

PERTH AND KINROSS COUNCIL

30 July 2020

THE PERTH AND KINROSS OFFER COVID-19 – FRAMEWORK FOR RECOVERY AND RENEWAL:

BUILDING AN EVEN BETTER PERTH AND KINROSS

Report by the Chief Executive (Report No. 20/124)

This report seeks agreement from the members of the Council to the iterative strategy and framework to support Perth and Kinross's recovery and renewal from the COVID-19 pandemic as part of the Perth and Kinross Offer.

1. BACKGROUND / MAIN ISSUES

- 1.1 In December 2019, the Council approved an update report on the implementation of the Perth and Kinross Offer (Report No. 19/361 refers). The Offer established a new direction for the Council, designed to transform the way we work with our communities, citizens, partners, businesses, employees and other stakeholders, to ensure that public services can be co-created and delivered sustainably to achieve better outcomes for the people of Perth & Kinross.
- 1.2 The report acknowledged that this transformation would require a change in the traditional relationship between public services, citizens, businesses, investors and visitors. It also outlined the need to move away from the relationship of provider and consumer to work collaboratively, agreeing joint priorities and designing the future we want together. The report also highlighted the requirement to align budgets with our ambitions, using our resources to maximum impact and ensuring communities have services where and when they need them. It is a radical approach and one, it was agreed, required the commitment, enthusiasm and a “think yes” approach from everyone.
- 1.3 The report also noted five priority areas of work for development:
 1. **building our Perth and Kinross Offer vision**
 2. **creating a Communication and Engagement Plan**
 3. **developing our Employee Experience**
 4. **promoting “Quick Wins” / Successes**
 5. **enhancing our digital engagement platforms**
- 1.4 Council agreed that an update report on this would be brought forward in Spring 2020. However, since then, the immediate priorities of the Council changed as a result of the COVID-19, which has affected every part of society, and every single person in one way or another. The Scottish and UK Governments' guidance with regard to responding to the pandemic, including the lockdown measures, has also had an impact on us all, whether you are a citizen, business owner, an employee, a consumer, a carer, a parent or a child.

- 1.5 The impact of the virus on all elements of the community has been rapidly changing and will continue to do so as the lockdown restrictions are eased and further measures such as Test and Protect are implemented.
- 1.6 The support that the Council, and its partners, has provided has been extensive and well received by the people of Perth and Kinross. This was outlined within the report to Council in June (Report No. 20/107) refers. The Council recognised the significant contribution of volunteers and community groups in supporting communities to respond to the pandemic, highlighting the importance of developing and maintaining this strong partnership between communities and the many agencies and services that support them. This strong partnership approach is more important now than ever, given the scale and impact of the pandemic across all of society.
- 1.7 It has also been widely acknowledged that the combined response across the local area has demonstrated the Perth and Kinross Offer in practice. Examples of this are set out within Appendix A.
- 1.8 Council agreed in June that the approach for recovery and renewal would build on the agreed approach to the Perth and Kinross Offer around the 5Es :-
 - Education and Learning
 - Economy
 - Environment
 - Equality
 - Empowerment

This can be shown as follows.



- 1.9 This puts the Perth and Kinross Offer at the heart of the overall approach to recovery and renewal across the local area and acknowledges that ‘everyone has something to offer’. The Offer is the driver to ensure that we work more closely with citizens and communities to achieve considerable change in how services are co-created and delivered.
- 1.10 Our Recovery and Renewal approach will be an “iterative” process, learning as we move forward collectively. On 1 June 2020, a presentation was provided to Council, which set out the component parts of proposed overall framework approach. The report to Council on 24 June 2020 (Report No. 20/107) provided further detail, and this will continue to be developed as more information about the impact of the pandemic is gathered, and further guidance is provided by the Scottish Government. Therefore, the activity, milestones and deliverables of each workstream may take place at a different pace.
- 1.11 Following feedback from elected members and Community Planning partners, the draft Recovery and Renewal Strategy is set out at Appendix B for approval. It should be noted that this report, and others in the future, along with the Strategy, will be subject to a Plain English approach, incorporating the Crystal Mark – an internationally recognised standard for clarity of information.
- 1.12 As outlined in the June report, the detailed assessment of the impact of COVID-19 on our communities and the knowledge and experience gained from the novel ways of working employed during the immediate emergency response will help inform priorities and new ways of working for the Council.
- 1.13 Elected members have a key role in setting a fresh strategic direction and creating the right culture and environment to reinvigorate Perth and Kinross post COVID. In order to ensure this, a Member Officer Working Group has been established. Furthermore, it is also recommended that a governance sub group is be established to ensure that we put in place a new governance framework that will support delivery of the Perth and Kinross Offer; supporting effective and agile decision-making and new and innovative models of service delivery.

