



Developing  
a stronger  
and greener  
economy

# Perth and Kinross Culture Strategy 2023-2028

A Perth and Kinross where everyone can live life well,  
free from poverty and inequalities

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# 1 Foreword

Culture is at the heart of every community in Perth and Kinross. Culture is part of the story told by every town, village and settlement and by our city of Perth, Scotland's first capital.



These stories tell us – and the world – who we are. Culture is about self-expression and opens doorways to knowledge, new ideas and life chances. Culture engenders joy and pride in our sense of identity, our differences and our sense of belonging. It supports learning and skills, employability, physical and mental wellbeing, instils confidence and resilience. Our culture, in all its diversity, makes our communities vibrant and resilient. We want everyone in Perth and Kinross to have an equal chance to take part in culture and to shape our creative stories for tomorrow.





Our vision for this Strategy:

**We will enable creative communities and outstanding creative work to thrive in Perth and Kinross, through partnership.**

## Foreword

We have an ambition to be world class as part of the wider Tay Cities Deal strategy to grow cultural tourism from the Highlands of Perthshire to Dundee, Angus and North Fife.

Our cultural profile and reputation are growing through major investment and projects including the new Perth Museum, opening in 2024 as the home of the Stone of Destiny, also known as the Stone of Scone, one of the UK and Scotland's most important cultural objects, and free to see for the first time.

We also face challenges which we must address to achieve this vision. Even before the COVID-19 pandemic, traditional High Streets were declining and we must find new ways to bring people back into our city and our towns, making them inclusive, exciting places for shared cultural experiences. Our rural communities have their own distinct cultural lives and voices, and we must support their vibrancy alongside our investment in Perth as the main economic hub of our area. Alongside, the Council faces budget pressures and the cost of living is impacting on the day-to-day choices for families and individuals. We want everyone in Perth and Kinross to have continued opportunity and encouragement to be creative and to participate in culture. If we are all agreed culture matters, for our present and our future, we must be open to doing things differently.

This includes partners working together closely, sharing limited resources, and overcoming silos and organisational boundaries. It also means making the most of our cultural venues and wider spaces and as a Council we have invested around £53M in cultural infrastructure over the last decade and supported our partners to lever in a further £3M+ in the last 12 months. We revenue-fund culture to a level of around £4.5M each year, with more money routed through various Council grant schemes.

This Strategy links to our overarching corporate aim to make Perth and Kinross the best place in Scotland to live life well, free from poverty and inequality. Beyond that there is a national aspiration for Scotland to be a nation where everyone's creativity is supported and celebrated. This Strategy is also intended to help partners and stakeholders with their own planning and delivery, services, and opportunities through a clearly defined set of strategic priorities, and a robust and measurable action plan.

We would like to thank members of the public, key partners and stakeholders who have helped us develop this Strategy and the Year 1 Action Plan which accompanies it.

**Councillor Grant Laing**, Leader, Perth and Kinross Council

**Thomas Glen**, Chief Executive, Perth and Kinross Council

## 2 Our Story of Place

**Culture is about self-expression and opens doorways to knowledge, new ideas and life chances.**

Historically and culturally Perth and Kinross is the beating heart of Scotland, set in some of the most beautiful countryside in the world and linked by the Rivers Tay, Earn, Almond, Garry, and Isla. Ancient drove roads and the Wade Roads, built after the Jacobite Risings of the early 18<sup>th</sup> century, criss-cross the land, which is also rich in over 800 Scheduled Ancient Monuments and archaeological sites. The area spanning Forteviot, to the east of Perth, was known as the 'Cradle of Scotland' – the place where the Picts, Gaels and Scots came together in the time after the Romans left, to create the Kingdom of Alba.

Geographically Perth and Kinross is the fourth largest local authority area in Scotland. Our total population of 151,000 is scattered across an area of over 2,000 square miles, a mix of urban and rural spaces. This brings challenges of how to support and foster creativity in the rural areas, where over two thirds of people live, while still developing Perth city centre as an economic hub for the wellbeing of Perth and Kinross as a whole. The COVID-19 pandemic highlighted some of these challenges, but also brought new ways of making and accessing culture too.

Perth and Kinross Council has been the local authority since 1996. In 2012, Perth regained City Status and was Scotland's seventh city. Perth College is part of the University of the Highlands and Islands (UHI), with 650 culture and creative industry students.

Perth and Kinross has a multicultural population including Gypsy Traveller, Polish and Chinese communities with long-established roots in the area, and newer communities who have settled in the area over the past decade.

More than 70% of the Scottish population can be in Perth within 90 minutes, including from Dundee, Edinburgh, Stirling and Glasgow.



Perth and Kinross is home to around 150,000 people.



Perth and Kinross has an older population than Scotland as a whole. The number of people aged 65+ has increased significantly.



97.9% of Perth and Kinross identified as of white ethnicity, 1.3% of Asian ethnicity and 0.8% as other ethnic group.



Many people in Perth and Kinross manage well but over a third of households (36%) are financially stretched or facing considerable economic challenges.



6.2% of the Perth and Kinross population live in the most deprived quintile. The majority of whom live in north/central Perth and in Rattray.



Two thirds of the population of Perth and Kinross live in rural areas or small towns outside Perth.

## 2 Our Story of Place

### Our Cultural Context

Our mix of nationally recognised creative organisations who create innovative and exciting new work for and about the people of Perth and Kinross whilst bringing global artists and creative work to our doorstep makes us special. This national and internationally significant work interlinks with our homegrown talent: some of Scotland's most significant artists, makers, writers, musicians, poets, and actors live and work here. Our museum collections speak of people who went before us, who lived and worked this land. Our pubs and villages halls which echo with our traditional music, stories, and song. The words that explain lives past, present and future.

We are rich in distinct festivals that celebrate our talent, from the Neil Gow Festival in Birnam, the Soutar Scots Language and Literature Festival, Perth Festival of the Arts and Blairgowrie's Bookmark Festival – all celebrating some of our greatest cultural figures while allowing new voices to be heard.

Our communities have always been rich and diverse and this has strengthened in recent years as people from all over the world have made their home in Perth and Kinross, bringing cultural traditions and creativity. Our Gypsy Traveller communities have roots here, dating back centuries. This diversity and cultural distinctiveness,

of all our communities and our organisations, is central to this Strategy.

Within the area we have two major producing theatres, several museums of UK and national significance including Perth Museum opening in Spring 2024, the Scottish Crannog Centre and the Black Watch Museum. Our cultural venues are mostly run by charities and community-led organisations, many of which are revenue or grant-funded by the Council.

Perth and Kinross Council works closely with neighbouring cities, including through the Tay Cities Deal, a £150M agreement between the UK and Scottish Governments to make the region smarter and fairer through investment in innovation, international links, and cultural tourism.



### Our Places and People

#### Perth City

With a population of just under 50,000, Perth City is the main urban centre in Perth and Kinross. Small, walkable, with beautiful parks and the magnificent River Tay running through it, it has both extraordinary heritage as Scotland's first capital and a burgeoning contemporary arts scene. Perth Concert Hall, Perth Theatre, Perth Art Gallery and the new Perth Museum plus the AK Bell Library, Scotland's fourth busiest public library.

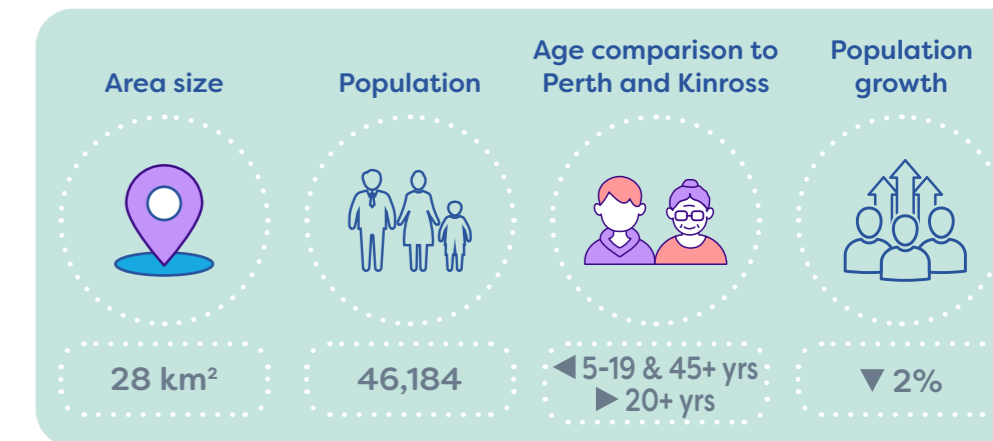
The Council's investment in light installations has brought to life the historic medieval vennels of Perth with new work by Nathan Coley and other Scottish/international artists across the city.

