

CULTURE PERTH & KINROSS

Strategic Operating Plan 2026/27

Introduction

The Strategic Operating Plan for the year ahead translates our Organisation Strategy into actions and identifies the annual focus and priorities for delivery.

The 1 April 2026 will be 10th anniversary of Culture Perth and Kinross as a dynamic cultural trust serving the people of Perth and Kinross and beyond. Our stewardship of Collections of National Significance and our presence in communities across the region through our Library and Mobile Library services, make us the largest and most visible cultural and heritage organisation in the region. With over 750,000 visits to our venues in 2024/25 and more than 5 million visits since we started operating, this plan sets out the activity which will continue to drive engagement with our services in the year ahead.

The Strategic Operating Plan is supported by a series of detailed Team Plans, Project Profiles and Individual Workplans which ensure activity across and throughout the organisation is aligned with our Organisational Strategy.

Our Vision: To be at the heart of a community that connects people, ideas, knowledge and collections.

Our Values

We are a people-centred organisation which values the heritage and cultures of all our local communities and visitors. We work transparently, collaboratively and with respect to deliver the very best experiences and outcomes for our audiences. These values are reflected in all the work we deliver.

Our Key Strategic Aims 2026 - 2031

Following discussion at the Board Away Day in November 2025, we have reviewed our Strategic Aims to ensure clearer alignment with Council priorities and how we bring our unique services and resources to support regional social and economic needs. Our Strategic Aims are:

1. Health and Wellbeing:

- To support community health and wellbeing through the provision of services and activities which build social connection, individual and community, wellbeing, resilience and civic pride.
- To empower the next generation through learning programmes, participation in cultural and heritage experiences and services.

2. Diversify Audiences:

- To engage and collaborate with underrepresented groups and reflect the diversity of our communities in our services and activities.

3. Help Tackle Poverty:

- To protect the provision of free or low-cost cultural and heritage services and activities which help mitigate the cost-of-living crisis and its impacts on our communities.

4. Boost Local Culture and the Creative Economy

- To maximise the impact of our cultural attractions to draw domestic and international tourists to Perth.
- To leverage Perth's status as the UK's first UNESCO City of Craft and Folk Art to support local makers/craftspeople, build international prestige and local pride.

5. Grow a Resilient, Sustainable Organisation

- To continue to develop and diversify income streams to help protect core services and maximise our impacts on communities.
- Invest in staff development and improve our buildings, collections storage and digital infrastructure.

Our Key Focus Areas in 2026/27

Our Key Focus Areas will be reviewed annually to reflect the needs and interests of our audiences, local priorities and our capacity to deliver.

A. Early Years, Children and Young People

How we can help ensure that Children and Young People get the best start in life, benefit from engaging learning experiences and are able to contribute positively to our services.

Delivers on the following Strategic Aims:

- 1. Health and Wellbeing**
- 2. Diversify Audiences**
- 3. Help Tackle Poverty**

B. Digital and Information Literacy

Our work addressing digital exclusion and helping to give individuals the tools required to understand an increasingly complex online information environment.

Delivers on the following Strategic Aims:

- 1. Health and Wellbeing**
- 2. Diversify Audiences**
- 3. Help Tackle Poverty**

C. Community Wellbeing

Our contribution to achievement of individual and community wellbeing through the provision of services, events and learning activities which promote mental wellbeing and community cohesion.

Delivers on the following Strategic Aims:

- 1. Health and Wellbeing**
- 2. Diversify Audiences**
- 4. Boost Local Culture and the Creative Economy**

D. Fundraising

How we increase income into the organisation to mitigate funding reductions and ensure the people of Perth and Kinross benefit from the positive impacts of our services and activity.

Delivers on the following Strategic Aim:

- 5. Grow a Resilient, Sustainable Organisation**

Strategic Operating Plan 2026/27

This plan¹ is segmented in the following way to reflect the diverse range of services and activity we deliver:

Communities and Audiences

Our actions which support community engagement, wellbeing and audience development

Organisational Development and Transformation

Our actions which ensure a value-led, resilient and well governed organisation with the capacity to deliver on our aims and priorities

Investment in Our People

Our actions to support our workforce to deliver our vision and priorities.

¹ Note, the plan assumes ongoing delivery of core public Library and Museum services.