3. IMPACT OF COVID-19 ON PERTH AND KINROSS

- 3.1 Feedback from residents, businesses and communities will be important to build a comprehensive picture of the impacts of the pandemic and evidence the support needed to enable recovery. The report to Council on 24 June 2020 provided an initial assessment of the impact of the pandemic on Perth and Kinross. It also outlined the approach to consultation and engagement. Officers have made good progress in progressing these activities including:
- establishing the Recovery & Renewal Member Officer Working Group to lead on the strategic direction of the R&R programme
 - developing a stakeholder mapping database with over 300 community groups and organisations.
 - producing an on-line community questionnaire, which has received, at time of writing, 786 responses (closing date 23 July 2020).
 - producing a Business Barometer Survey with over 1,000 responses

- meeting with the Community Planning Partnership to outline the proposed priorities for joint action going forward
- undertaking comprehensive Community Impact Assessments with input from community partners, voluntary organisations, and partner agencies
- arranging 12 individual virtual ward meetings with elected members and other bodies and representatives, with the intention, following feedback from the Member Officer Working Group that ward meetings will become a regular occurrence.
- issuing an employee engagement survey, with more than 1400 responses
- holding employee virtual events and meetings to get feedback on the impacts and plans for recovery and renewal.

3.2 In addition, the following is planned: -

- fortnightly meeting of the Member Officer Working Group, linking the Offer and recovery/renewal together and establishing a governance sub group to provide political direction for the overall approach
- continued contact with partner organisations to ensure a joined-up approach throughout Perth and Kinross
- partner involvement on each Workstream, including collation of their information on Community Impact of COVID-19. For example, Arms-Length External Organisations have carried out customer/community surveys to inform the re-shaping of culture and sport services
- ongoing employee wellbeing surveys around the impact of the pandemic and moving into the future
- virtual events and meetings for our communities (place / interest etc)
- a two-way engagement process by giving feedback on the results of any consultation activity and advising of actions as a result.

3.3 We are providing a wide range of different methods and opportunities for people to engage meaningfully and influence both the developing approach to the Perth and Kinross Offer as well as the Recovery & Renewal Programme. This will include contacting our seldom heard communities as well as those who have been most affected by the situation.

4. WORKSTREAM UPDATES

4.1 As stated above, it was agreed that the Council's approach to recovery and renewal would be arranged around the 5Es of the Perth and Kinross Offer, with each workstream producing a detailed Recovery and Renewal Plan. Working together will be essential to the successful delivery of these plans which will focus on outcomes to enhance the wellbeing of our people, economy and communities.

4.2 Economy and Entrepreneurship Workstream

4.2.1 The impact of the pandemic on local businesses was sudden and severe, as many were forced to close or restrict their operations significantly. Those key businesses that did continue to operate often struggled with staff absence due to staff requiring to shield or self-isolate. A number of businesses started to make

staff redundant or had to close due to lack of trade. The total number of employees across the Perth and Kinross area furloughed is currently 22,200 representing 33% of all eligible employees. This is the 2nd highest rate in Scotland just behind the Highland Council area on 34%, compared to a Scottish average of 30%. We have seen unemployment start to rise sharply in the period from March to June, with the overall claimant count increasing by 137% from 1860 (2%) to 4415 (4.8%), with the highest increases reported in the female rate and those in the 18-24 age range.

