

# CULTURE PERTH & KINROSS

## Key Strategic Objectives, Outcomes and Actions April 2022 – March 2024

| Vision   | Our Priorities (Key Strategic Objectives)   | The difference we will make (Outcomes)  | How we will achieve this (Actions)  | How we will measure this (KPIs)   |   |
|--|---|---|---|---|---|
| To be at the heart of a community that connects people, ideas, knowledge, and collections. | 1. To increase access to, and develop new audiences for, our services and collections.  | 1.1 There are increased and more diverse audiences who engage with our Collections; in venues, offsite and online.  | a. Implement Business and Organisational change strategies to maximise the impact and success of City Hall  | 1.1. Total number of visits in person to CPK Venues<br>1.2. Number of visits in person to CPK Libraries<br>1.3. Number of visits in person to CPK Museums<br>1.4. Number of visits in person to CPK Archive, Local and Family History, Study Spaces – General<br>1.5. Number of CPK initiated online events, number participants<br>1.6. Number of exhibitions and displays (by venue)<br>1.7. %Customer Satisfaction<br>1.8. Audience evaluation and feedback<br>1.9. Engagement<br>1.10. EQIA and Poverty Impact Assessment Tools |   |
|  |   | 1.2 There is a greater awareness and understanding of the rich and diverse culture and heritage of the Perth and Kinross region amongst local and national audiences. | b. Refine audience development and programming strategies to reflect changing visitor behaviours, needs and interests to capitalise on the opportunity of City Hall and impacts of increased 'staycationing'. |   | c. Embed our 'audience first' approach and continue to develop our programme of events, workshops, classes and exhibitions to provide bold, creative, challenging and engaging experiences. |
|  |   |   | d. Undertake a review of Library services to ensure these are sustainable and reflect the changing needs and interests of communities implementing any approved recommendations.                              |   | e. Develop opportunities to take local collections and stories to new regional venues and locations to raise awareness and increase engagement and participation.                           |
| 1.3 We are working with an extended range of regional and national partners,               | f. Continue to develop our outreach and engagement activities through innovative collaborations with local communities to increase participation with our services and collections. | g. Build on our relationships with communities and community organisations as well as partners such as LAL, HX, National Library of Scotland, Scottish                |   |   |   |

Themes: Understanding and Developing our Audiences, Developing our People and the Organisation, Maximising Opportunity

Values: Ambition Creativity Diversity Inclusion Pride Respect

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|        |   | <p>artists and community collaborators to co-produce work, which is diverse, engaging, relevant, challenging and where appropriate, provocative.</p> <p>1.4 The new City Hall Museum revitalises the visitor offer within Perth, increasing the number of visitors to the city and wider region.</p> | <p>Council on Archives, British Museum, National Galleries, TATE, NMS and NGS and new regional touring networks to develop and produce programming.</p> <p>h. Work with groups and individuals whose stories are underrepresented in our collections to address that imbalance and amplify their voices in our collections, programming and services.</p> <p>i. Embed the use of equality and poverty impact assessments in our planning and development activity to ensure our work reflects our communities and their needs and interests.</p> <p>j. We will develop benefits realisation plans for all City Hall workstreams on which CPK lead pre-opening and for the first 3 years post-opening.</p> <p>k. Implement Workstream Plans to ensure all aspects of City Hall activity are identified and progress to enact monitored at both operational and strategic levels.</p> <p>l. Ensure all staff are briefed and kept up to date with City Hall developments in order to act at all times as advocates for the new attraction with visitors, local communities and tourists.</p> <p>m. We will work with Tay Cities Deal and other Tourism partners to develop both regional and venue specific marketing and promotional campaigns to engage wide and diverse audiences with the new attraction.</p> |                                 |