Communities and Audiences

Action	Outputs	Intended Outcomes	Lead	Required Resources	Timescale	Monitoring and Evaluation
Continue to work with communities and PKC to undertake further review to identify a reshaped Library Service	<ul style="list-style-type: none"> PKC Decision on future of library provision 	<ul style="list-style-type: none"> Clarity on library future enables consolidation of services and focus on service delivery. 	Chief Executive Library Manager	Staff time Ongoing Freelance Support £10,000	Ongoing until March 2027	<ul style="list-style-type: none"> Increase in Library Usage KPI Targets Increase in overall customer satisfaction
Develop and deliver an Exhibition programme which raises the profile of and access to our Collections and the heritage and contemporary stories of the region.	<ul style="list-style-type: none"> Exhibition programme delivered across key CPK venues. At Least: <ul style="list-style-type: none"> 1 Temporary Exhibition at Perth Art Gallery per annum 1 Temporary Exhibition at Perth Museum per annum Up to 4 Collections based displays across all venues (e.g. Perth Today case at PM; community cases in libraries) 	<ul style="list-style-type: none"> Increased interest in our programme and collection leads to increased footfall and engagement in our venues. 	Head of Audiences Strategic Programming Executive Exhibitions Team Marketing Team Collections Team	Temporary Exhibitions Budgets £30,000 Income targets: £40,000	Ongoing	<ul style="list-style-type: none"> Monitored through Footfall KPIs Visitor Surveys and Feedback
Continue to refresh and revise content of permanent displays and galleries to reflect new acquisitions, research and audience feedback.	<ul style="list-style-type: none"> Updated displays and object rotations take place as per agreed schedules. 	<ul style="list-style-type: none"> Increased engagement with Collections leading to increased footfall in our venues and at events. 	Head of Museums Collections Team Exhibitions Team	Collections Display Budgets £10,000	Ongoing	<ul style="list-style-type: none"> Monitored through Footfall KPIs Visitor Surveys and Feedback
Continue to develop Collections in line with agreed Collections Management Framework	<ul style="list-style-type: none"> Locally relevant material of significance is brought into the Collections. 	<ul style="list-style-type: none"> Collections better represent local communities and cultures leading to increased engagement. 	Head of Museums Collections Team	Acquisition Budget £3,000 National Fund for Acquisitions Art Fund Donor Campaigns (as appropriate)	Ongoing	<ul style="list-style-type: none"> Visitor Surveys and Feedback Community Engagement KPIs
Deliver programmes which support child development outcomes in the Early Years: <ul style="list-style-type: none"> Hands on Art Mini Wonders Bookbug Gifting Bookbug sessions Every Child a Library Member 	<ul style="list-style-type: none"> 5500 Bookbug Resources distributed in the region (Baby, Toddler, Explorer and P1 packs) 800 Bookbug sessions delivered across Library venues per annum 40 targeted sessions for Babies and Young Children across all venues and number of participants (each and total) 100 new library memberships for babies under 4 months issued. 100 new library memberships for 4-year-olds (pre-school and P1) 	<ul style="list-style-type: none"> Babies and Children are supported to meet developmental milestones through engagement in multi-sensory activity inspired by our collections and local culture. 	Head of Audiences Library Manager	Gannochy Trust Funding (£37,000) NGS Mini Wonders Funding (£22,000)	Ongoing	<ul style="list-style-type: none"> Evaluation Reports produced for both Funders
Deliver programmes which support school aged children to access our services and resources.	<ul style="list-style-type: none"> 1600 Perth and Kinross school class visits to Libraries 250 Code Club Sessions 1200 participants in the Summer Reading Challenge 	<ul style="list-style-type: none"> School-aged Children are engaged audiences for our services. Improved literacy and wellbeing outcomes for children. 	Library Manager Learning and Engagement Manager	Events Budgets: £5,000 Libraries £5,000 Learning and Engagement	Ongoing	<ul style="list-style-type: none"> Participant surveys and Feedback Footfall, Membership and Issues KPI Data

