

PERTH AND KINROSS

COVID 19 - RECOVERY AND RENEWAL STRATEGY

1. AIMS AND OBJECTIVES

1.1 The aims of the strategy are to:

- recover from the impacts of COVID 19
- develop a stronger economy
- become a more sustainable and prosperous place to live and work
- ensure all stakeholders learn from the experiences of the pandemic
- develop the Perth and Kinross Offer more quickly
- build an even better Perth and Kinross

1.2 Our objectives are to:

- help people and communities to recover from the pandemic
- engage with, and listen to, our communities to understand what effect the coronavirus pandemic has had on them
- engage with, and listen, to our staff to understand what effect the coronavirus pandemic has had on them
- understand, externally and internally, what is different now, what has worked well, what has not worked so well and what we need to stop, start and keep doing
- keep building on the good relationships and links which have grown during the pandemic, speeding up the Perth and Kinross Offer to build an even better Perth and Kinross
- to include and collaborate with everyone, making sure the money and people available are making the right things happen

1.3 The intended outcomes are: -

- a clear approach where we have better relationships with communities and work together for the same things
- shared action plans informed by everyone involved
- an integrated, flexible way of providing services, which suits the people and places it serves, uses their strengths, and helps those who need it
- a new vision for Perth and Kinross designed around the 5 E's - (Equalities and Fairness, Economy and Entrepreneurship, Education and Learning, Environment and Empowerment).

Note – the outcomes are for the Recovery and Renewal Phase. They will later inform and deliver the Council's vision and outcomes.

2. PRINCIPLES OF RECOVERY AND RENEWAL

2.1 Our principles set out how we will take action. The actions are listed in our Recovery & Renewal Plans. They signal a change: to work together more to improve our area. We will build a fairer and more sustainable economy and society by:

- Being ambitious and agile as we develop the “Offer” and deliver a bold vision for everyone to live life well.
- Listening to what matters and believing everyone in our community has something to “Offer”. We will try to give everyone the same opportunities in life and focus on areas of specific need.
- Including everyone in coming up with ways to do things, and bringing everyone’s skills, time and money together to make the most of them.
- Treating everyone with kindness, compassion, respect and dignity. We will try to find ways to make things happen, do the right thing, and learn from both our successes and our mistakes so that we are always getting better.

3. BACKGROUND

3.1.1 As stated above, the main purpose of our Recovery and Renewal Strategy is to minimise the harmful effects of the COVID-19 virus and to get the community back to where it was before the emergency.

3.1.2 It is also important that all partners learn from the changes in the way we have all had to work and use this to start changing our organisations and doing things differently.

3.2 Building an Even Better Perth and Kinross

3.2.1 Before the pandemic, we were already talking about new ways of working underpinned by the Perth and Kinross Offer. This was focussed on a more collaborative approach with our communities, agreeing joint priorities and designing the future we want together. We talked about opportunities such as being more risk aware, making better use of technology and data, and reducing our need for buildings. Our approach will use the agreed 5 Es of the Perth and Kinross Offer:

- Education and learning
- Economy
- Empowerment
- Environment
- Equality and Fairness

Plans will be developed using the feedback we receive through consultation and engagement.

3.2.2 We had also considered other projects. In normal times, these ideas can take a long time to introduce. But as we recover from the COVID-19 emergency we have a rare chance to fast forward to a new way of working, or not go back to the old way of working.

3.2.3 For example, during this emergency we have had to: -

- Rely less on buildings
- Work more from home
- Be less bureaucratic
- Change our rules on who makes decisions
- Take more risks
- Work with community groups to provide food
- Work more closely with the community to support people in need
- Focus on needs such as food poverty, rural transport and isolation
- Work faster to get people the help they need in time

3.2.4. It is important, therefore, that we learn from the current situation and understand what has worked well and what hasn't. Also, whilst we should not change for change's sake, we need to have the courage to try things and accept mistakes will happen on the way to making things better.

4. UNDERSTANDING THE IMPACT OF THE COVID 19 VIRUS

4.1 The starting point for any Strategy or Plan is to understand what is to be achieved. To do this, the Council and its partners need to fully understand to what extent people and businesses have been affected by COVID-19. The virus has had an impact on everyone, to differing degrees. We need to plan for those who most need support.