The new Creative Exchange WASPS hub, opened in 2019, is home to makers and creatives who sell their products through the independent shops which flourish in the city, even if bigger chain stores have gone to the outskirts.

The University of Highlands and Islands/Perth College has curriculum specialisms in music technology and other creative subjects. Culture Perth and Kinross, and Perth Theatre and Concert Hall, the independent charities which operate the theatre, concert hall, museums and libraries offer programmes across all art forms and creative learning opportunities for all ages. Other independent

organisations including Ad-Lib Arts and the Julie Young Dance School are also based in Perth and provide training for local children and young people in the performing arts.

- Perth City has an area of approximately 28 square kilometres.
- The latest data estimates the population of 46,184.
- Between 2015 and 2020, the population has decreased by 2%.
- There are a notably lower proportion of people aged 5 to 19 years and 45 years plus, and a higher proportion of young adults when compared to Perth and Kinross.



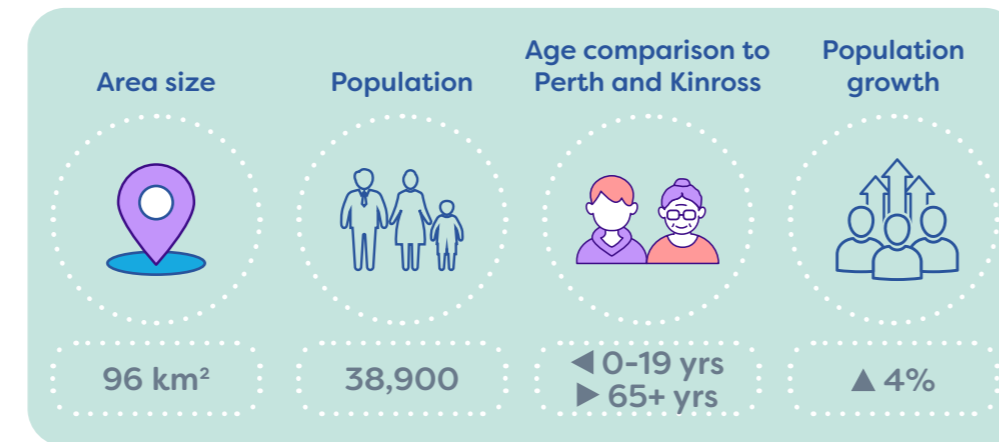
## 2 Our Story of Place

### Eastern Perthshire

From the northern banks of the River Tay towards the mountains, Eastern Perthshire is a rural area with three towns – Blairgowrie, which has the largest population centre after Perth, Coupar Angus, and Alyth. It covers Strathmore, the Carse of Gowrie and Blairgowrie and the Glens – a large and diverse geography which is home to 38,900 people. It also has some key socio-economic challenges, driven in part by low wages from agriculture and tourism. Physical and mental wellbeing, and reducing social isolation, are important priorities for many communities in the area.

It is a place of traditional storytelling, of poetry and song, of walks and outdoor living. Blairgowrie was the birthplace of Hamish Henderson, Scottish poet, songwriter, soldier and, known as the founding father of Scotland's 20th century folk renaissance. This is an area rich in farming, which is an inspiration and resource for the social history museum collection in Alyth. The Nest in Blairgowrie is a hive of creative activity, firmly focused on the community that surrounds it. The Bookmark Festival is a cultural success story.

- Eastern Perthshire is approximately 96 square kilometres.
- Eastern Perthshire is one of the fastest growing areas in Scotland in terms of population with a population of 38,900.
- From 2001-2011, the population increased by 9%.
- The locality has fewer 0-19-year-olds and more people aged 65 and over compared to other localities within Perth and Kinross.



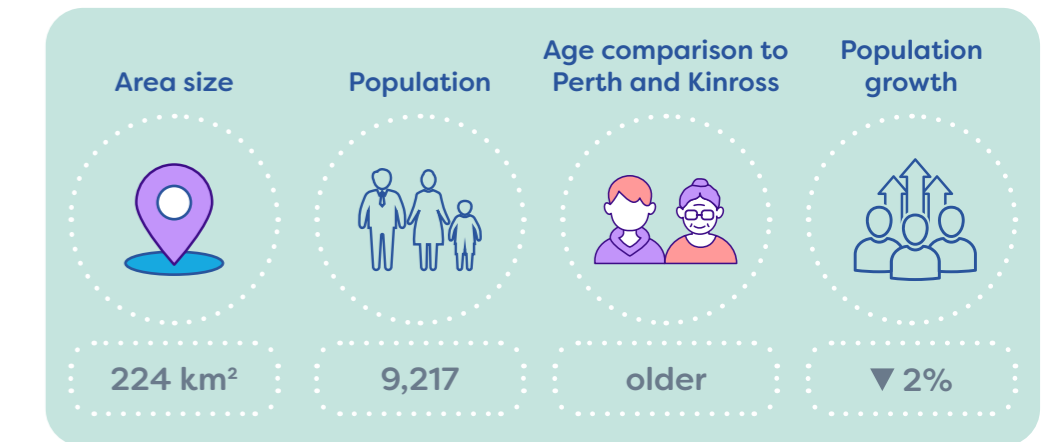
### Highland Perthshire

Visiting Highland Perthshire or 'Big Tree Country' with its mountains, glens, huge lochs and historic towns and villages, Aberfeldy and the Victorian resort town of Pitlochry, it's easy to see why it's a home to musicians, makers and creatives of all kinds.

The two bigger towns, Pitlochry and Aberfeldy, respectively boast the major producing theatre, Pitlochry Festival Theatre, and The Birks Cinema. The Birks is a community-owned facility which hosts music, spoken word and film festivals which attract visitors to the area as well as catering to local people. The Scottish Crannog Centre at Kenmore is expanding its site through a Community Asset Transfer and Scottish Government grant to tell the story of the Iron Age people who lived on the waters of Loch Tay.

Highland Perthshire witnessed some of the most turbulent and important events in Scottish history with the stunning vista of Schiehallion, the Queen's View at Loch Tummel, the hydro-electric dams built in the early 20<sup>th</sup> century and the traces of the 19<sup>th</sup> century Highland Clearances all part of its landscapes and stories. Perthshire Gaelic was the majority language in the Highlands (and also in Perth) until the late medieval period and native Gaelic speakers continued to live in the Highlands until very recently.

- The Highland Ward covers an area of just under 224 square kilometres.
- The latest data available estimates the population of the Ward as 9,217.
- The Ward has an older population compared to Perth and Kinross.
- Between 2015 and 2020, the population has declined by 2%.



## 2 Our Story of Place

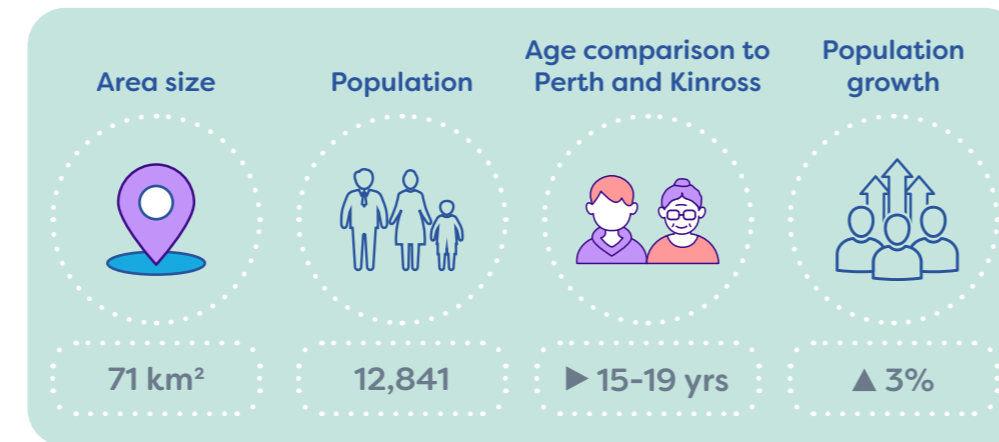
### Strathtay

In the centre of Perth and Kinross lies Strathtay, a rural area of 71 square kilometres with two bustling towns of Birnam and Dunkeld. Surrounded by stunning scenery, with the Tay at its heart, it's no surprise that live traditional music is still a key part of community life.