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|        | 2. To democratise access to digital experiences and technologies for our communities to support their creative, personal and professional development | 2.1 Communities have access to the resources and support required to engage effectively in digital services including online information and support.<br><br>2.2 There is increased, local, national and international online engagement with collections and related material.<br><br>2.3 Digital technologies are improving the accessibility of our services, resources and collections | a. Implementation of the Digital Strategy and Action Plan<br><br>c. Continue to expand the range of Maker-space users and digital learners making use of our extended digital resources, supporting innovative approaches to coding and digital skills acquisition.<br><br>d. Undertake a redevelopment of our website to make more of our resources digitally accessible and to improve the customer digital journey giving prominence to City Hall and PMAG as visitor attractions.<br><br>e. Continue to develop our use of social media expanding the range of content available on YouTube, Instagram and Podcast channels to improve our communications, extend our reach and engage audiences who are not venue visitors.<br><br>f. Continue to develop the flexibility of People’s Network resources in their libraries to support access including through use of laptops, tablets, Hublets and staff/volunteer support.<br><br>g. Continue to develop the content of eLibrary services to support reader development and increase engagement.<br><br>h. Further develop engaging content for both the CPKPlay and CPKMuseums and our presence on Ancestry UK, Google Arts and Culture and other partner platforms to extend our reach and impact on audiences and in particular underrepresented | 2.1 Number of Digital Skills Training Events, Number of Participants<br>2.2 Number of engagements with Social Media – Facebook, Twitter, Instagram, Other<br>2.3 Number of unique users of Maker-Spaces, by location<br>2.4 Number of online visits to CPK Libraries<br>2.5 Number of online visits to CPK Museums<br>2.6 Number of online visits to CPK Archives<br>2.7 Number of online joiners<br>2.8 Number of physical joiners<br>2.9 Number of eLibrary issues – eAudio, eBook, eMagazine/newspaper<br>2.10 Number of unique PN Users<br>2.11 % of available PN time Used |

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|        | 3. To use cultural experiences and services to help address inequalities and to promote personal growth and development.   | 3.1 Culture Perth and Kinross supports people and communities to reach their full potential.                   | audiences and audiences beyond Perth and Kinross borders.   |   |
|        |  | 3.2 Health, wellbeing, and enjoyment are supported through Culture Perth and Kinross activity and programming. | a. Work collaboratively with Community Learning and Development, Schools and Perth College UHI to support both formal and informal learning programmes within our venues and online.  | 3.1. Number of formal learning opportunities delivered, number of participants (virtual and in venue)   |
|        |  | 3.3 Culture Perth and Kinross venues are recognised as both valued places and place makers, with               | b. Deliver the Culture and Heritage Pathways programme offering young people traineeships, apprenticeships, and work placements to support employability in the culture and heritage sector.  | 3.2. Number of informal learning opportunities delivered, number of participants (virtual and in venue) |
|        |  |  | c. Further develop our volunteering offer to support community engagement and participation within our services.  | 3.3. Number of volunteers, number of volunteer hours, financial value                                   |
|        |  |  | d. We will collaborate with the NHS, Health and Social Care Partnership, PKAVS and community organisations to deliver activity programmes which promote wellbeing and increase access to health and wellbeing resources and information within our libraries. | 3.4. Number of individuals receiving Books on Wheels deliveries   |
|        |  |  | e. We will explore health and wellbeing themes identified in collaboration with communities in our exhibition and events programmes to support emerging COVID recovery priorities.  | 3.5. Number of Community Groups engaged with/ supported – Kirsty Brown                                  |
|        | f. We will develop principles for co-production and collaboration which will inform our work with communities and ensure consistency and transparency in our approach. | 3.6. Number of collaborative projects and events   |   |   |