Action	Outputs	Intended Outcomes	Lead	Required Resources	Timescale	Monitoring and Evaluation
	<ul style="list-style-type: none"> 50 Self-Directed schools' visits to our Museum and Art Gallery 					
Consolidate the development and delivery the Youth Collective programme.	<ul style="list-style-type: none"> 10 new Youth Collective Members recruited at least 5 new members are from rural areas of P&K (e.g. outside Perth) At least 10 YC meetings held, including at least 1 at each hub library 	<ul style="list-style-type: none"> Young people, their needs, interests and cultures are better represented within our organisation, planning and service delivery. 	Head of Audiences Heritage Pathways Officer	Young Start Funding (£100,000 over 3 years) Gannochy Trust Funding (£5,000)		<ul style="list-style-type: none"> Participant surveys and Feedback Youth Collective outputs for other young people (eg events, content) Geographic spread of activity
Support individuals and communities with digital and information literacy skills.	<ul style="list-style-type: none"> 25 Information Literacy sessions and events 5 Digital Skills Volunteers recruited 8 Information Literacy Skills workshops held for schools 	<ul style="list-style-type: none"> Participants are able to make better judgements about accuracy and sourcing of online information leading to increased online safety. 	Library Manager	External Funding to be secured	July 2026 onwards	<ul style="list-style-type: none"> Number of events and participants Feedback and evaluation data from participants.
Continue to improve the accessibility of our services for individuals and communities with additional support needs.	<ul style="list-style-type: none"> Accessibility working group 	<ul style="list-style-type: none"> Increased collaborative working with community organisations leading to increased service access by individuals with additional support needs. 	Head of Museums	Staff time External Funding to be secured for any collaborative projects.	April – September 2026 (and then ongoing)	<ul style="list-style-type: none"> Visitor Survey Data Community Engagement KPIs Footfall Data
Deliver a range of events which enhance core exhibition programming and engagement with our collections; diversify audiences and generate income.	<ul style="list-style-type: none"> 75 public activities and events delivered across Perth Art Gallery and Perth Museum (including tours, facilitated activities, workshops, evening events etc). Income target for events: £10,000 	<ul style="list-style-type: none"> Increased footfall and engagement with core service delivery. 	Events Co-ordinator Marketing Team Operations and FOH Staff Teams	Events Budget £8,000	Ongoing	<ul style="list-style-type: none"> Number of events and participants Feedback and evaluation data from participants. Footfall Data Ticket sales data
Deliver a range of Reader Development events and activities in our Libraries which increase membership and issue figures.	<ul style="list-style-type: none"> 40 Events and Sessions delivered across Libraries Prison Library Services at HMP Perth 430 Book Group Book Sets Issued 	<ul style="list-style-type: none"> Increased footfall leading to higher issue numbers. Extended reading opportunities benefit mental wellbeing. 	Library Manager Library Supervisors Events Team Marketing Team Operations and Library Staff Teams	Events Budget £5,000	Ongoing	<ul style="list-style-type: none"> Number of events and participants Feedback and evaluation data from participants. Library Footfall and Issues Data
Continue to deliver a programme of Sustainability themed events and workshops including: <ul style="list-style-type: none"> Lend and Mend Climate Book Group Sustainability Education Talks Seed Library 	<ul style="list-style-type: none"> 45 Events and Sessions held at AK Bell Library 3 Volunteers Supporting activity 	<ul style="list-style-type: none"> Increased awareness of Sustainability Goals and how individuals can make use of Library Resources to support these. 	Library Sustainability Officer AK Bell Library Team	Eric Lo Legacy Budgets Seed Library Membership Income	Ongoing until Dec 2027	<ul style="list-style-type: none"> Number of events and participants Feedback and evaluation data from participants.
Continue to support the delivery of the UNESCO City of Craft and Folk Art designation and ensure this is reflected in our programming, planning and projects.	<ul style="list-style-type: none"> Make Room Project Vennels Exhibition – UNESCO Community Grants Craft Lives Here – supporter programme for City of Craft Designation 	<ul style="list-style-type: none"> Increased engagement with and awareness of the designation leading to increased footfall and participation in our services and events. 	UNESCO Officer	UNESCO Budgets (held by PKC)	Ongoing	<ul style="list-style-type: none"> Feedback and evaluation data from participants. UNESCO Reports

Action	Outputs	Intended Outcomes	Lead	Required Resources	Timescale	Monitoring and Evaluation
	<ul style="list-style-type: none"> VACMA – previously delivered in collaboration with Fife Contemporary, Perth and Kinross’ share will be disseminated by Perth City of Craft to ensure that funds specifically for artists and makers are able to get to them. 2 Miles Squared Project – creating a wearable garment from flax made entirely from 2 miles squared of AK Bell Library. 	<ul style="list-style-type: none"> Increased visibility and viability of early-stage makers, fostering entrepreneurial growth and creative experimentation Enhanced cultural engagement and appreciation of craft within the community Strengthened collaboration between Scotland’s UNESCO Creative Cities, the National Commission for UNESCO, and other UNESCO sites Improved access to funding for artists and makers in Perth and Kinross. Supports creative sustainability and professional development for local practitioners. 				