4.2.2 In March, we established a Business Taskforce with a number of our key economic development partners. Our focus has been on providing advice and guidance to numerous businesses looking for support. The Council has administered a number of the Scottish Government Funded Business Grants Schemes and, to date, has supported 3,309 businesses to secure £35.85m of grant. We published a Coronavirus Business Bulletin to provide regular updates to businesses, conducted a Business Barometer survey to gauge local impact, and increased support available to businesses (particularly on-line). In addition, we published an Economic Bulletin which highlighted the early economic impacts of Covid 19 on the local economy.

4.2.3 Our focus currently is on developing a comprehensive partnership Economic Wellbeing Plan to help the local economy recover and grow. A draft is currently out for wider consultation with our economy Community Planning partners and the wider business community and is included as a separate report for Council (Report no. 20/125 refers)

4.2.4 We have developed a draft programme of actions under 3 main headings of support for People, Business and Place. It identifies short, medium and long term responses and emerging themes include: digital, connectivity, skills (including craft, modern apprenticeships and graduate opportunities), entrepreneurship, engagement and co-production, clean growth, natural capital, community wealth building and re-imagining our City and town centres.

4.2.5 Key Milestones

The short-term actions and milestones include: -

- consultation with key partners & local businesses (by early August)
- a further Business Barometer Survey in August 2020.
- the Economic Wellbeing Plan to be agreed as part of the revenue budget review and capital budget setting process.

4.3 Education and Learning Workstream

4.3.1 The impact of the pandemic has been considerable for children, young people and families. The full extent will not be known until schools return in August 2020. Our Getting it Right for Every Child (GIRFEC) approach has ensured that support and intervention has been prioritised for children, young people and families with higher levels of vulnerability throughout the COVID-19 emergency response.

4.3.2 Almost all aspects of work in the Council's Education and Children's Services have continued as essential services. Without exception, staff have responded positively and flexibly to the challenges, constraints and opportunities of COVID-19. The closure of schools, early learning and childcare centres, offices and bases for services for children young people, and justice in March 2020 brought operational challenges. New ways of delivering effective learning and teaching through online learning and digital technologies as well as essential support for children and young people with care and protection needs and contact points for people in the justice system were put in place quickly. During lockdown we have continued to deliver:

- education through online and virtual means;
- childcare for key workers and some vulnerable children and young people seven days a week and over holiday periods;
- integrated approaches to protect children at risk, address increasing vulnerability in families and preventing family breakdown;
- multi-agency support for the release of prisoners including those eligible for early release to address their needs and minimise the likelihood of further crime; and
- 24-hour access to emergency social work service to all care groups.
- robust oversight of public protection through COVID-19 interim public protection arrangements (including weekly monitoring of a core data set and increased frequency of child and adult protection committee and Chief Officer Group meetings).

4.3.3 The Education and Learning Workstream will ensure alignment to the national recovery plans with an emphasis on the essential and urgent for a successful exit of lockdown. Through trauma-informed and relationship-based practice we will develop a shared understanding of the impact of COVID-19 on children, young people, families, people in the justice system, communities and stakeholders and learn from their experiences. We will continue to strengthen our GIRFEC approach across universal and targeted services to ensure that our children and families who would benefit most from direct services are prioritised, that high quality family support is delivered to all who need it and to plan for new models for future delivery in the longer term.

