



Perth and Kinross

Covid-19 recovery and renewal strategy

1. Aims and objectives

- a The aims of this strategy are for us all to:
- recover from the effects of the Covid-19 pandemic;
 - develop a stronger economy;
 - become a more sustainable and prosperous place to live and work;
 - make sure we all learn from the experiences of the pandemic;
 - develop the 'Perth and Kinross Offer' – a new way of working together - to build an even better Perth and Kinross more quickly.
- b Our objectives are to:
- help people and communities to recover from the pandemic;
 - listen to our communities to understand what effect the coronavirus pandemic has had on them;
 - listen to our staff to understand what effect the coronavirus pandemic has had on them;
 - understand 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 coronavirus pandemic, speeding up the Perth & Kinross offer to build an even better Perth & Kinross; and
 - make sure the money and people we have available are making the right things happen.
- c The intended outcomes are for us to have:
- better relationships with communities who we work with to achieve the things they want;
 - action plans developed with input from residents and businesses;
 - an integrated, flexible way of providing services, which suits the people and places we serve, uses our strengths, and helps those who need our services; and
 - a new vision for Perth & Kinross, designed around the five Es:
 - equality and fairness;
 - economy and entrepreneurship;
 - education and learning;
 - environment; and
 - empowerment.

These outcomes will go on to develop the Community Planning Partnership's vision and outcomes.

2. Principles of recovery and renewal

a Our principles of recovery and renewal define how we will act and behave. They signal a change towards us working together as one community to improve our area. We will build a fairer and more sustainable economy and society by doing the following.

- Being ambitious and adaptable as we develop the Perth & Kinross 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 in building a fairer and more sustainable economy and society.
- Giving everyone the same opportunities in life and focusing on specific areas and needs.
- 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 our successes and our mistakes so that we are always getting better.

3. Background

a As stated above, the main purpose of this recovery and renewal strategy is to minimise the harmful effects of the coronavirus pandemic and get the community back to where it was before the emergency.

b It is important that everyone learns from the way we have all had to work, and use this to start making long-term changes to our organisation and the way we do things.

c Before the pandemic, we were already talking about new ways of working. We talked about opportunities such as making better use of technology, and reducing the need to be based in specific buildings or work in offices.

d In normal times, ideas for new ways of working can take a long time to introduce. But as we recover from the emergency caused by the pandemic we have a rare chance to fast forward to a new way of working, rather than going back to the old way of working.

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;
- 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; and
- work faster to get people the help they need in time.

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

4. Understanding the effects of the coronavirus pandemic

- a The starting point for any strategy or plan is to understand what it needs to achieve. So we and those we work with (our partners) need to fully understand how people and businesses have been affected by the pandemic. The situation has affected everyone, to differing degrees. We need to plan for those who most need support.
- b The pandemic has not only affected the people who directly contracted the virus. The effect on some businesses and sectors, particularly the tourism and hospitality sectors, has been significant. They will take time to fully recover, if at all.
- c From the start of the pandemic, we and our partners have been working with volunteers, community groups and individuals, some of whom we have had very little contact with in the past. This has allowed us and our partners to gather information about the effect the emergency has had on people. We also need to get feedback from individual people who have been affected, and their views on how we can support them to live better lives.

5. The role of councillors

- a Councillors will set the strategic direction for recovery through a working group (the Member Officer Working Group) and through formal decision-making at council meetings. They can also do the following.
- Provide a point of contact for community concerns, so we can identify problems in the local area and find solutions.
 - Reassure residents that we and our partners understand the issues and are dealing with them.
 - Scrutinise progress and challenge council staff to make sure plans are followed properly.

6. Consultation

- a We need input from residents, businesses and communities so we can build a full picture of the effects of the pandemic and what we need to do to recover from the situation. To help us do this, we have produced a communications and engagement plan. This sets out how we will listen to and respond to as many different groups of people as possible.
- b We and our partners have gathered information from previous consultations. This feedback is still valid and we will take account of it when developing our plans for recovering from the pandemic.
- c We want to keep our process of gathering information simple and ask everyone similar questions so we can analyse information easily and consistently, and report the resulting actions and progress to residents and others. We propose the following questions to be included whenever we ask for people's views.
- How has the pandemic affected you, your family and your neighbourhood?
 - How can we help you to recover from the effect the pandemic has had on you, your business, your community and so on?
 - What has worked well for you during this time and what ways of working could we adopt in the future?
 - What has not worked well?
 - How could we help communities to do more for themselves?
 - How can we use what we have learned to improve and help communities, businesses and so on to grow?
- d Specific questions may vary slightly for different audiences and communication methods. We will provide lots of ways for people to get involved so that we reach lots of people, especially those most affected.

7. How we will organise ourselves

- a Everybody has something to offer, not only in stating the effect the pandemic has had in Perth and Kinross, but also in coming up with solutions. The principle of the Perth & Kinross offer is to work with communities and help people to support themselves and others.
- b We and our 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.
- c We (and our partners) want to speed up some projects which started before the pandemic. To do this we will need feedback from employees, trade unions and professional bodies.

8. Our approach

- a Our approach to recovery and renewal after the pandemic will be based on three considerations.
- The first consideration is 'where we are now'. It looks at 'business as usual', before the pandemic.
 - The second consideration is 'where we want to be'. It relates to the long-term aim and introduces new ways of doing things, which are better suited to the world that is now emerging.
 - The third consideration is 'how we will get there'. It looks at the activities and innovations of the last few months as we responded to the pandemic. Some of these changes will simply improve day-to-day functions, while some will pave the way for the new and radical ways of getting results.

9. Recovery and renewal milestones

- a Our plans must have a clear set of outcomes, to measure progress and help us decide when specific activities can be scaled down.
- b During the pandemic, our partners decided which existing services were essential, which could be temporarily stopped, and what new support was needed.
- c We will co-ordinate how we start providing non-essential services again, in line with local priorities and the Scottish Government's 'Route Map'.
- d We will start providing non-essential services again while making sure essential services still have the support they need. This means that non-essential services will start to be provided gradually over time, and we will consult councillors.
- e Our recovery and renewal plans will have short-, medium- and long-term targets, developed with the Member Officer Working Group and shared with councillors. These may change depending on milestones set by the Scottish Government and influenced by other factors, such as the Covid-19 infection rate and funding.

10. Debriefing and review

- a Plans for recovery and renewal will include lessons learned. Plans will be evaluated regularly to identify and act upon issues.
- b In August 2020 the Community Planning Partnership will hold an initial Debrief and Lessons Learned session on our response to the pandemic.

Date: 30 July 2020