Birnam Arts Centre, also community-owned and managed, hosts a café, shop, gallery, and auditorium that hosts a range of events throughout the year. There are several unique homegrown festivals, including the Neil Gow Festival which celebrates the famous fiddler who set many of Burns' songs and poems to music.

The population of 13,000 has a greater percentage of people aged 15-19 years than the average in Perth and Kinross, and access to culture for this age group needs to be strengthened.

- The Strathtay Ward covers an area of approximately 71 square kilometres.
- The latest data available estimates the population of the Ward as 12,841.
- The Ward has a notably greater percentage of people aged 15-19 years compared to Perth and Kinross.
- Between 2015 and 2020, the population has grown by 3%.

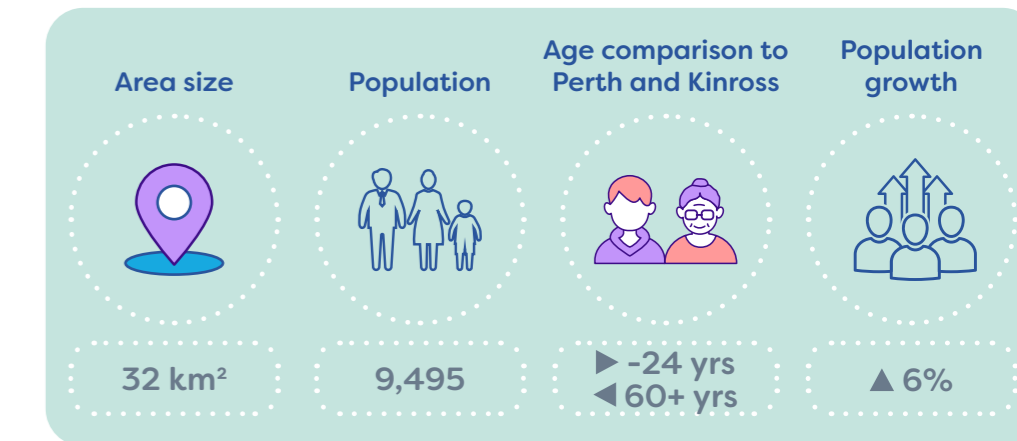


### Almond and Earn

Almond and Earn covers 32 square kilometres and has a population of about 10,000 people living in many villages. There are no major towns although parts of the area are close to Perth; culture thrives in local clubs, village halls and groups created and run by local people including a cinema club. The largest village is Abernethy with 1,400 residents. There is an independently-run museum where you can climb to the top of one of Scotland's most unusual historic sites: Abernethy Round Tower dating from 1100 is one of only two Irish-style round towers in Scotland.



- The Almond and Earn Ward covers an area of approximately 32 square kilometres.
- The latest data available estimates the population of the Ward is 9,495.
- The Ward has a greater percentage of young people aged under 24 years and a lower percentage of people aged 60+ years compared to Perth and Kinross as a whole.
- Between 2015 and 2020, the population with the Ward has grown by 6%.





## 2 Our Story of Place

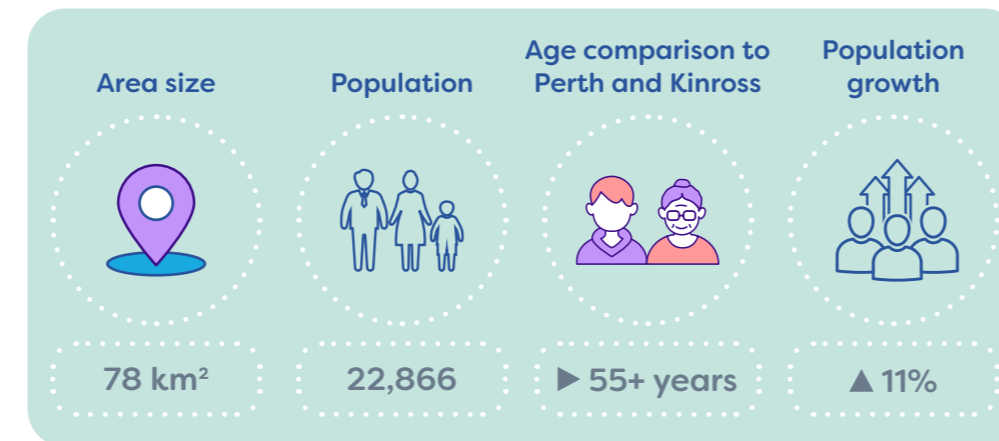
### Strathearn and Strathallan

Strathearn and Strathallan are located to the south-west of Perth with a population of 29,873. Crieff and Auchterarder are the biggest towns, surrounded by stunning mountains, lochs, and rivers. The Gleneagles Hotel, opened in 1924, and other major attractions including Crieff Hydro and Drummond Castle Gardens mean the area contributes 23% of tourism revenue to Perth and Kinross.

Innerpeffray Library just outside Crieff is the oldest public lending library in the UK and its important special collections can still be studied and viewed there.

The area has many active arts organisations including Strathearn Arts which is a major provider of culture in the area, a radio station (Radio Earn), regular concerts all year round and many local culture and heritage groups and classes. The area is also home to many small creative businesses who are attracted by the space available and opportunities to sell at the many craft shops and markets.

- Strathearn and Strathallan covers an area of 78 square kilometres.
- The latest data available estimates the population as 22,866.
- The Ward has a younger age profile when compared to Perth and Kinross.
- Between 2015 and 2020, the population has grown by 9%.



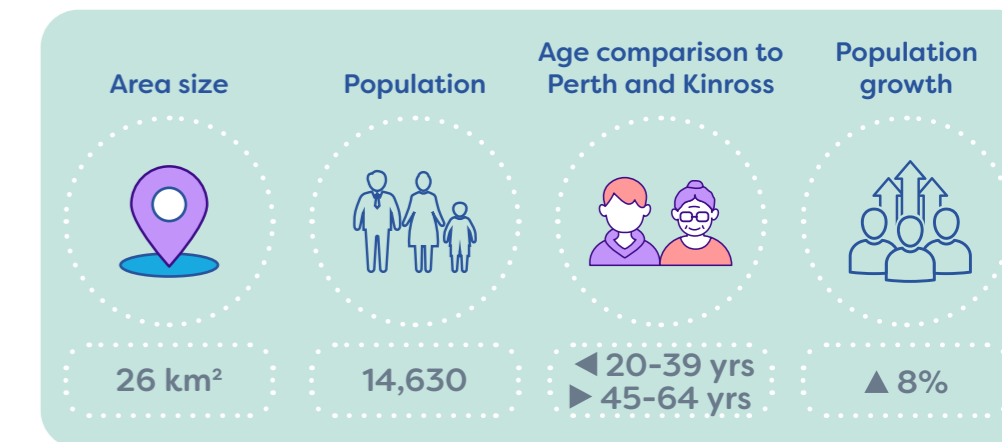
### Kinross-shire

Straddling Fife and Perthshire is Kinross-shire, with a wealth of beautiful scenery and walks including Loch Leven where you can see rare birds or spot the castle where Mary Queen of Scots was held captive, inspiring Sir Walter Scott and others. The population of about 15,000 people (5,000 of whom live in Kinross) is set to grow in the next few years as house-building increases in the area.

Kinross-shire is fiercely proud of its distinct cultural activities including the music played in local pubs and hotels and by young people, the orchestras and choirs that meet and engender a real sense of community.



- The Kinross-shire Ward has an area of approximately 26 square kilometres.
- The latest data available estimates the population of the Ward as 14,630.
- The Ward comprises 10% of the total Perth and Kinross population (151,910).
- The Ward has a notably lower proportion of those aged 20-39 years and a notably higher proportion aged 45-64 years compared to Perth and Kinross.
- Between 2015 and 2020, the population within the Ward has grown by 8%. Over the same time period the overall population of Perth and Kinross has increased by 7%.



# 3 The Strategic Context



## National and Corporate Strategic Links

Nationally, Scotland recognises the importance of culture for prosperity and wider wellbeing. The National Culture Strategy sets three ambitions: strengthening culture by enabling it to flourish; transforming the nation's social, economic and environmental prosperity through culture; and empowering through culture, by putting communities at the heart of making culture. The latter ambition is echoed in the National Heritage Strategy, Our Place In Time, which aims to put communities at the heart of how heritage is managed, accessed and interpreted. We have also read and acknowledge the local Community Action Plans.

