



PITLOCHRY
FESTIVAL
THEATRE

Pitlochry Festival Theatre

Strategic Framework

Outlining our future intent

Introduction

This document is a tool for the Board of Trustees and Senior Leadership Team of Pitlochry Festival Theatre and is designed to support assessment and decision-making around business plans and opportunities, in both the short and long term. In it, we set out our Strategic Framework against a context of time, approach, business and future lenses, across the following elements:

PURPOSE, VISION,
MISSION AND VALUES

GUIDING PRINCIPLES

AMBITION

STRATEGIC GOALS

FURTHER READING

Strategic Plan 2024-29

Financial projection model

Specialist Advisor reports

Risk Register

Theory of Change

Organisational Structure

Setting Context

TIME LENS

Our Strategic Framework sets the context for the next 10+ years. Reflecting the fact that we have more data and certainty to work with in the short term, and less in the long term, we use time-based horizons rather than specific timelines. We therefore consider Actions & Initiatives in the short term, Strategic Goals in the medium term and Vision in the long term.

APPROACH LENS

The Theatre has a combination approach to planning.

This means we consider three different approaches when we develop our plans:

STABILITY

Keeping things the way they are

EXPANSION

Doing things in new or different ways

RETRENCHMENT

Stopping doing things in the way they've been done before

Employing data gathered from both our internal and external operating environments, we use evidence-based decision making when we develop our plans and to support our decisions to take stability, expansion or retrenchment approaches. We also use evidence to assess the impact those plans are having and what further decision making we might need to consider.

BUSINESS LENS

This 10+ year Strategic Framework supports and guides our five-year *Strategic Plan 2024-29* (currently *Strategic Plan 2024-29*). In our *Strategic Plan 2024-29*, we articulate ten functional strategies which we believe are required to deliver our ambition and strategic goals.

From these functional strategies, each year the Theatre's Senior Management Team then develops ten Action Plans which they are responsible and accountable for, aligning them with our financial capabilities. Our Annual Plan is formed of these Action Plans alongside our Budget and financial projections.

When developing the Annual Plan for the year ahead, our Board of Trustees and Senior Leadership Team should review both this *Strategic Framework* and the *Strategic Plan 2024-29*.

FUTURE LENS

Our work continually evolves so as we move forward, we measure our progress against our Annual Plan and Action Plans; we measure those plans against our five-year Strategic Plan and Strategic Framework and we measure our Strategic Plan and Strategic Framework against our mission, vision and purpose, ensuring we continue to deliver against them. In the long term, we also consider how our whole industry needs to evolve to meet challenges such as new technologies, audience behaviours, external forces, regulations and other influencing factors.

Our Purpose, Vision, Mission and Values

OUR PURPOSE

We improve lives by sharing Pitlochry with the world and the world with Pitlochry.

OUR VISION

Pitlochry Festival Theatre is recognised as the nation's most impactful producing theatre, at home and beyond.

OUR MISSION

We will create life-changing experiences for as many people as possible in our many communities, through our theatre and our environments.

OUR VALUES

We are creative.
We are respectful.
We are empowering.
We are collaborative.



Our Guiding Principles

Pitlochry Festival Theatre's history is one of constant evolution. Since one extraordinary person put up a tent in their garden in 1951, we have grown and developed to serve communities near and far. As we continue to evolve, to develop our craft and grow our reputation, we will remain mindful of our history and our charitable objectives.



Place

Pitlochry is our home.

We will continue to be inspired by Pitlochry and to celebrate our home through our work here and everywhere that we work in partnership, by sharing what we do 'Inside, Outside and Online'.



People

We nurture our own staff, the creative talent we bring to our stages, our partners, our supporters and our audiences.

We will continue to gather people together through our work and by serving global, human concerns.



Production

We perform at our best when we create theatre and deliver cultural activities related to theatre.

We will continue to explore and extend how and where we share theatrical experiences of all kinds, for the benefit of all our communities.



Our Ambition



By 2029, Pitlochry Festival Theatre will be recognised – locally, nationally and internationally – as a destination of choice for exceptional cultural experiences.

By leveraging our stunning location and unique ensemble and repertory practice, we will ensure that our breath-taking surroundings and exceptional work continue to set us apart from any other theatre in Scotland. We will attract outstanding talent to our stages and captivate diverse audiences ‘Inside, Outside and Online’, encouraging them to visit us again and

again. Our skilled and enthusiastic workforce will deliver confidently across all areas of our business and, through partnerships and collaborations and by telling our story well, we will grow our reputation at home and beyond. Fundamentally, and underpinning everything we do, will be a rigorous focus on financial stability.

By focusing on our place, our people and our productions, and through our transformative VISION Capital Project, we will secure a sustainable and profitable future for Pitlochry Festival Theatre.

Our Strategic Goals

Driven by our findings, we have identified three overarching strategic goals to support our development over the next five years.



ENGAGEMENT

- o We will engage with existing and new audiences to attract, retain and build as diverse a customer base as possible.
- o We will engage with established and new talent to ensure that our productions and activities are always extraordinary and life-changing experiences.
- o We will identify, recruit and nurture a growing community of supporters and advocates, members and donors, to embed support and loyalty now and into the future.

COLLABORATION

- o We will develop and deepen relationships with a wide range of partners in the arts, tourism and business, locally and further afield, to create exceptional experiences at our own venue and in our immediate and wider environments.
- o We will explore new and exciting ways to deliver theatre and theatrical experiences – Inside, Outside and Online – that have positive impacts in our communities.
- o We will work with other theatre makers to find ways, together, to mitigate against the decline in our sector.

SUSTAINABILITY

- o We will resource and support our workforce to allow us to operate efficiently, and we will develop both our physical resources and intellectual assets to market and sell our productions and our venue effectively, encouraging repeat business.
- o We will leverage our transformative redevelopment to unlock the potential of our offering, seek additional capital funding opportunities and establish practices that allow us to diversify our income streams, capitalise on our facilities and secure financial sustainability.
- o We will embed environmental considerations in everything we do, continuing our journey to become Scotland's first net-zero theatre.



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Since 1951, Pitlochry Festival Theatre has been the artistic heart and soul of Highland Perthshire. Attracting over 100,000 visitors every year, we're more than simply a place to come and see a show, we're Scotland's leading producer of musical theatre, a champion of ensemble practice and the country's only rurally-located, major arts organisation.

Our purpose is to improve lives by sharing Pitlochry with the world and the world with Pitlochry and our mission is to create life-changing experiences for as many people as possible in our communities, through our theatre and our environments.

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