4.3.4 Key Milestones

These include:

- a successful re-opening of schools for staff on 10 August 2020 and a phased approach for pupils from 12 August 2020 with all pupils returning fully by

17 August 2020, in line with national guidance. Schools and teachers will assess attainment levels and plan for the recovery work required to address gaps in learning

- continued promotion of digital inclusion, with safeguards, and ensure improved access to devices and the internet, and rationalise the use of digital platforms
- an incremental resumption of Unpaid Work and supervision of Community Payback Orders from mid-July 2020
- implementation of a Route Map for social work services for children, families and justice by August 2020 which is person-centred and focused on the highest levels of risks and needs and in line with public health guidance
- installation of a new case management system to replace SWIFT by January 2021 which will support new and more effective social work and social care practices
- work with community planning partners through the Children, Young People and Families Partnership and Tayside Regional Improvement Collaborative, strengthen our GIRFEC approach to ensure that our children and families who would benefit most from direct services are prioritised, that high quality family support is delivered to all who need it and to plan for new models of care for future delivery as part of a whole system and whole family approach. This will be outlined in a new Integrated Children's Services Plan for 2020 – 2023 and developed by Autumn 2020

4.4 Equality, Empowerment and Fairness Workstream

4.4.1 The impacts of the pandemic on households and communities are significant and will require a robust and ambitious approach to enable communities to recover and rebuild. The role of communities themselves in supporting vulnerable groups and people will be important as we adapt and respond to ongoing challenges, if, for example, there are any local lockdowns.

4.4.2 This workstream will lead on the recovery and renewal arrangements for people and communities and will:

- add pace to, and develop a clear approach for “The Offer” to enhance relationships with communities to create a shared sense of purpose
- consider new ways of working to deliver an integrated, flexible model of service delivery designed around people and place with a focus on enabling supportive and inclusive communities and effective joint working.
- develop and test opportunities for further devolved decision-making to local communities, in line with recommendations from the national Joint Local Governance Review
- build impetus to our existing statutory duties to tackle discrimination and prejudice; promote equal opportunity for all; and foster positive relations within our communities

4.4.3 As we move from response to recovery and renewal, it is important that we recognise and learn from the positive contribution and involvement of communities who have very much been at the forefront of leading the community response and supporting many of our vulnerable residents.

4.4.4 Communities worked alongside our staff, many who have stepped out of their traditional roles and what was evidenced within many services was the ability to work cross service with a one Council approach. We also witnessed service re-design at pace, and while we have always had good relationships with external and internal partners, these new ways of working have broken down some of the invisible walls and silos. There are examples of quickly formed successful multi-disciplinary teams with colleagues from Health, social work, the existing Stronger Communities Team (which includes Safer Communities, Greenspace, Community Learning & Development), Housing and Welfare Advice, Police Scotland and the Scottish Fire & Rescue Service.

4.4.5 We already know that Covid19 has had a significant impact on people and communities and many issues are already evident. These include:

- significant poverty, child poverty, food and fuel poverty
- social isolation, mental health issues and rural isolation
- relationship breakdown, domestic abuse
- homelessness
- hidden inequalities and harms

4.4.6 It is also clear that many groups have been disproportionately affected by Covid19 and its impacts:

- **Black, Asian and Minority Ethnic (BAME) communities** - have been disproportionately impacted in certain job sectors where there is a higher prevalence of migrant workers.
- **Disability Groups** – people have new or increased caring responsibilities, disabled people were more likely to struggle to access to food and medicine, social distancing and isolation was extremely challenging and disabled people with and without pre-existing mental health conditions are finding everyday life under lock-down extremely stressful.
- **Domestic abuse victims** -incidents of abuse have risen during lockdown although the reporting data is still emerging
- **Gender** – issues such as home schooling; types of frontline roles; jobs affected; economic impact; home working have all had an impact on particular gender groups.
- **Age** –issues such as social isolation; lack of access to groups/schools/activities; not seeing friendship groups have impacted people more significantly at either end of the age spectrum.

4.4.7 In terms of ways of working communities, teams, and services have quickly adapted to new ways of working with a shared sense of purpose to support our most vulnerable residents. A number of themes have already been identified:

- integrated team working with a one Council approach and strong partnership working based on trust and outcomes (rather than process and job roles)
- a shared sense of purpose with a focus on the needs of people and communities

- agile and flexible approach to the way we work with greater use of technology, flexible and agile working patterns and less reliance on buildings
- strong and resilient communities

4.4.8 The workstream will undertake a full evaluation of the community feedback and impact activity that is currently underway. This will be considered alongside the key emerging issues and proposals for more integrated ways of working with and within our communities will be developed.