Organisational Development and Transformation

Action	Outputs	Outcomes	Lead	Required Resources	Timescale	Monitoring and Evaluation
Establish support for Fundraising Functions	<ul style="list-style-type: none"> Fundraising Support appointed. 	<ul style="list-style-type: none"> Increased effectiveness of fundraising leading to increase in unrestricted income to the charity. 	Chief Executive Senior Finance Officer CPK Board	Designated Funds - £20,000 Staff Time	January 2026 and ongoing	<ul style="list-style-type: none"> Monitoring of performance against income targets. Number of new/repeat donors Number of new/repeat sponsors
Develop a Capital Investment and Asset Management Strategy for the organisation.	<ul style="list-style-type: none"> Strategy and Action Plan produced. 	<ul style="list-style-type: none"> Clear priorities for capital works and fundraising established. 	Chief Executive CPK Board Executive Team	Consultancy input (external funding) Staff Time	March 2027	<ul style="list-style-type: none"> Long-term evaluation against targets identified with the Masterplan.
Develop a Revenue Fundraising Programme prioritising areas of work for bids to Trusts and Foundations	<ul style="list-style-type: none"> Fundraising Priorities Plan 	<ul style="list-style-type: none"> Clearer focus on agreed priorities for fundraising. 	Chief Executive CPK Board Executive Team	Staff Time	June 2026	<ul style="list-style-type: none"> Monitoring of fundraising targets and achievement of fundraising income
Continue to contribute to the development and delivery of the ALEO/PKC Strategic Alliance	<ul style="list-style-type: none"> Terms of Reference for the Alliance established. Shared priorities agreed. 	<ul style="list-style-type: none"> Closer working relationships leading to efficiencies across agreed areas such as procurement, IT etc. 	Chief Executive CPK Board Executive Team	Staff time	Ongoing	<ul style="list-style-type: none"> Monitoring of achievement of targets and priorities identified by the Strategic Alliance
Develop a Commercial Strategy and Action Plan for the organisation	<ul style="list-style-type: none"> Strategy and Plan to cover: Venue Hire Retail Hospitality 	<ul style="list-style-type: none"> Increased income to the organisation improves sustainability. 	Chief Executive Senior Finance Officer CPK Board Venue and Events Teams	Staff time	August 2026	<ul style="list-style-type: none"> Monitoring of performance of income against commercial KPI targets. Increased spend per visit,

Action	Outputs	Outcomes	Lead	Required Resources	Timescale	Monitoring and Evaluation
			Café team Operation Team			<ul style="list-style-type: none"> Increased spend per transaction Increased conversion rates (visitor to customer)
Review Fees and Charges on a 6 monthly basis.	<ul style="list-style-type: none"> Revised fees and Charges guidance 	<ul style="list-style-type: none"> Closer monitoring of Fees and Charges Income and alignment with rising internal cost pressures. 	Senior Finance Officer Finance and Resources Committee Executive Team	Staff time	Beginning January 2026	<ul style="list-style-type: none"> Monitoring of financial performance against commercial and Charity KPI targets
Review opportunities for testing market on key contracts and services with a view to ensuring value for money including: <ul style="list-style-type: none"> Security Services for PM Audit and Tax Support Perth Museum Café 	<ul style="list-style-type: none"> Procurement exercises undertaken 	<ul style="list-style-type: none"> Improved value for money within key contract expenditure supports efficiencies within the budget. 	Senior Finance Officer Head of Operations Chief Executive	Staff time Procurement support/advice	Ongoing from January until August 2026	<ul style="list-style-type: none"> Monitoring of financial performance, procurement outcomes.
Implement Service changes as agreed as part of the PKC Budget setting process.	<ul style="list-style-type: none"> Identified savings achieved. 	<ul style="list-style-type: none"> Balance budget supports focused, sustainable service delivery. 	Executive Team Senior Finance Officer	Staff time Redundancy Costs Strain on Pension Fund Costs	March – June 2026	<ul style="list-style-type: none"> Monitoring of achievement of savings targets.
Review and revise Strategic Aims to show clearer alignment with PKC Priorities	<ul style="list-style-type: none"> Revised document produced 	<ul style="list-style-type: none"> Strategic aims driving service planning and delivery with improved consistency 	Chief Executive Executive Team CPK Board	Staff time	January – March 2026	<ul style="list-style-type: none"> Monitor effectiveness of revised Aims through KPI performance targets,
Undertake move of Collections from Fergusson Gallery to Perth Art Gallery store and prepare Fergusson Gallery for handover to PKC.	<ul style="list-style-type: none"> Storage moves complete. Fergusson Gallery declared Surplus with PKC. 	<ul style="list-style-type: none"> Reduction in building management requirements leads to improved capacity with the Operations and Collections Team. 	Head of Museums Head of Operations	Staff time Fergusson Foundation Grant	To be complete by end March 2027.	<ul style="list-style-type: none"> Monitoring against Project Plan
Continue to scope options for relocation of suitable collection items to Pullar House to meet Insurance requirements.	<ul style="list-style-type: none"> Detailed project plan in place 	<ul style="list-style-type: none"> Pressure on Collections storage eased and stillage conditions met protecting Collections in the medium term (5 – 10 yrs) 	Head of Museums Head of Operations PKC Property teams Collections Team	Staff time PKC Property adaptation budgets	Spring/Summer 2026	<ul style="list-style-type: none"> Monitored against project plan
Commission new Mobile Library Vehicles.	<ul style="list-style-type: none"> 2 Replacement vehicles are in use. 	<ul style="list-style-type: none"> Improved efficiency and quality of Mobile Library Service. Increased use of Mobile Library Service 	Senior Finance Officer Head of Operations Library Manager	Eric Lo Legacy Funding (£130,000) £58,000 annual leasing and maintenance costs £17,625 fuel costs	August 2026	<ul style="list-style-type: none"> Monitoring of Library Usage KPIs Customer Satisfaction KPIs