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|        |  | communities at their heart.   | g. We will ensure diverse services and programme offer which celebrates local and national cultures and heritage and encourages community led experiences.   |   |
|        | 4. To ensure development, conservation and further the understanding of the collections in our care. | 4.1 Perth and Kinross public collections are recognised by audiences, academics and key stakeholders for their importance to the story of the region, to the wider story of Scotland and to the stories of international communities represented within the holdings. | a. Undertake a review of our Collections Management Framework to ensure this reflects the impacts on the Collections of City Hall and PMAG development and that best practice is being implemented wherever possible.<br>b. Revise our Library Book Acquisitions Policy to ensure it reflects the communities we serve, their needs and interests.<br>c. Continue to develop opportunities to explore and further research lesser known and understood aspects of the collections to bring these to a wider audience.<br>d. Continue to work on the Archive Strategy and work towards accreditation for the service in 2023/24.<br>e. Continue to invest in upskilling curatorial and museum staff and volunteers in care, conservation and documentation skills to support the long-term preservation of the collections.<br>f. Work with community groups to develop capacity to support care and presentation of community-based collections. | 4.1. Number of Researchers using Archives – Ishbel McKinnon<br>4.2. Number of Researchers using Local and Family History – Craig Statham<br>4.3. Number of Research Enquiries to the Archive - Ishbel McKinnon<br>4.4. Number of Research Enquiries to the Museum (Suspended from 1 April) – Mark Simmons<br>4.5. Number of Research Enquiries to the Local and Family History Service – Ishbel McKinnon<br>4.6. No. National Partnerships in place<br>4.7. No. Conservation Assessments Undertaken<br>4.8. Acquisitions and Disposals<br>4.9. No. Collections Reviewed |

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|        | 5. To deliver a high performing organisation which benefits from strong strategic and operational leadership. | <p>5.1 Culture Perth and Kinross is reducing its single key funder dependency and maintaining sustainability through implementation of effective fundraising strategies.</p> <p>5.2 Culture Perth and Kinross has effective governance policies and procedures in place and is compliant with legislative environment within which it operates.</p> <p>5.3 Culture Perth and Kinross is maximising the commercial business potential of its venues and resources, including the new City Hall Museum.</p> | <p>a. Implement fundraising Strategies for both City Hall and core business.</p> <p>b. Diversify and increase income through charges, fees and commercial business activity to the benefit of core budgets.</p> <p>c. Retain and draw on as required external expertise on key compliance issues including Health and Safety, including COVID compliance, HR, Law and Finance.</p> <p>d. Undertake an ongoing programme of performance improvement through data analysis and self-evaluation using sector relevant frameworks and peer review.</p> <p>e. Continue to develop and implement programmes of staff development and promote a positive working culture which proactively supports wellbeing in the workplace.</p> <p>f. Review workforce policies and procedures to support increased diversity in our workforce.</p> <p>g. Continue to develop the retail offer in-venue and online to maximise income to the organisation.</p> <p>h. Research and pilot new ways of income generation which might be more widely applied across the organisation.</p> | <p>5.1. Visitor and Customer Satisfaction</p> <p>5.2. Cost per visit (total online and in venue visits)</p> <p>5.3. % income derived from fundraising</p> <p>5.4. Financial Audits</p> <p>5.5. Financial Targets</p> <p>5.6. Fundraising targets</p> <p>5.7. Staff Survey</p> <p>5.8. Staff Sounding Boards Feedback and Evaluation</p> <p>5.9. How Good is Our Culture and Sport?</p> <p>5.10. How Good is Our Public Library Services?</p> <p>5.11. Staff Champions Groups Feedback and Evaluation</p> <p>5.12. Annual Board Survey</p> <p>5.13. Annual Report</p> |

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|        |   | 5.4 Culture Perth and Kinross has a strong, knowledgeable and suitably skilled and experienced Board supported by a highly effective executive leadership team. | <ul style="list-style-type: none"> <li>i. Undertake an annual Board review and implement improvement recommendations.</li> <li>j. Continue to contribute to cultural sector debate and development at a local and national level and working to complement and support key local and national strategic priorities for culture, heritage and communities.</li> <li>k. Continue to invest in leadership development programmes for existing and emerging leaders within the organisation.</li> </ul> |                                 |
|        |   | 5.5 Culture Perth and Kinross is taking effective action to reduce its impact on the environment and achieve NetZero by 2030.                                   | <ul style="list-style-type: none"> <li>l. We will develop a Climate Crisis Action Plan to progress key actions to reduce our impacts on the environment and where required, off-set our carbon footprint</li> <li>m. We will implement programming and activities which support our communities to take climate action including through our Seed Libraries and EcoMuseum initiatives.</li> </ul>   |                                 |

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