4.4.9 The Health and Social Care Partnership, have undertaken substantial redesign of care and treatment services to mitigate the impacts of the coronavirus. In the near future there will be a requirement for a greater focus on the use of digital to support telehealth, telecare and where appropriate self- management of some conditions for individuals. As a consequence, it will be essential to work with communities to promote and support digital inclusion.

4.4.10 It will be necessary to ensure that the Health and Social Care Partnership can respond to any potential resurgence of Covid while also planning and responding to winter pressures. There is increased pressure to ensure enhanced care and treatment in the community is in place as evidence suggests these provide better outcomes as well as supporting the remodelling of hospital based services. Reductions in supports such as respite, and day opportunities will require alternative, local approaches. Unpaid carers have been critical throughout the pandemic. We have been working with PKAVS to provide additional support to unpaid carers. Locality integrated care teams will improve urgent care for people with a range of conditions to remain at home. Enhanced support to care homes has been provided through an integrated response, and this will remain a priority over the next 12 months.

4.4.11 Impact assessments have been undertaken about both service provision and communities to determine how we mobilise provision in the next 12 months as outlined in the Remobilisation, Recover and Redesign Framework for NHS Scotland. An emerging issue is a need for flexible, responsive local services, and this will require a collaborative approach to how resources are prioritised and commissioned.

4.4.12 There will be more emphasis on developing an approach that will promote the public health agenda. Promoting health and wellbeing will be a priority to ensure that those impacted by coronavirus are able to recover well. We will work with partners to support individuals who have been physically inactive, socially isolated and economically affected to ensure that a wide range of support can be accessed. We have seen an increase in demand for mental health support and recognise this as a priority over the coming months

4.4.13 Key Milestones

These include: -

- high level action plan drafted
- initial analysis of Community Impact Assessments and community feedback

- local and national evidence based assessment
- engagement with communities, including ward meetings, and partners
- workshops and engagement events commenced
- outline proposals for service redesign
- priority actions for the Health and Social Care Partnership will be detailed in the Mobilisation Plan which will be submitted to Scottish Government. Key themes reflected are community engagement, digital responses, workforce, commissioning approach, and preparedness for future demand.

4.5 Environment Workstream

- 4.5.1 Data shows that the Covid-19 lockdown has significantly reduced pollution and carbon dioxide emissions, primarily through lower vehicle traffic levels. In 2020, global emissions are expected to fall by a record 5-10% as a result of the COVID-19 pandemic.
- 4.5.2 Lockdown has seen greater numbers engaging in walking, cycling and other healthier and sustainable choices, as people have often had more available time, public transport accessibility has been reduced, and confidence to make these choices has increased, with less vehicles on the roads.
- 4.5.3 The greater use of technology to support home working has also greatly contributed to the reduced number of vehicular journeys.
- 4.5.4 The immediate priority has been to respond to the current COVID 19 emergency, which has reduced our capacity to devote to climate emergency related development work both within the Council, and with our partners (Report No 19/362 refers).
- 4.5.5. As lockdown eases, we have to build for the future and address the long term health emergency that climate change presents. Studies across several countries show that most people believe that climate change is as serious as coronavirus. The UK Commission on Climate Change highlighted that we have a once-in-a-lifetime opportunity to address these urgent challenges together to jointly rebuild from the COVID-19 pandemic and to accelerate the transition to a successful and low-carbon economy and improve our climate resilience.
- 4.5.6 Funding opportunities have arisen to support measures, which address both the control of coronavirus and allow for sustainable choices. For example, the Council has successfully applied for funding from the Spaces for People programme, which offers funding and support to make it safer for people who choose to walk, cycle or wheel for essential trips and exercise during Covid-19.
- 4.5.7 As lockdown restrictions are gradually lifted, we need to support measures that allow people to stay safe and follow physical distancing guidelines in public locations, while COVID-19 restrictions remain in place, including streets, parks, play areas, public toilets, shops and hospitality businesses.