This Strategy for Perth and Kinross aligns with these ambitions and our own corporate aim to make our area the best place in Scotland for everyone to live life well, free from poverty and inequality. Culture can and should contribute to each of our corporate priorities:

- **Tackling Poverty:** we will set targets to reduce barriers to participation in culture, particularly considering the cost-of-living crisis.
- **Tackling Climate Change:** as a UNESCO Creative City for Craft and Folk Art, we must adhere to the UN Sustainability Goals. We will raise awareness of these important principles amongst all our creative organisations, businesses, and artists/makers.

We will also work to ensure our cultural venues meet the 2030 Just Transitions target to reduce carbon emissions by 70%.

- **Growing a sustainable and inclusive local economy:** we will support and develop our small creative businesses and industries and grow their contribution to our wider economy. Our thriving craft sector helped secure UNESCO City Status and we need to build its capacity and economic contribution to the area.
- **Enabling our children and young people to achieve their full potential:** the next generation of artists, makers, curators, actors, musicians and more are essential for the future cultural life of our area. We will create learning, skills and employability opportunities for local young people to work in our creative sectors, with a 'no wrong door' approach.
- **Supporting and promoting physical and mental wellbeing:** data and evidence consistently shows how taking part in cultural and creative activities are fundamental to physical and mental wellbeing.
- **Placing communities at the heart of how we work:** we will support community-led culture and creativity to thrive in our rural localities, recognising its diverse needs and priorities from those of Perth City. We will make community co-creation of cultural programmes central to how we work, supporting our funded organisations to do the same.

# 3 The Strategic Context

## Key Facts

In developing this Strategy we have looked at the key baseline data and evidence for participation in culture. This is central to understanding how best the Council and its partners can target resources in a particularly challenging financial context in the years ahead. Some data and evidence about participation is limited, both nationally and locally. The impact of COVID-19 on participation and the financial stability of cultural organisations over the long-term is still emerging. However, there are some important key facts to highlight about cultural provision and participation in Perth and Kinross.

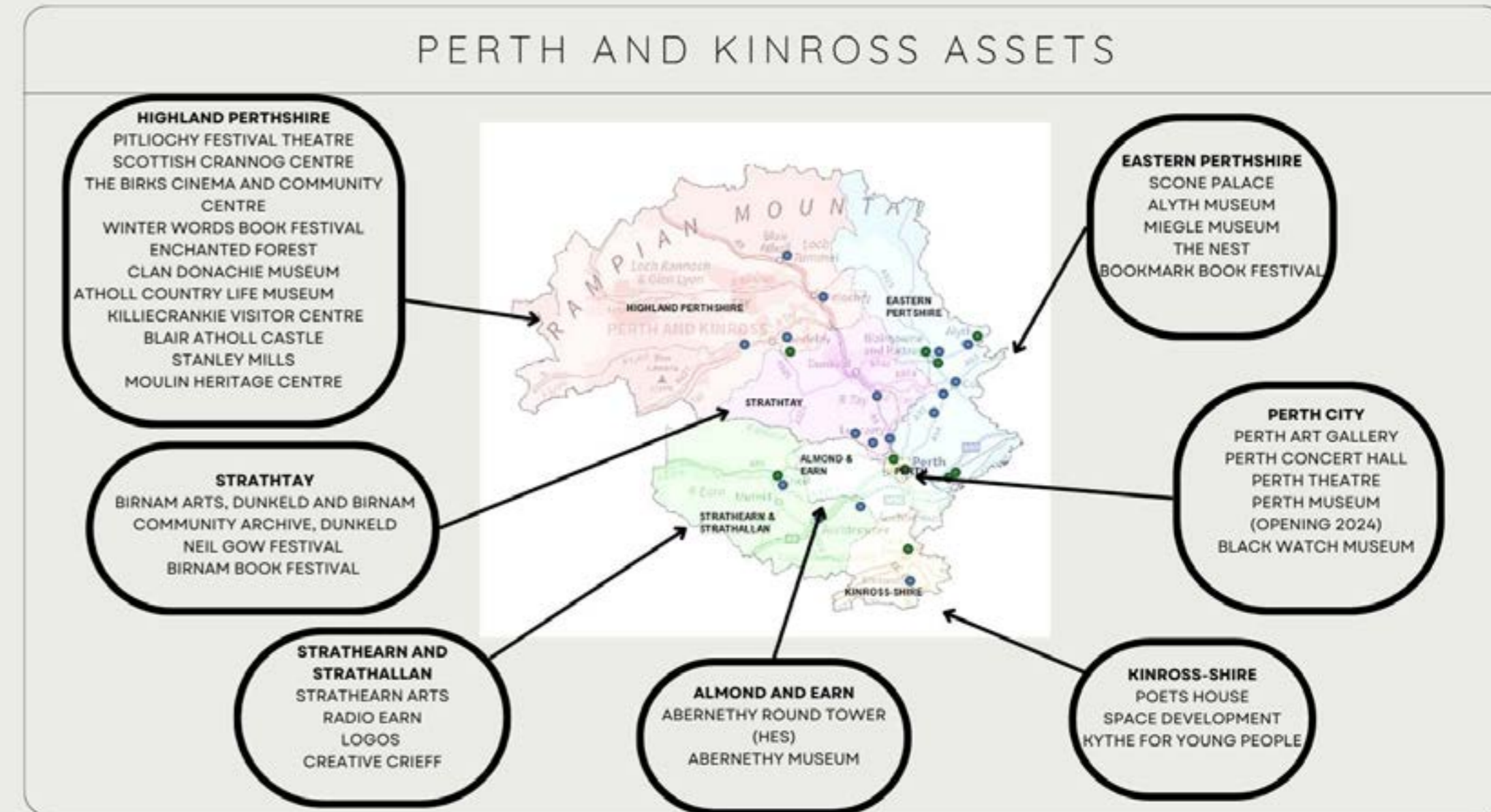
- We have over one million cultural participations each year...
- ... but only 8.3% of people in our more socio-economically deprived communities participate in culture.
- Before COVID-19, we welcomed nearly 150,000 UK and international tourism visitors to the area annually, who spent more than £71 million per annum.
- We have more than 1,500 people working in the cultural industries in the area, which is now a UNESCO City of Craft.

- Our huge rural geography makes connections with Perth City challenging and this also affects our nighttime economy. 46% of Perth and Kinross residents never visit Perth at night.
- Events in Perth and Kinross provided a £19.4M economic impact in 2019-2020.

Our key cultural assets are mapped on the next page.

### Regionwide:

- Perthshire Open Studios
- Perthshire Artisans



# 3 The Strategic Context

## Council Investment

- Capital investment of £53M since 2012 including Perth Creative Exchange, Perth Museum, Perth Theatre, St Paul's Church, City Centre Lighting Strategy
- Annual revenue funding:
  - £3.3M on public libraries, archives, museums
  - £1.1M Perth Theatre and Concert Hall
  - £110K on Community Arts projects funded through Community Investment Fund, Common Good/other small grants
  - £100K on City Centre Cultural Events
  - £265K Pitlochry Festival Theatre/other third party grants

## New Developments

Perth Museum is a £26.5M museum set to open in 2024 in the centre of Perth. The museum will tell the story of Perth and Kinross' ancient roots through social and natural history with the iconic Stone of Destiny, also known as the Stone of Scone, at its heart. The Stone of Destiny will be free to view. There will also be an opening exhibition which will be supported by family activities and events.

Perth Museum, which will be managed in partnership between Perth and Kinross Council and Culture Perth and Kinross, is supported by £10M from the UK Government as part of the Tay Cities Region Deal – a £700 million regional investment programme jointly funded by the UK and Scottish governments and regional partners.

Perth Art Gallery will now focus on modern Scots through the development of art and design in the region up to the present day.

The new Perth Museum in City Hall and the redeveloped Perth Art Gallery on George Street will double the amount of display space currently available in the Fair City, allowing more objects and artworks to be seen by the public than ever before, with the purpose of driving increased tourism and investment to the region.

The Scottish Crannog Centre in Aberfeldy is also undergoing a major redevelopment in a new site, with the first phase expected to open in summer 2024, with further phases to follow.

## UNESCO City of Craft and Folk Art

Perth was designated a UNESCO City of Craft in late 2021 – the only City of Craft in the UK – and in developing this Strategy we have listened to ideas from local craftspeople and makers about how to maximise all the benefits which UNESCO City Status can bring. We have also started developing links with cities across the UK and globally where we have shared ground and can exchange knowledge and skills on making our city world-class in terms of our culture and our craft.