Investment in our People

Action	Outputs	Intended Outcomes	Lead	Required Resources	Timescale	Monitoring and Evaluation
Using staff profile data develop a workforce plan with a focus on management and retention of key	<ul style="list-style-type: none"> Workforce Management Plan 	<ul style="list-style-type: none"> Increased resilience of an organisation which is more representative of the communities which we serve. 	Chief Executive Staffing and HR Assistant	Staff time	March – June 2026	<ul style="list-style-type: none"> Staffing demographic and equalities data Staff survey and feedback

Action	Outputs	Intended Outcomes	Lead	Required Resources	Timescale	Monitoring and Evaluation
knowledge and increasing diversity of the workforce						<ul style="list-style-type: none"> Uptake of Flexible Retirement options
Review and Revise Management Structures within CPK to achieve savings.	<ul style="list-style-type: none"> Clearer roles and responsibilities identified within revised Job Descriptions. 	<ul style="list-style-type: none"> Improved capacity within key functional areas leads to increased organisational resilience. 	Chief Executive CPK Board	Staff time Achievement of £50,000 savings Redundancy Costs Strain on Pension Fund Costs	February – July 2026	<ul style="list-style-type: none"> Achievement of Savings
Continue to embed a culture of fundraising and commercial income generation across all aspects of our work.	<ul style="list-style-type: none"> Training and development opportunities in place in which all staff are engaged 	<ul style="list-style-type: none"> Increase in spend per visit across both areas leading to more profitable trading company and gifting to the charity. Increase in donation income supports improved financial sustainability 	Chief Executive Senior Finance Officer	Training budget £1,200 Supply Staff £2,000 Staff Time	Ongoing	<ul style="list-style-type: none"> Monitoring of performance of income against commercial KPI targets. Increased spend per visit, Increased spend per transaction Increased conversion rates (visitor to customer)
Further develop programme of Delayed Office Opening and Annual Staff Conference to ensure this meets development priorities within staff team and achievement of organisational priorities.	<ul style="list-style-type: none"> Staff training programmes in place. Updated learning and Development Strategy. Updated ERD process. 	<ul style="list-style-type: none"> Staff are confident within their roles and have opportunities to extend their skills and knowledge supporting a process of continuous improvement in service delivery. 	Executive Team	Staff Time Training Budget £3,500	Quarterly (Annual January Staff Conference)	<ul style="list-style-type: none"> Staff Survey Conference Evaluation and Feedback Improvements in customer satisfaction rates across all service delivery areas.
Continue to embed Transformers Programme learning including anti-racism and anti-ableism strategies across the organisation.	<ul style="list-style-type: none"> Transformers Programme Training and Resources Staff Training and Awareness Raising Sessions Library of resources for staff use. 	<ul style="list-style-type: none"> The principles and values of anti-oppression are evident across all areas of our work leading to increased community and audience engagement. 	Head of Museums Executive Team	Staff time Training Budget £1,200	Ongoing	<ul style="list-style-type: none"> Staff Survey Service KPI performance MGS feedback
Undertake a programme of training and development specifically on the theme of Climate and Sustainability to support delivery of our Climate Strategy and Action Plan	<ul style="list-style-type: none"> Delivery of Carbon Literacy Training to all Staff 8 Climate Champions across the organisation meet quarterly Sustainability statements are included in our venues and public facing activity 	<ul style="list-style-type: none"> All staff understand their role and expectation on them to proactively support the delivery of our Climate Strategy and Action Plan 	Head of Operations Library Sustainability Officer	Staff time Training Budget £1,000	Ongoing	<ul style="list-style-type: none"> Staff Survey Service KPI performance