4.2 COVID 19 has not only affected people who directly contracted the virus. The impact upon some business sectors, particularly the tourism and hospitality sectors, has been significant. They will take time to fully recover, if at all.

4.3 From the outset of the pandemic, all partners have been working with volunteers, community groups and engaging with people, some of whom we have had very little contact with in the past. This has allowed each organisation to capture information about the impact of the virus on people. We also need to capture feedback directly from those who have been affected, and their views on how we can support them to live better lives.

5. THE ROLE OF COUNCILLORS

5.1 Councillors will set the policy and the strategic direction through discussion with the Member/Officer Working Group and through formal decision making at meetings of the Council. In addition, they can:

- provide a focus for community concerns, identifying the problems in the local area and feeding them back.
- reassure constituents that the Council and its partners understand the issues and that they are doing good work
- scrutinise progress and challenge officers to ensure plans are carried out properly

6. ENGAGEMENT AND CONSULTATION

6.1 We need the input of residents, businesses and communities to build a full picture of the impacts and what we need to do to help people to recover. To ensure this, we have drafted a communications and engagement plan. This sets out how we will listen to and respond as many different groups of people as possible.

6.2 The Council and its partners have sought and captured information from previous consultations. This feedback is still valid and will also be considered in the development of our Recovery and Renewal Plans.

6.3 We want to keep our process simple and ask similar themes of everyone so we can collate and analyse data easily and feed back on the resulting actions and progress. We propose the following themes to be included in all of our external engagement methods:

- What has been the impact of the pandemic on you and your family, and your neighbourhood?
- How can we help you to recover from the effects of the pandemic on you (your business, community etc)?
- What has worked well for you during this time and what could we adopt longer term (for your business, community etc)?
- What has not worked well?
- What could the Council help communities to do better and possibly stop doing itself?

- How can we use what we have learned to improve and grow (our communities and businesses etc)?

6.4 Specific questions may vary slightly in different methods to ensure a full response. We will provide lots of ways for people to engage so that we reach lots of people, especially those most affected.

7. HOW WE WILL ORGANISE OURSELVES

7.1 *Everybody has something to offer*, not only in stating the impact of the virus in Perth and Kinross, but also in coming up with solutions. The very ethos of the Perth and Kinross Offer is about working with communities and helping people to support themselves and others.

7.2 The Council, and its partners, have limited resources. We need to use these where they will make the most difference. We must change and improve how we work based on the feedback we get.

We will organise partners' resources around the Perth and Kinross Offer:

- Education and Learning
- Economy and Entrepreneurship
- Equalities, Empowerment and Fairness
- Environment

7.3 The Partnership, and particularly the Council, want to speed up some projects which started before the pandemic. These will need input from employees, trade unions and professional bodies.

8. OUR APPROACH

8.1 We will approach Recovery and Renewal using the "Three Horizons" framework. This is a way of thinking about the future, creating innovation and new ways of working. This will be an internal approach for staff and will look at:

- Where we are now?
- Where we aspire to be? and
- How do we get there?

9. RECOVERY AND RENEWAL MILESTONES

9.1 Our Plans must have a clear set of outcomes, to measure progress and help us decide when specific activities can be scaled down.

9.2 During the pandemic, we decided which existing services were essential, which could be temporarily stopped, and what new support was needed.

9.3 We will co-ordinate how we start non-essential services again, in line with local priorities and the Scottish Government's Route Map.

- 9.4 We will manage this process to make sure essential services still have the support they need. Restarting non-essential services will happen gradually over time and elected members will be consulted.
- 9.5 Each Workstream Plan will have short, medium and long-term targets, developed with the Member Officer Working Group and shared with elected members. These may change depending on milestones set out by the Scottish Government and influenced by other factors, such as the infection rate and funding.

10. DEBRIEFING AND REVIEW

- 10.1 Recovery and Renewal Plans will include lessons learned, or action points. Plans will be evaluated with regular debriefs to identify and act upon issues.
- 10.2 The Community Planning Partnership will hold an initial Debrief and Lessons Learned session on to the response to COVID-19 across Perth and Kinross in August 2020.

Date: 30 July 2020