4.5.8 Key Milestones

These include to

- ensure the physical environmental measures (such as social distancing, personal protective equipment, and enhanced cleaning) are in place to ensure the phased relaxation from lockdown can be introduced safely, to protect people; minimise the risk of further outbreaks; and support effective recovery from coronavirus.
- develop infrastructure to make it easy and safe for people to walk, cycle, and work remotely, through dedicated safer spaces for walking and cycling, and resilient digital technology to help get us back to work in a more sustainable way.
- lead the move towards 'climate-positive' behaviours to reinforce the activities that have emerged during the lockdown, including increased remote working, cycling and walking. The Council will lead by example by encouraging agile working, and innovation, to enable customer service provision effectively and remotely.
- Ensure the join up between the economic recovery actions with climate action to support the deployment of existing climate solutions and spur the development and demonstration of zero-carbon initiatives, to accelerate the growth of an inclusive, resilient net-zero Perth & Kinross
- build on the Council's Interim Climate Change Emergency Report and Action Plan by working with our communities and learning from the impacts of the Covid-19 lockdown period through community impact assessments.
- explore innovative ways in which to offset carbon through carbon projects; and explore implementation of carbon budgeting for the Council.

5. THE SCOTTISH GOVERNMENT "COVID 19" ROUTE MAP AND REMOLIBILISATION OF COUNCIL SERVICES – ORGANISATIONAL CHANGE AND DEVELOPMENT

- 5.1 Throughout the pandemic, the Council has maintained 18 essential services (Appendix C) and continued to meet its statutory duties, particularly with regard to services and support for the most vulnerable in our communities. This included taking account of new vulnerabilities associated with poverty, inequalities and the restriction on movement and contact.
- 5.2 In a very short space of time, the Council had to rapidly transform the way it operates as demonstrated in the updated infographics set out at Appendix D.
- 5.3 Our staff have made a valuable contribution responding to the impact of the pandemic and supporting our communities, working in essential services. Through re-tasked roles, 561 staff supported essential services outwith their own service and a large number of staff were also re-tasked within their own services.
- 5.4 It is essential that we maximise the opportunities that have arisen from the pandemic, whilst at the same time recognise that the current restrictions (which may be in place for some time) will require new ways of working.

- 5.5 Council employees, teams and services have adapted and changed how they carry out their work and deliver services. Our employees and partners have been energised and have come together under the most difficult of circumstances to support each other and our communities. Unnecessary bureaucracy has been eliminated, in some instances, while respecting the need for best value and good governance
- 5.6 Managing our continuing emergency response, whilst at the same time planning for the re-mobilisation of services through the phased relaxation of lockdown is a complex task in itself. However, when overlaid with our wider aspirations of increasing the pace of transformation, it becomes even more challenging.
- 5.7 We now need to build on the many new and better ways of working and enable these successful approaches to be continued and enhanced.
- 5.8 Many of our staff have worked outwith their job roles and worked with minimum supervision and demonstrated a range of skills and competencies including:
- a Think Yes / Can do approach with the ability to problem solve and manage change,
 - become more people and community focussed with a clear understanding of the needs of vulnerable people
 - demonstrated agility with evidence of a blended skills mix along the ability to communicate much more effectively
 - shown an appetite for improvement and doing things differently
 - displayed strong values and attitudes – kindness, dignity, respect, compassion

These skills and competencies will be required to be embedded across the organisation to support the delivery of The Offer and future new ways of working.

