up to Commit to Get Fit in 2014. • 11,290 GP referrals in 2014/15.

¹ Registered with Perth and Kinross Sports Council (2013/14 figures)

² 2013/14 figures

Demonstrating and reporting on the difference we make

We will monitor our delivery progress through our contractual arrangements with Live Active Leisure and other third party funded organisations, and through the Council's continuous improvement mechanisms. Where new baseline information needs to be developed, so that we are measuring real impact not just what is measurable, we will do that and new performance indicators into Locality Plans and team plans.

Progress will be reported in these ways:

- Quarterly and annually to the public and Councillors, through the Education and Children's Services Business Management and Improvement Plan.
- Live Active Leisure *Annual Report*.
- 6 monthly to the Community Planning Partnership Board and via *Perth and Kinross Performs*.
- We also report on our Active Schools and Community Sports Hubs targets regularly to **sportscotland**.

APPENDIX 2: STRATEGIC PRIORITIES FOR CULTURE

Creative Perth and Kinross 2016-2021

Who we are

Perth and Kinross is at the heart of Scotland, and the heart of Scotland's story. It is one of the most diverse parts of the country, with the ancient City of Perth and 6 large towns alongside vast, wild landscapes and the magnificent River Tay. It is home to the Kingdom of Alba and the crowning place of ancient Kings, and the 20th century Scottish Cultural Renaissance took root here. Perth and Kinross Council delivers public services across the fourth largest geographical area in Scotland, to nearly 150,000 people and one of the fastest growing populations in Scotland. Working with partners and communities, we fund and support culture of all kinds across the area.

The difference we want to make

We want to achieve these key strategic outcomes for culture, as our contribution to the *Perth and Kinross Community Plan 2013-23*:

1. **Sustainable economic growth:** a leading leisure and business tourism offer in Scotland which supports the local economy.
2. **Tackling inequalities:** better health, social and economic outcomes for everyone in Perth and Kinross.
3. **Empowered communities:** supporting culture and sport initiatives to grow and succeed as part of vibrant local communities
4. **Lifelong learning:** supporting individuals and families through Early Years, formal, adult and community learning.

Our vision

To be at the heart of Scotland's cultural landscape, and celebrate our distinctive cultural past, present and future – for everyone.

Our strategic priorities 2016-2021

1. *We will inform, educate and inspire people and communities through participation in culture (Strategic Outcomes 1, 2, 3 & 4: Sustainable Economic Growth; Tackling Inequalities; Empowered Communities; Lifelong Learning)*

Why?

Culture has different meanings for all of us, but its benefits are well recognised and researched. Culture is a gateway to knowledge, ideas, networks and friendships. It can challenge, delight, inspire us and connect us to people, communities and places across time, distance and civilisations. Our cultural asset base in Perth and Kinross is remarkable in its breadth and richness, and we want to make it accessible for everyone.

How?

- **By investing in and delivering public programmes in the visual, applied and performing arts which celebrate local talent and bring work of national and international significance to local audiences.**
- **By engaging and involving local people and communities in the bid for Perth to become UK City of Culture 2021**
- **By increasing participation in community-led cultural projects and initiatives, including the Living Communities model, and by growing volunteer numbers.**
- **By increasing participation in creative learning including amongst those who face barriers to participation.**
- **By growing active borrowers from our libraries.**
- **By investing in and developing online/digital services, particularly for those in rural or remote places.**
- **By increasing participation by children and young people with additional support needs, and those who are looked after/in care.**

2. *We will strengthen our tourism economy through the quality of our cultural offer (Strategic Outcome 1: Sustainable Economic Growth)*

Why?

Tourism is a key part of our economy, supporting over 8,000 jobs and generating over 4 million day and longer stay visits to the area per year. The cultural offer is central to both leisure and tourism business growth, with (for example) 30% of audiences for Horsecross Arts coming from outwith Perth and Kinross, and Pitlochry Festival Theatre integral to the economic health of the town. Perth Concert Hall is one of the finest performance and conference venues in Scotland. Connecting with local audiences and visitors is an ongoing priority, whilst overseas tourism visits to the area have grown by nearly a third in the last 4 years. Local creative industry is also an increasingly

important part of the local economy, with new initiative Perthshire Creates providing a digital showcase and networking forum for artists, makers and creative business of all kinds. Diversifying our funding base and supporting collaborations between our partners, as well as supporting artist and community-led organisations to access external funding will be increasingly important in times when public finances are squeezed.

How?

- **By delivering 'Big Move 7'³ in the Perth City Plan through development of new cultural attractions which benefit the area as a whole**
- **By increasing domestic and overseas tourism visits**
- **By sustaining the number of local creative industries and supporting new business start-ups**
- **By supporting local artists and makers to develop their practice and remain based in Perth and Kinross**
- **By supporting artists and community-led organisations to access external funding, and build their capacity.**

3. *We will maintain and enhance artistic and cultural excellence, promoting and enabling work of local, national and international significance (Strategic Outcomes 1 & 4: Sustainable Economic Growth; Lifelong Learning)*

Why?