Craft in Perth and Kinross is an inclusive term that encompasses skilled makers and creators, artists and practitioners of all sorts. It includes stagecraft and the craft of songwriting and storytelling. It includes the craft of making the food and drink including gin, chocolate, whisky and tea which is internationally renowned as coming from Perth and Kinross.

We have work underway to promote our craft trails and visitor itineraries including all major art venues and craft centres and to promote our local makers and craftspeople to increase their profiles nationally and internationally, including how they find new routes to selling their work.

We will be working with the UNESCO network both in Scotland, to become part of the UNESCO Scotland Trail which launched in 2022 and is backed by VisitScotland, as well as with the 48 other UNESCO Cities of Craft around the world.



# 3 The Strategic Context

## Rural Cultural Hubs

Culture is part of the lifeblood of rural communities. It connects people through shared experiences, social networks and it can be a vital part of the rural tourism economy.

It thrives when a number of factors are in place including:

- a strong Story of Place – what makes the locality culturally distinct from others?
- empowered communities who are actively involved in creating and managing access to local culture and heritage;
- a shared focus on the key cultural strengths and assets in the local area rather than on conflicting or duplicating initiatives.

We have a strong network of community-led and wider cultural organisations, festivals and venues across Perth and Kinross. During the lifetime of this Strategy we will work with our rural areas to define their key cultural assets and shape their distinct cultural ‘brand.’ This will build stronger collaborations between community organisations, the Council and other partners to make the cultural distinctiveness of each rural area shine. Each locality is different, and together with the rapidly emerging cultural profile of Perth, they collectively bring our cultural story to life.

## Culture and the Economy

Culture and creativity changes lives, improving educational outcomes, quality of life and opens our minds to new ideas, new people and experiences. But it does also make money and is essential to our local and national economies.

Culture and creativity is a key driver for tourism in Scotland with visitors looking for new and authentic ways to engage in making and seeing art, music and theatre. In Perth and Kinross we are working together with our visitor and tourism attractions to ensure that there is a wide and varied choice of cultural activities for visitors and local residents to enjoy and participate in.

The UNESCO City of Craft designation is a potential key economic driver for creativity, opening new centres for knowledge exchange, sales routes and projects with cities around the world.

As the new museum opens in Perth, with ambitious income and visitor targets, we will continue to ensure that culture and creativity are central to the economic success of the area.

## The Digital Revolution

Digital cultural offerings which have emerged during and since the COVID-19 pandemic are revolutionising how we make and access culture. They include hybrid festivals which people can attend in person or stream live online. They allowed many people to access culture for free or inexpensively from their living rooms. This has democratised culture in some ways making it accessible for people who cannot travel for whatever reason.

User-generated cultural content is also a huge new aspect of how people participate in culture, with many new channels for making and disseminating it.

And the digital revolution has brought challenges too. Culture is a social activity, but in-person audiences for theatre and cinema are only slowly returning to pre-pandemic levels. Ticket purchasing has changed – people are making decisions later, leaving programme and cash flow challenges for some organisations.

The Strategy aims to respond to these opportunities and challenges, including supporting ways in which communities can use digital resources to make local culture and heritage accessible to more people.

## Gaelic

We recognise the important contribution Gaelic has made to our past, our history and our living culture, and Perth and Kinross Council will continue to support this through our Gaelic Language Plan.

The Gaelic Society of Perth, established in 1880, has supported and promoted Gaelic across three centuries. The Perthshire & Angus Mòd delivered by the Aberfeldy & District branch of An Comunn Gàidhealach takes place in Aberfeldy attracting over five hundred entries annually. A range of Gaelic music, arts and literature events are included in the annual programme of events at Perth Concert Hall, Birnam Institute, Pitlochry Festival includes visits from the Fèis Rois and Fèis Spè Cèilidh Trail.

Perthshire is home to two Gaelic Choirs - Aberfeldy Gaelic Choir who celebrated their 50th Birthday in 2017 and Perth Gaelic Choir who re-founded in 2012.

The Royal National Mòd returned to Perth in 2022, the first time the event has been held in the area since 2004 and was a huge success, with more than 7,500 people visited the region for the festival, supporting the equivalent of about 30 full-time jobs. The total economic boost to the city and surrounding area was £2.5 million and it was estimated that a further £1m could be spent in Perth by Mòd attendees returning to the city in the future after enjoying their visit in October.



# 4

## Our Vision and Cultural Pledges

Our vision for culture in Perth and Kinross is:

**We will enable creative communities and outstanding creative work to thrive in Perth and Kinross, through partnership.**

In developing this vision we engaged with communities across Perth and Kinross during 10 public consultation sessions in-person and online. We also held workshops with key cultural organisations from across the area and engaged with Creative Scotland and Museums Galleries Scotland.

We asked communities to help us carry out a SWOT analysis summarising the key strengths, weaknesses, opportunities, and threats facing our current and future cultural offer.

We used this information to create our high-level **Cultural Pledges** which will deliver the vision. Each pledge has key **Actions** setting out how we will achieve it in detail. In particular we have tried to reflect the different priorities and needs of our rural communities alongside the ongoing culture-led regeneration of Perth City, as the main economic hub for the area.

Our Action Plan is for just one year at a time and will be reviewed regularly to ensure this Strategy is agile and relevant.



# Our Cultural Pledges

We will deliver our vision through Cultural Pledges, developed through consultation with our communities and stakeholders.

## 1. We will celebrate our cultural diversity and make culture in Perth and Kinross accessible for everyone.

We welcome everyone here and want people to celebrate their heritage, their contemporary culture, and their home. We will do this by developing and delivering a diverse programme with our cultural partners and communities to broaden audiences and participation in culture from across the whole area too. This includes enabling digital culture to flourish; ensuring that partners and cultural organisations have strong Equalities, Diversity, and Inclusion plans in place so that together, we make Perth and Kinross welcoming and accessible for all.

The cost-of-living crisis is now hitting many people, and this will increase barriers to participation for some. Where we can, we will work with partners to mitigate the cost of cultural engagement. This includes a mixture of free and paid events, maximising digital participation opportunities, and seeking additional funding from business and other sources to fund opportunities to participate.



# 4 Our Vision and Cultural Pledges

Action	Lead	Resources	Success Measure	Deadline
<p>We will continue to deliver the new Perth Museum project with a vibrant inclusive community engagement programme.</p> <p>Design the Year 1 opening programme and ensure all partnership relationships are in place.</p>	<p>PKC Culture Perth and Kinross Historic Environment Scotland</p>	<p>Existing capital, revenue and staff resources</p>	<p>Full Business Case targets for visitor numbers delivered.</p> <p>Number of community engagement participants in Perth Museum programmes.</p> <p>2024 public programmes planned and approved by Perth Museum Project Board.</p>	<p>September 2023</p>
<p>We will support all funded partners to develop and publish their EDI Plans.</p>	<p>PKC Equalities</p>	<p>Existing staff resource</p>	<p>Published EDI plans for each funded organisation.</p>	<p>March 2024</p>
<p>We will launch our Invest in Culture and Sport programme to raise £5M additional funding from business/other sources to fund free and subsidised access to culture.</p>	<p>PKC Perth City Leadership Forum Community Planning Partnership</p>	<p>Existing staff resource</p>	<p>£1M committed or raised in Year 1.</p>	<p>Launch June 2023</p>
<p>We will support partners and local festivals to access funding enabling them to grow their digital and hybrid cultural programmes.</p>	<p>PKC</p>	<p>Existing staff resource PKC Digital Inclusion Fund National funding sources</p>	<p>Number of additional cultural participations.</p> <p>Additional funding accessed by partners for digital participation.</p>	<p>March 2024 - ongoing</p>

## 4 Our Vision and Cultural Pledges

Action	Lead	Resources	Success Measure	Deadline
Perth Theatre and Concert Hall will continue to champion diversity onstage and off, and working closely with local communities to reflect their diversity and providing opportunity for artists from diverse backgrounds to perform on our stages.	Perth Theatre and Concert Hall	Existing resources	Programme reflects interests of local people; onstage diversity continue to develop.	March 2023 - ongoing
Pitlochry Festival Theatre will ensure that all audiences, artists, participants and workforce will have parity of physical access across our buildings resulting in increased employment for and increased participation by people who are disabled, deaf, living with disabilities and/or have a long-term medical condition.	Pitlochry Festival Theatre	Existing resources and new capital build	5% of our employment and training opportunities will be awarded to people who are disabled, deaf, living with disabilities, neurodiversity and/or a long-term medical condition.	From 2023, building towards 2025
Pitlochry Festival Theatre will commission more women and people who self-define as being from one of the 9 protected characteristic groups to make work and support them in their professional development.	Pitlochry Festival Theatre	Existing Resources including PKC and CS funding	50% of new work commissioned will be by women and people from the other protected characteristics.	From 2023, building towards 2025
Pitlochry Festival Theatre will continue to engage with refugee and asylum seeker communities from across Scotland to offer a safe environment for participatory activities and performances that speak to these new arrivals.	Pitlochry Festival Theatre	Existing resources including PKC and CS funding and through fundraising.	Receive a Sanctuary in Arts Award.	2023 and ongoing