- 5.9 An Organisational Development plan will be developed by October 2020 to embed the culture required to deliver The Offer and support staff and elected members with a range of opportunities such as coaching, resilience and frontline leadership, community capacity building and delivery of the Think Yes approach. Support will also be provided to community members interested in becoming more involved and training, information, support and learning opportunities will be offered to enable effective participation.
- 5.10 Moving forward, it will be essential that the Council has in place a new governance structure and corporate enabling functions which support being an agile and dynamic organisation. Whilst it is too early to define what these arrangements would look like, they will involve a wide ranging review including, for example, the Council's:
- financial management arrangements
 - workforce planning and Human Resources policies and procedures
 - decision making process and reporting arrangements
 - operating model and organisation structure
 - customer contact and digital strategy
 - procurement arrangements

6. FINANCIAL IMPLICATIONS

- 6.1 An update on the potential impact of Covid 19 on the Council's finances was submitted to Council on 24 June (Report 20/102 refers). The initial gross estimate of additional costs and reduced income in 2020/21, at that time, was approximately £27.6 million. The full impact of Covid 19 on the Council's finances, however, remains highly uncertain, particularly with regard to the potential cost of education recovery; social care and ongoing welfare support together with increased pressure on the Council's income.
- 6.2 The Council's Arms Length External Organisations, in particular Live Active Leisure and Horsecross Arts, which rely on commercial income for up to 60% of their total earned income, have been significantly impacted with Horsecross Arts currently engaged in a redundancy process. The ALEOs are preparing Renewal and Recovery Plans, which will feed into the Council's wider budget process and separate proposals for reshaping the delivery model for culture and sport are under development. Further updates will be provided to elected members in August and September in advance of the review of the revenue budget and capital budget setting at the Council meeting on 30 September 2020.
- 6.3 Against this background it is, therefore, essential that the Council's Recovery and Renewal plans are costed; affordable and integrated into the overall revenue and capital budget strategy. The investment needed to facilitate change, which may be a combination of revenue and capital expenditure, will require to be financed through any available government funding; revenue savings; the re-allocation of existing resources and / or the identification of new sources of income.
- 6.4 It is also important for elected members to be aware that the current crisis has impacted upon the Council's ability to deliver previously agreed investment decisions and savings. Some of these decisions will require to be reassessed in the context of a challenging financial landscape; new and emerging priorities and changes in operating models and methods of service delivery arising from the Council's response to COVID-19.

7. CONCLUSION AND RECOMMENDATIONS

- 7.1 The impact of COVID 19 on Perth and Kinross has been severe and this will continue to be the case for some time to come. The Council has worked alongside the communities and partners to support those affected by COVID -19. We need to strengthen these relationships and ensure effective working to support us as we collectively build an even better Perth and Kinross. This builds on the approach agreed for the Perth and Kinross Offer.
- 7.2 The Council now needs to look towards empowering and enabling the community to recover and renew. This includes taking the opportunity to redesign and improve the way the Council delivers its own services.
- 7.3 This report sets out the proposed way forward, working collectively to lead recovery and renewal for our local area. It is important to note that the full impact of the pandemic is not yet known, therefore, whilst understanding the

urgency of commencing the recovery phase we should not rush in to prematurely develop solutions. Our thinking will also be formed through the analysis of the information provided as part of our consultation and engagement with residents, communities, businesses and staff. Furthermore, as the Scottish Government issues further guidance, the infection rate changes, and more information becomes available, it is important to recognise that our plans will be iterative and subject to review and modification. They will also change as a result of ongoing feedback through our consultation and engagement.

7.4 *Everyone has something to offer* both in identifying the impact and determining the solutions. As a result, ensuring that we engage with as many people as possible throughout the process will be key to our success.

7.5 It is recommended that the Council:

- (a) notes the progress made to date, in terms of our response to the pandemic and developing our approach to Recovery and Renewal;
- (b) approves the proposed Recovery and Renewal Strategy (as attached at Appendix B) and notes that a Plain English version will be produced to be used with all stakeholders including communities and employees;
- (c) establishes a sub group of the Perth and Kinross Offer/Recovery and Renewal Member Officer Working Group to review the Council's governance arrangements;
- (d) agrees that an Organisational Development Plan is produced to support the approach agreed through the Perth and Kinross Offer and recovery and renewal;
- (e) requests that a further, costed report is brought to the next meeting of Council in October 2020, following the review of the revenue budget and the setting of the capital budget.