Our arts and heritage organisations are fundamental to our local cultural distinctiveness and the work that they do is also fundamental to the wider cultural landscape of Scotland and the quality of artistic output at national level. Our two producing theatres, Perth Theatre and Pitlochry Festival Theatre, are Creative Scotland Regular Funded Organisations 2015-18. Our museum and fine art collections are of National Recognition Status and we hold the largest and most significant collection in the world of Scottish modernist painter John Duncan Fergusson. Our community-led arts organisations, including Perth Festival of the Arts, are sector-leading in the profile and quality of work and programmes which they produce; Perthshire Open Studios is the largest open studio event in the country; and the number of artists and makers who live and work in the area is growing. We need to continue to invest in this quality work and strengthen it through increased collaboration with national, UK and international organisations.

How?

- **By maintaining and developing collaborations with national, UK and international organisations**
- **By increasing the level of external funding we secure for new commissioned work**

³ "Big Move7" is one of the eight "Big Moves" in the City Plan to establish the infrastructure required for Perth to fulfil its potential. Big Move 7 focuses on the development of cultural attractions.

- By delivering public programmes which celebrate our cultural distinctiveness: for example, our Gaelic and Scots Cultures and those of travelling people, oral history and storytelling, traditional orchestral music and the significance of John Duncan Fergusson, Margaret Morris and William Soutar
- By maintaining and enhancing our standards of museum collections care, research and interpretation including through curatorial collaboration and work with academic institutions
- By supporting artists and community-led organisations, individual artists and makers to access external funding, and other capacity building support.
- By submitting a bid for UK City of Culture 2021 and the Royal National MOD 2021

4. We will maintain and enhance our cultural infrastructure to maintain and enable wider access to the arts and heritage by the widest possible audiences (Strategic Outcome 2 & 4: Tackling inequalities; Lifelong Learning)

Why?

Our venues are not about bricks and mortar, but the public programmes delivered within them and beyond their walls which increase access to culture for everybody. Buildings must work hard and investment must be prioritised in times when public finances are squeezed. Where we invest in infrastructure, it is with this in mind so that our buildings and capital projects achieve the widest possible participation levels, and are truly seen as part of the social fabric of our city, towns and communities. Digital infrastructure is of increasing importance, reflecting a growing appetite amongst current and new audiences for online and digital services; and digital art continues to be a fast-moving and dynamic new area of practice.

How?

- By delivering the Transform Perth Theatre project, making one of Scotland's oldest producing theatres physically accessible to all and renewing its role as part of the theatre infrastructure across Scotland.
- By delivering 'Big Move 7' in the City Plan, to develop new attractions in Perth which showcase our nationally significant visual art and heritage.
- By supporting Pitlochry Festival Theatre to develop its proposals and funding strategy for Vision 2021, making the PFT site accessible to wider audiences.
- By continuing to invest in and enhance digital/online services; maintaining free WiFi in all our community and mobile libraries; and developing digital/online services as part of the Smart City agenda for Perth.

Making It Happen

We will deliver these strategic priorities through our commissioning arrangements with the independent Trusts Horsecross Arts and Culture Perth and Kinross,⁴ our key delivery partners. We will also continue to work closely with our wider partners including Pitlochry Festival Theatre, Perth Festival of the Arts and Birnam Arts; and to strengthen and create collaborative working with cultural organisations across Scotland, the UK and internationally. Research links with academic institutions which broaden knowledge and understanding of our Nationally Recognised museum and fine art collections will be a new priority; and we will continue our key role in the public libraries sector as one of the largest and most forward-thinking public library services in the country. Digital learning and access to cultural provision will be an increasingly important delivery mechanism.

Locality working

With Horsecross Arts, Culture Perth and Kinross and others, we will prepare annual Locality Plans setting out what we intend to achieve each year in each locality in Perth and Kinross to make progress on strategic priorities: Highland, Strathearn, North Perth, South Perth, Eastern Perthshire and Kinross. These will be the key annual delivery plans to execute our strategic priorities.

Expert advisors and the community perspective

The Culture and Sport Advisory Group, which begins work in April 2016, will be our sounding board and expert advisors for delivering our vision and strategic priorities. Membership includes Creative Scotland, NHS Tayside and key relevant Council services including Education Services. Community representatives will provide their perspective on our progress and how we can improve.

⁴ Culture Perth and Kinross “begins operating from April 2016”.