Action	Lead	Resources	Success Measure	Deadline
Scottish Crannog Centre will become a Disability Confident Leader in Spring 2023. Only by employing a diverse workforce will we be able to engage with diverse communities – we will employ a diverse workforce that represents the communities we are here to serve.	Scottish Crannog Centre	Existing staff resource and new staff	<ul style="list-style-type: none"> <li>Gain Disability Confident Leader status.</li> <li>Develop a new NPA in green woodworking and deliver its first year.</li> <li>Run 6 immersive online workshops with Glasgow Association for Mental Health.</li> <li>Grow our online presence with 24 podcast episodes building on the success of our pilot year.</li> <li>We will launch new online content to increase accessibility, with 1 full-length documentary released in Summer on YouTube.</li> </ul>	Spring 2024
The trustees of Innerpeffray Library will develop new events and exhibitions to ensure the library is accessible to all.	Innerpeffray Library	Existing staff resource	One exhibition per year plus Festival of reading to increase engagement	September 2023



# 4 Our Vision and Cultural Pledges

## 2. We will ensure culture and heritage are integral to Placemaking decisions

Culture is integral to Placemaking and how we reinvent our High Streets and public realm, making them inclusive, welcoming places for people to meet, enjoy and experience culture and feel a sense of belonging.

Our High Streets were facing huge challenges before the COVID-19 pandemic, and retail is suffering further in the cost-of-living crisis. With a lack of shops to attract people into our city centres, restaurants and cafés will also suffer meaning fewer jobs, a lack of choice for local people and for tourism visitors.

We already have major projects underway in Perth City and alongside we will also find new uses for vacant shops as places for temporary art installations, pop-up shops, and opportunities for our makers and creatives to sell and show their work. This work involves many partners – commercial landlords, local businesses, Council services, cultural organisations, artists and makers. Strong collaborative working will be essential to achieve our shared objective of imaginatively reinventing our High Streets for the benefit of our communities.



Actions	Lead	Resources	Success Measure	Deadline
Cultural Hubs – we will work with the 6 key towns across Perth and Kinross to develop their cultural USP and brand, creating a stronger cohesive cultural offer across Perth and Kinross.	PKC Cultural Programmes Manager	Existing staff resource	Cultural USP/brand in place for all 6 towns. Shared agreement on priority cultural assets in each locality as part of Place Plans/Community Action Plans.	March 2024
Establish a Culture Champions network of visitor services staff in our hotels, food and drink venues, transport hubs etc to provide consistent, clear and positive messages welcoming visitors to Perth.	PKC/ Perth City Leadership Forum Chamber of Commerce	TBC	Number of participating organisations.	Launch March 2024
Develop a range of ‘oven-ready’ proposals for vacant shop premises working with national cultural organisations, landlords, artists and makers.	PKC	Vacant Properties Working Group	Action Plan for Vacant Properties in place.	From March 2023

# 4 Our Vision and Cultural Pledges

## 3. We pledge to make co-creation with local communities central to our cultural programmes.

We want to ensure our cultural programmes reflect the voices of local communities by listening and understanding what communities want to see and make. This is vital to broadening participation in culture amongst communities of both geography and interest. And it is vital to supporting volunteering in local culture and heritage, something we know declined during the COVID-19 pandemic.

Our partners already have strong co-created programme elements in what they do and we will support them to build on these strengths.



Action	Lead	Resources	Success Measure	Deadline
We will establish a baseline of data for cultural participation across localities. This will enable us to track progress in widening participation.	PKC	Existing R&D recourse plus analytical support via Creative Scotland	Effective system for collating and analysing baseline data developed. Participation levels. Volunteers actively engaged in community-led culture.	Launch September 2023
We will develop knowledge exchange partnerships with other areas in the UK and beyond which are developing new and best practice in community co-creation, including through our UNESCO City networks.	PKC and partners	Existing resources	One knowledge exchange initiative per year.	March 2024 – ongoing
Embed community co-creation projects across all permanent and temporary displays at newly-refreshed Perth Art Gallery.	Culture Perth and Kinross	Existing resources	Increased participation from key communities of geography and interest.	April 2023 – ongoing
Perth Theatre and Concert Hall will build on its community engagement programme and models to further develop onstage work with and performed by local people.	Perth Theatre and Concert Hall	Existing resources	Community events featured in Perth Theatre and Concert Hall programme.	April 2023 – ongoing
Pitlochry Festival Theatre will continue to work with community organisations and people of all ages in our local communities to create work and performance opportunities.	Pitlochry Festival Theatre	Existing resources including PKC and CS funding	Performance events in all theatre spaces and in the community.	April 2023 – ongoing
Through collaboration and co-creation with local community partners we will link our community and wellbeing activities to our main events programme.	Strathearn Arts	Existing staff resource	Increased participation and engagement with new and existing community groups.	March 2024

# 4 Our Vision and Cultural Pledges

## 4. We pledge to develop new partnerships locally, nationally and internationally and strengthen the ones we have, bringing significant culture and new work to local audiences.

Perth and Kinross has strong ties nationally and internationally, working with partners across Scotland and the globe to make and bring the best work to the area. We will work with all our partners to strengthen and cement those ties, including with national agencies such as Creative Scotland, Museums and Galleries Scotland, Event Scotland, and Historic Environment Scotland. Additionally, we will create new collaborations and partnerships where we can, ensuring that our world class makers and creatives are seen by everyone.



Action	Lead	Resources	Success Measure	Deadline
Continue to build our partnership with Historic Environment Scotland and other key partners to interpret the Stone of Destiny and its move to Perth Museum.	PKC Culture Perth and Kinross	Existing staff resource	Joint interpretation, education and marketing plans in place.	March 2024
Participate in the UNESCO Scotland Cities trail and develop further UNESCO partnerships globally.	PKC	Existing staff resource	Evidence of trail and partnerships.	June 2023
Attract high-profile work to our museums and venues.	Culture Perth and Kinross	Existing staff and external funding through Museums Galleries Scotland, Creative Scotland etc	Number of exhibitions with loans and writers appearing at festivals.	April 2023 – ongoing
Pitlochry Festival Theatre will continue to work in partnership and co-production with national and international venues to bring theatre work of the highest quality to Perth and Kinross.	Pitlochry Festival Theatre	Existing resources including PKC and CS funding	The range and number of high-quality co-productions in the Artistic programme.	April 2023 – ongoing

# 4 Our Vision and Cultural Pledges

## 5. We pledge to maximise spaces and places for creative activity across all our localities.

During the consultation for this Strategy many communities talked about their desire for more cultural spaces and venues. However, we have a strong network of buildings from village halls to Community Campuses and schools, vacant shops, Perth College, our many existing cultural venues and other public buildings. We must maximise use of all these spaces to help broaden participation in culture and work with our communities to empower them to use and run the spaces in their areas. The Council will not be able to make further substantial investment in new cultural buildings in the years to come, so we must remove barriers to using the spaces we already have. Part of this is ensuring buildings are managed efficiently and the Council's cultural venues meet national carbon reduction targets.

Develop and identify spaces to produce work and allow creativity by end of summer 2023, with a searchable directory around studio space, exhibition space and hireable rooms for groups. Groups should also be encouraged to share space where possible, identifying where there is need in an area, where there are groups who do own space and working to find ways to share the space to reduce costs for all.