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ANNEX

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	Yes
Workforce	Yes
Asset Management (land, property, IST)	Yes
Assessments	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	Yes
Sustainability (community, economic, environmental)	Yes
Legal and Governance	Yes
Risk	Yes
Consultation	
Internal	Yes
External	Yes
Communication	
Communications Plan	Yes

1. Strategic Implications

Community Plan/Single Outcome Agreement

- 1.1 The proposals relate to the delivery of all of the priorities as set out within the Perth and Kinross Community Plan.

Corporate Plan

- 1.2 The proposals relate to the achievement of all of the priorities in the Council's Corporate Plan.

2. Resource Implications

Financial

- 2.1 There are no direct financial implications of this report, although the estimated financial implications of the COVID-19 pandemic to the Council are set out in section 6 of this report.

Workforce

- 2.2 The recommendations in this report do not have any direct implications for the Council's workforce. However, recent events have seen some employees retasked to undertake different duties, and others continue carrying out their work in a completely different manner. Many have worked from home and adopted new working patterns. The Council will build on some of this new way

of working, which will undoubtedly lead to reduced commuting and a reduction in the reliance on the use of buildings.

- 2.3 Moving forward, the Council may seek to continue with the current ways of working, or develop new ways of working, which would undoubtedly have an impact on employees. Furthermore, it is important to note, that there may be an impact on the number of people that the Council employ longer term, which will be driven by the long term financial implications of the pandemic on the Council.

Asset Management (land, property, IT)

- 2.4 The Council has relied much more heavily on I.T in recent weeks and it is likely that this will be a key feature of any Recovery and Renewal plan. However, its use of office accommodation has considerably reduced, which, as stated above, is also something which will be a key feature of the new way of working.

3. Assessments

Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties. Equality Impact Assessments will be a key feature of any future Recovery and Renewal plan(s) as will be discussions and consultation with equality groups in the development of these plans.

Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. As plans and proposals are being developed, the environmental impacts will be a key consideration and environmental assessments will be undertaken as appropriate. The proposed approach includes a specific Environment Workstream which will focus on these issues.

Sustainability

- 3.3 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. Under the Climate Change (Scotland) Act 2009 the Council also has a duty relating to climate change and, in exercising its functions must act:
- in the way best calculated to delivery of the Act's emissions reduction targets;
 - in the way best calculated to deliver any statutory adaptation programmes; and
 - in a way that it considers most sustainable.

- 3.4 Addressing Climate Change is a priority for Perth and Kinross and the Council will deliver on its duties in this regard as recovery and renewal plans are developed and drafted. As stated above, the proposed approach includes a specific Environment Workstream which will place a focus on climate change issues.

Legal and Governance

- 3.5 The Head of Legal and Governance has been consulted on this report.

Risk

- 3.6 The development of Recovery and Renewal plans for Perth and Kinross is a significant piece of work, which could cover a long period of time and effect everything that the Council does. There will be main risks associated with this work and these will be identified and managed using recognised risk management approaches.

4. Consultation

Internal

- 4.1 All members of the Council's Corporate Management team have been consulted in the preparation of this report.

External

- 4.2 The proposed approach to Recovery and Renewal has been discussed with the Community Planning Partnership, and the attached Strategy has been distributed for comments. It will be essential that external consultation and the views of all stakeholders are gathered in the preparation of any recovery and renewal plans or proposals.

5. Communication

- 5.1 The communication arrangements are contained within an extensive Recovery and Renewal communication and engagement plan.

2. BACKGROUND PAPERS

- 2.1 None

3. APPENDICES

- 3.1 Appendix A – the Perth and Kinross Offer in practice
Appendix B - Draft Recovery and Renewal Strategy
Appendix C - List of essential services
Appendix D - Infographics