Enablers

We have many enablers – building blocks to help us achieve our vision and strategic priorities. They include:

<p>People</p> <ul style="list-style-type: none"> • In 2014/15, 1.3 million people took part in cultural activities of some kind in Perth and Kinross. • In 2014/15, over 6,552 people participated in creative Learning activities. • In 2014/15, 639,590 people accessed online/digital library, museum and gallery services. • Nearly a fifth of young people and over a fifth of people aged 50+ are active library borrowers. • 8,995 young people and communities have participated in Living Communities, the largest heritage outreach project in Scotland. • 75 local young people are Heritage Ambassadors and have achieved a Dynamic Youth Award as a result of their involvement in culture. • 192 people volunteer in our museum, local studies, library and archive services. 	<p>Place</p> <ul style="list-style-type: none"> • Birthplace/home of Hamish Henderson, John Duncan Fergusson, William Soutar, Patrick Geddes & other key Scottish artists, writers and thinkers. • Setting/inspiration for William Wordsworth, Walter Scott, John Buchan, Beatrix Potter and others. • Over 20 dedicated cultural facilities across the area, including Perth Museum and Art Gallery, the Fergusson Gallery, Alyth Social History Museum, Perth Theatre, Pitlochry Festival Theatre, Birnam Arts, four Community Campus Libraries, AK Bell Library, Black Watch Museum, Birks Cinema. • 198 constituted community-led arts and local history organisations. • 370 local creative industries.
<p>Performance</p> <ul style="list-style-type: none"> • 2 producing Theatres, Pitlochry Festival Theatre and Perth Theatre. • The international standard Perth Concert Hall, one of Scotland's most important performance venues • National and UK events and collaborations, including Artists Rooms, Trad Awards, partnerships with National Galleries of Scotland, Hunterian Art Gallery, British Museum. • Awards and competitions which foster new talent: The Fergusson Award and the William Soutar Writing Prize. • An increase of 128% in use of online/digital services since 2013/14 resulting from service innovation and investment. 	<p>Prevention</p> <ul style="list-style-type: none"> • In 2014/15 18,860 took part in RhymeTime, Bookbug, Chatterbox and other Early Years and family reading activities designed to give children the best start in life and support parenting skills. • In 2014/15 there were 7,768 users of the People's Network in libraries, with access to lifelong learning and employability opportunities and support. • In 2014/15 6,986 people participated in adult IT learning in libraries. A further 2,185 participated in non IT learning opportunities. • 40 community organisations meet regularly in libraries and other cultural venues, including museums, sustaining local support networks for communities and individuals

Demonstrating and reporting on the difference we have made

We will monitor our delivery progress through our contractual arrangements with Culture Perth and Kinross, Horsecross Arts and other third party funded organisations, and through the Council's continuous improvement mechanisms. Where new baseline information needs to be developed, so that we are measuring real impact not just what is measurable, we will do that and incorporate new performance indicators into Locality Plans and team plans.

Progress will be reported:

- Quarterly and annually to the public and Councillors, through the Education and Children's Services Business Management and Improvement Plan.
- 6 monthly to the Community Planning Partnership Board and through Perth and Kinross Performs.
- Through the Horsecross Arts and Culture Perth and Kinross Annual Reports.

SPORT AND CULTURE ADVISORY GROUP: REMIT

The Culture and Sport Advisory Group will be an advisory body which will:

- Advise the Council, the Community Planning Partnership, and Trusts on new and emerging best practice in strategy, delivery and continuous improvement across Scotland, the UK and elsewhere which informs the commissioning and delivery process for culture and sport.
- Promote and advise on the use of community research and intelligence to inform strategic commissioning priorities and delivery for culture and sport.
- Act as a sounding board on wider initiatives, for example international sporting events hosted by Perth and Kinross or the forthcoming UK City of Culture 2021 bid process.
- Advise on relevant wider agendas, in particular health improvement and health inequalities; equalities and diversity; lifelong learning; attainment and achievement.
- Advise on effective support for community-led sport and culture organisations, including growing and developing new funding sources.
- Advise on relevant community development and engagement initiatives, for example volunteering, recruitment and training.
- Liaise regularly and share knowledge with the CPP Community Empowerment Working Group and Local Community Planning Partnerships on effective community development and engagement practice.
- Provide a 'critical friend' role to the CPP Executive (via a short annual report) on the contribution of strategic priorities for culture and sport to wider CPP outcomes.

Membership:

The Group will be formally convened by an elected member, supported by the Head of Public Service Reform & Cultural/Community Development.

Senior officers (CEO/equivalent) from Live Active Leisure, Horsecross Arts and Culture Perth and Kinross.

Partnership Manager, **sportscotland**
Portfolio Manager, Creative Scotland
Public Health representative, NHS Tayside
Education Services representative – primary or secondary
Community Greenspace representative
Housing & Community Care Representative
Perth College/UHI
Pitlochry Festival Theatre

Perth Festival of the Arts
Perth & Kinross Heritage Trust
Representative from Perth and Kinross Sports Council⁵
3 Voluntary representatives, local Community Sports Partnerships
3 representatives from local community Arts organisations.

⁵ The Sports Council is currently reviewing its future role and remit but representation from SC members will still be sought.