Action	Lead	Resources	Success Measure	Deadline
We will review PKC grants including the Community Investment Fund and Common Good to ensure criteria prioritises cultural activity which is community-led and reduces inequalities.	PKC	Existing staff resource	Number of community-led cultural initiatives supported by PKC grants.	June 2023
We will review and improve venue booking processes so all spaces can be viewed and booked via a 'one-stop-shop' portal and to enable shared space opportunities for smaller organisations.	PKC	Existing staff resource	Portal established and feedback from community culture and heritage organisations.	Scoping/costing by September 2023 and implementation timeline agreed
We will support creative learning opportunities across a range of locations including Creative Exchange and the Maker Spaces in libraries.	Culture Perth and Kinross	Existing staff resource	Number of workshops, users and events.	April 2023
We will support upcycling and low-cost ways to make creative items including through a pilot project at AK Bell Library, working with Re:Made Crieff and through strengthened craft connections built through our UNESCO City of Craft status.	Culture Perth and Kinross, PKC and others	Funding from Scottish Libraries Information Council and John Lewis Circular Fund	Number of users, events and workshops.	April 2023 - ongoing
We will work with our funded partners to ensure high quality rural and touring work is delivered across Perth and Kinross, for example, the 'Gig on a Truck' programme.	Perth Theatre and Concert Hall	Existing resource and external funds	Community-led festivals and events.	2023 onwards

# 4 Our Vision and Cultural Pledges

## 6. We pledge to use data and evidence collaboratively to shape programmes which are well tailored to audiences and increase participation by growing new audiences.

All our key cultural partners use data and evidence to build understanding of their own audiences. But that knowledge is not shared and developed, which would enable better integrated programmes which are well-targeted at local, UK and international audiences and build audiences for the Perth and Kinross cultural offer as a whole. This is also a key EDI issue – we need to better understand why people do not participate in culture and develop programmes which will engage and appeal to them.

Horsecross Arts is developing the Perthshire Box Office to sell and market tickets for organisations across Perth and Kinross, allowing a much greater understanding of data and audiences. This will be a huge step forward.

During our consultation, our key partners agreed to collaborate more on marketing and promotion of cultural programmes to achieve a bigger ‘reach’ across Perth and Kinross, Scotland and further afield, and to avoid programme clashes and duplications. This also needs to include the Council’s events planning for Perth so that collaborative opportunities which will bring more people into the city centre can be developed.



Action	Lead	Resources	Success Measure	Deadline
Create a Joint Programming Forum where ideas can be confidentially shared whilst enabling more effective programme and marketing decisions to be made.	PKC Cultural Forum	Existing staff resource	Well-integrated joint programme plans in place.	Launch March 2023
Include audience data-sharing protocols compliant with GDPR.			Increased participation across participating venues (baseline to be established 2023-2024).	
Support Perth Theatre and Concert Hall to establish and embed a Perthshire Box Office.	Perth Theatre and Concert Hall/PKC	PKC grant funding – match funding required	Growth in overall ticket sales (baseline to be established 2023/2024).	April 2023
Support Cultural Forum training on data-sharing and data analysis.	PKC	Existing staff resource	Better data-sharing between cultural organisations.	March 2023
Pitlochry Festival Theatre will continue to work with The Audience Agency, TRG Arts Consultancy, Purple 7 Consultancy, audience and focus group feedback to shape our Artistic programme to increase the number and diversity of audiences and visitors to the Theatre.	Pitlochry Festival Theatre	Existing resources including PKC and CS funding	Increase in number and diversity of people who attend the Theatre.	April 2023 – ongoing

# 4 Our Vision and Cultural Pledges

## 7. We pledge to make culture count in tackling the climate emergency.

One of the biggest threats we face is the climate emergency, but our creative people and organisations may also help find innovative answers.

Perth Leadership Forum wants Perth to be known as the greenest small city in Europe and we will work with them by suggesting speakers for their conferences and cross-marketing their events.

As a UNESCO City we must adhere to the UN Sustainability Goals, and we will promote these so that makers, craftspeople, and organisations as well as people who buy craft from Perth and Kinross can make decisions based on these important principals.



Action	Lead	Resources	Success Measure	Deadline
We will create a Carbon Emissions Reduction Plan as part of our One Culture and Sport Estate programme for all PKC owned venues to deliver the 2030 Just Transitions target.	PKC	PKC Corporate Asset Management Plan/Property Services	70% reduction in carbon emissions across all buildings by 2030: Year 1 target to be defined.	March 2024 - ongoing
Contribute to and support the smallest green city in Europe ambitions by supporting local artists and makers participate in climate change conferences and events.	PKC Cultural Forum	Existing staff resource	Local artists and creatives represented at relevant events.	Ongoing
Promote knowledge of UN Sustainable Development Goals.	PKC	Existing staff resource	Plan and deliver a social media awareness campaign.	Ongoing
Support culture and creative environmental initiatives in local communities.	Culture Perth and Kinross	Existing staff resource	Number of active members.	Ongoing
We will promote and support the principles of the Theatre Green Book in production activity to minimise environmental impact of our onstage work.	Perth Theatre and Concert Hall/other partners	Existing staff resource	Reduction in carbon emissions through production activity.	Baseline to be set 2023-2024
We will work with Creative Carbon Scotland on using arts activity to promote active and sustainable travel opportunities to visit Perth and Kinross venues.	PKC/funded partners	Existing staff resource	Consultation and Action Plan in place.	March 2024

## 4 Our Vision and Cultural Pledges

Action	Lead	Resources	Success Measure	Deadline
Pitlochry Festival Theatre is aiming to meet the targets in the Scottish Government Climate Change Plan for non-domestic buildings.	Pitlochry Festival Theatre	Capital Funding	<ul style="list-style-type: none"> <li>Minimum of 53% reduction in carbon emissions for the site based on electrical and gas consumption for 2018.</li> <li>Minimum of 70% of heating and cooling supplied by low-carbon heating technology.</li> <li>Minimum 20% reduction in heating demand (in existing conditioned areas).</li> </ul>	Working towards 2025
We will work to become the most sustainable museum in Scotland, building with resources within walking distance of the Crannog Centre. We will stock the café and shop with local and Scottish products, and minimise waste by moving to a paperless marketing strategy and introducing composting.	Scottish Crannog Centre	Scottish Government and Museums Galleries Scotland funding	<p>We will source 28 tonnes of reed from Tay Reedbeds Nature Reserve to be used for thatching the museum buildings.</p> <p>50 tonnes of stone to come from Taymouth Castle.</p> <p>Turf cut from local farms.</p> <p>Deliver training workshops for the public and craftspeople in dry stone walling and turf building.</p>	April 2024
Strathearn Arts will be an agent of change and use the arts to inspire engagement and action on environmental challenges.	Strathearn Arts	Existing staff resource	Embed environment as a core pillar of our strategy.	March 2024 – ongoing



## 4 Our Vision and Cultural Pledges

### 8. We pledge to support young people to learn, work and grow skills through culture.

The next generation of artists, makers, curators, actors, musicians, and more are essential for the future cultural life of our area. We will create learning, skills and employability opportunities for local young people to work in our creative sectors, with a 'no wrong door' approach.

We need to make clear pathways into the creative sectors for our young people and learn from others who are doing it well, to encourage apprenticeships and work experience where possible.

The new bus pass for those aged under 22 allows more chances for young people in rural areas to travel to take part in culture and related education and training. The role of Perth College and the University of the Highlands and Islands is key in this regard, so we can collectively best serve the young people who are graduating from there.



Action	Lead	Resources	Success Measure	Timescale
Knowledge exchange sessions with organisations who already have successful apprenticeship schemes in place.	The Scottish Crannog Centre		One information session in 2023 as part of the cultural forum to encourage other organisations to use apprenticeships.	End of 2023
Encourage take-up of under 22 free bus pass for young people to enable free travel.	PKC Education	Scottish Government	Number of users of free bus pass.	Ongoing
Embedding the voices and perspectives of young people in the heart of Culture Perth and Kinross' programming, events, and strategy.	Culture Perth and Kinross	Gannochy Trust funding	Number of youth collective members each year.	Starting April 2023 – ongoing
Expand our Heritage Pathways programme for young people in Perth and Kinross.	Culture Perth and Kinross	Gannochy Trust funding	Number of work and volunteer opportunities for under 26s. Number of training and awareness sessions delivered. Destinations of young people in the programme.	Starting January 2023 to December 2025
We will develop our Learning and Engagement programme to support young people's development and use of arts activity to develop skills.	Perth Theatre and Concert Hall	Existing staff resource	Work pathways programme developed with secondary schools during 2023.	2023
We will build our initiative to develop skills in the young workforce in production and technical craft areas.	Perth Theatre and Concert Hall	Existing staff resource	Develop ongoing programme building on success of youth arts bursaries (funding dependent).	2023



## 4 Our Vision and Cultural Pledges

Action	Lead	Resources	Success Measure	Timescale
Pitlochry Festival Theatre will offer high-quality work experience and work placement opportunities for young people in Perth and Kinross in all departments of the Theatre.	Pitlochry Festival Theatre	Existing resources including PKC and CS funding	Established relationships with schools and FE/HE institutions to work together to provide bespoke high-quality opportunities and work programmes.	2023 and ongoing
Pitlochry Festival Theatre will continue to offer creative learning and performance opportunities for young people through creative engagement activity and hosting NT Connections annually.	Pitlochry Festival Theatre	Existing resources including PKC and CS funding	Annual performance events including NT Connections Festival.	2023 and ongoing
Blairgowrie Book Festival engage with schools via 'Authors in Schools' programme.	Bookmark Festival	Existing resources	Sustain and develop the programme to provide a day of reading, writing, acting and drawing led by professionals in various primary schools in or near Blairgowrie.	2023 and ongoing



# 4 Our Vision and Cultural Pledges

## 9. We pledge to support and develop our small creative and craft businesses.

Perth was awarded UNESCO City of Craft status in 2021 based on the heritage of the city and surrounding areas but also focussed on the future of craft which is essential to the next chapter in Perth and Kinross' history. We have more than 1,500 makers and creators living in Perth and Kinross but overall productivity needs to grow. Craft tourism is a new driver for us, with a focus on artisan makers as well as craft food and drink.

The new Creative Exchange WASPS building in Perth is already a success for makers and creatives – it is at capacity and we are supporting other groups who want to establish more makers spaces in the area where possible. We have a strong support network in Perth and Kinross including Growbiz and Elevator and we will work with them to nurture new and growing creative businesses.

The Famous Grouse Centre which is located inside the Creative Exchange, has excellent facilities for makers and creators and we will work to increase the awareness of that space as well as makers spaces inside libraries across Perth and Kinross.



Action	Lead	Resources	Success Measure	Timescale
Develop the UNESCO brand in Perth and Kinross by supporting events and festivals across the whole area.	PKC	Funding identified	Deliver support to a number of new and existing initiatives.	2023 onwards
Increase awareness of the maker spaces in Famous Grouse and in libraries.	Culture Perth and Kinross and PKC	Yes	New target of 410 uses of the makers space in 2023.	2023
Create Makers Drop-In nights in WASPS Creative Exchange to increase awareness of the building and the people who work there.	WASPS/PKC	Yes	Drop-in nights introduced in February 2023 and run for six months.	February to June 2023
Develop and print a Creative Perthshire map to be distributed across the whole area.	Perthshire Open Studios with support from UNESCO City of Craft	Yes	Number of maps distributed.	April 2023 onwards
Support a creative/maker to make new work via a residency project, then secure funding for next year.	Birnam Arts	Yes	Applications received and positive evaluation from the maker/creative. Further funding secured.	Completed by June 2023
Perthshire Artisans will work with UNESCO City of Craft to fund 3 Masterclasses over a 12 month period for Perthshire Artisans to further develop their business skills, inspire ambition to develop new markets and improve sustainable practices.	Perthshire Artisans	Yes	Number of attendees.	Starting January 2024

# 5 Strategic Enablers



In developing both this Strategy and our new Sport Strategy 2023-2028, we have identified 5 Strategic Enablers. These are key building blocks for delivering both Strategies.

## Customers and Audiences

- Set up an integrated Young Talent programme across our key cultural and sport partners offering a range of work placements, mentoring and other opportunities and with a ‘no wrong door’ approach – **by June 2023**.
- Create a ‘one stop shop’ online portal/App for information and booking culture, physical activity and sports activities – **by March 2024**.

## Resources

- Establish a One Culture and Sport Estate programme to:
  - maximise usage/access for key culture and sports venues;
  - ensure venues are managed and operated efficiently, including through joint management arrangements;
  - achieve an integrated approach to reducing carbon emissions.
- **By June 2023**.

- Establish an Invest in Culture and Sport initiative:
  - with businesses and other partners;
  - to generate £5M extra investment in culture, physical activity and sports programmes over the next 5 years;
  - matched with existing Council investment.
- **For launch in June 2023**.
- 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;
  - alongside, we will set up a one-stop shop portal for community culture and sport grants.
- **By March 2024**

## 6 Monitoring and Governance

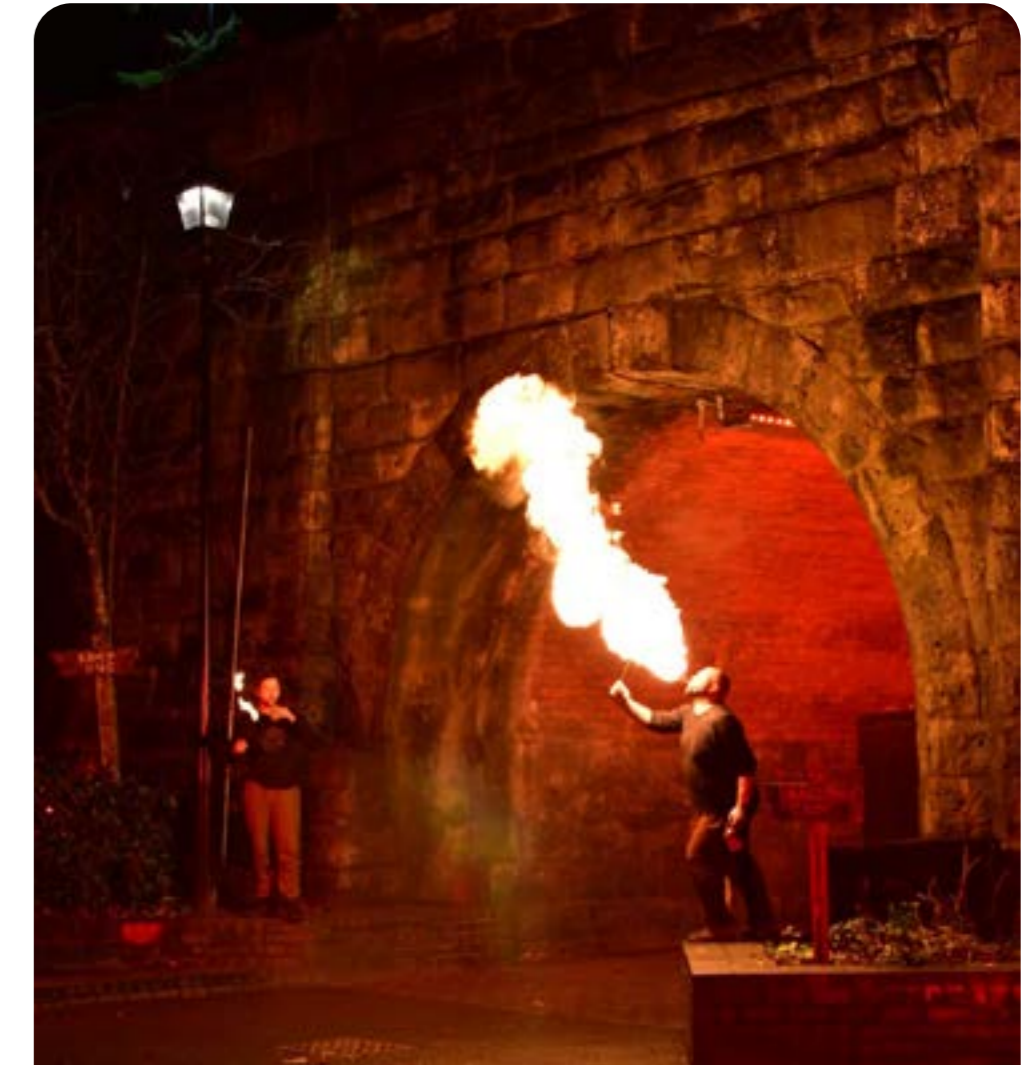


We will monitor and report progress by:

- annual reports through the Council's Corporate Annual Performance Report and Communities Directorate Business Management and Improvement Plan;
- an annual update to the Community Planning Partnership and Integrated Joint Board for Health and Social Care on contribution to the 2022-2032 Local Outcomes Improvement Plan;
- an annual Thematic Review by the Council's Scrutiny and Performance Committee. This will be informed by any relevant issues identified through the Council's Annual Governance Statement, such as the quality of community engagement on physical activity and sport.

### Cultural Forum

The Cultural Forum is a network of key cultural organisations in Perth and Kinross. Each meeting has a focus on learning or training, joint programming, on collaboration and ideas, on potential funding applications and ensuring that everyone is working together to take marketing and communications forward. Perth and Kinross Council will support the meetings and the venue and Chair role will rotate. The Forum will also play a role in monitoring and evaluating delivery progress for the Strategy.





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