



Council Building
2 High Street
Perth
PH1 5PH

7 October 2020

A virtual meeting of the **Perth and Kinross Community Planning Partnership Board** will be held via Microsoft Teams, on **Tuesday, 13 October 2020 at 10:00**.

If you have any queries please contact Committee Services on (01738) 475000 or email Committee@pkc.gov.uk.

KAREN REID
Chief Executive
PERTH AND KINROSS COUNCIL

Those attending the meeting are requested to ensure that all electronic equipment is in silent mode.

P Graham, PKAVS
Councillor M Lyle, Perth and Kinross Council
Councillor X McDade, Perth and Kinross Council
Councillor A Parrot, Perth and Kinross Council
M Cambridge, Jobcentre Plus/DWP
M Cook, Perth College UHI
G MacDougall, Skills Development Scotland
J McNairney, Scottish Government
M Wright, Scottish Enterprise
B Nicol, NHS Tayside
G Pryde, Scottish Fire and Rescue Service
K Reid, Perth and Kinross Council
G Binnie, Police Scotland

Community Planning Partnership Board

Tuesday, 13 October 2020

AGENDA

MEMBERS ARE REMINDED OF THEIR OBLIGATION TO DECLARE ANY FINANCIAL OR NON-FINANCIAL INTEREST WHICH THEY MAY HAVE IN ANY ITEM ON THIS AGENDA IN ACCORDANCE WITH THE COUNCILLORS' CODE OF CONDUCT.

PLEASE NOTE THAT ALTHOUGH THE MEETING IS NOT SUBJECT TO THE TERMS OF THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973 IT IS RECOMMENDED THAT THE CONTENTS OF REPORTS AND DISCUSSIONS AT THE MEETING CONSTITUTE INFORMATION WHICH IS EXEMPT IN TERMS OF SCHEDULE 7A TO THAT ACT, AND THEREFORE, YOU SHOULD NOT DISCLOSE TO OR DISCUSS WITH ANY MEMBER OF THE PRESS OR PUBLIC ANYTHING CONTAINED IN REPORTS OR DISCLOSED DURING DISCUSSIONS.

- 1 WELCOME AND APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTE OF MEETING OF COMMUNITY PLANNING PARTNERSHIP BOARD OF 7 JULY 2020** **5 - 8**
(copy herewith)
- 4 MATTERS ARISING**
- 5 COMMUNITY PLANNING PARTNERSHIP BOARD SHORT LIFE WORKING GROUP REPORT**
Report by G MacDougall, Skills Development Scotland (copy to follow)
- 6 THE PERTH AND KINROSS OFFER AND COVID-19 - UPDATE** **9 - 56**
INCLUDING RECOVERY AND RENEWAL
Report by Chief Executive, Perth and Kinross Council (copy herewith G/20/121)
- 7 ANY OTHER COMPETENT BUSINESS**
- 8 DATE OF NEXT MEETING**
11 December 2020 (TBC)

If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000.

You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

PERTH AND KINROSS COMMUNITY PLANNING PARTNERSHIP BOARD

Minute of meeting of the Perth and Kinross Community Planning Partnership Board held virtually via Microsoft Teams on Tuesday 7 July 2020 at 10.00 am.

Present: Councillors Lyle, Parrott and McDade (Perth and Kinross Council); K Reid, Chief Executive (Perth and Kinross Council); P Graham, PKAVS; G MacDougall, Skills Development; G Pryde, Scottish Fire and Rescue Service; M Cambridge, Jobcentre Plus/DWP; M Cook, Perth College UHI; J McNairney, Scottish Government; M Wright, Scottish Enterprise.

In Attendance: B Renton, S Devlin, D Littlejohn, D Stokoe, L Haxton, M Butterworth, K McNamara, C Mailer, C Guild and K Molley (all Perth and Kinross Council); H Scott (NHS Tayside); L Hughes, PKAVS.

1. WELCOME AND APOLOGIES

Councillor Lyle welcomed all present to the meeting.

2. DECLARATIONS OF INTEREST

There were no Declarations of Interest made in terms of the relevant Codes of Conduct.

3. IMPACT AND EMERGING IMPLICATIONS OF COVID-19

K Reid, Chief Executive, Perth and Kinross Council thanked staff across all services for their work throughout the COVID-19 pandemic. She added her appreciation to staff working collaboratively and to those who had been re-tasked into other services. Next steps now include focusing on recovery and renewal.

D Stokoe and C Mailer provided a slide-based presentation on the Impact and Emerging Implications of COVID-19. This presentation highlighted the work Perth and Kinross Council had undertaken throughout COVID-19 and the strategies that are in place in tackling the consequences of the pandemic. This presentation also focused on the impact COVID-19 had on vulnerable groups such as those in poverty, homelessness and unemployment as well as groups such as the elderly.

Partners such as G MacDougall, Skills Development, M Cambridge, Jobcentre Plus/DWP and P Graham, PKAVS shared their experiences throughout the COVID-19 pandemic.

D Littlejohn, also provided a slide-based presentation on the Economic Impact COVID-19 has had across Perth and Kinross. This presentation provided the Board with information on the pressures the COVID-19 pandemic has created on the Tourism, Hospitality and Leisure sectors. This presentation also highlighted the Economic Wellbeing Plan for Perth and Kinross. D Littlejohn added that there will be opportunities for Community Planning Partners to identify priority actions and help Officers shape the Plan.

THERE WAS A 10 MINUTE RECESS AND THE MEETING RECONVENED AT 11.20AM.

4. RECOVERY AND RENEWAL

M Butterworth provided the partnership with the draft version of the Perth and Kinross Council's long-term recovery and renewal strategy. He added the importance of following one plan and working towards common goals. Together, we can learn from this experience by building on effective relations, volunteers and working with the community through the share of best practice. M Butterworth asked if this document could be circulated to Partners to receive their comments and feedback.

Councillor Lyle suggested a Community Planning Partnership Short Life Working Group be created to give partners of the Board the opportunity to share the work they had undertaken throughout the COVID-19 pandemic and the challenges they had faced throughout this period. This will include what work has gone well, a lesson learned review and how partners are going to work collectively in the future. K Reid and other partners shared their enthusiasm for partners being able to share their experiences and welcomed the idea of a Short Life Working Group meeting. A suitable date will be arranged and brought forward to Partners.

C Guild added that it would be useful for a Community Impact Assessment to be set out to Partners.

5. STRATEGIC IMPLICATIONS FOR THE COMMUNITY PLANNING PARTNERSHIP

It was agreed that this item would be deferred to the next meeting of the CPP Board to allow for the Short Life Working Group to meet.

The next meeting shall focus on: The Key Joint Challenges, Enhanced Joint Working Opportunities for the Partnership and Planning/Implementing Key Partnership Action on Recovery and Renewal.

H Scott, NHS Tayside added how important it is for partners to work together in terms of strategic planning.

COUNCILLOR X MCDADE LEFT THE MEETING DURING THIS ITEM.

6. ANY OTHER COMPETENT BUSINESS

There was no other competent business.

7. DATE OF NEXT MEETING

Tuesday 13 October 2020 at 10am.

DRAFT



PERTH AND KINROSS COMMUNITY PLANNING PARTNERSHIP BOARD

13 October 2020

THE PERTH AND KINROSS OFFER COVID-19 – UPDATE INCLUDING RECOVERY AND RENEWAL

BUILDING AN EVEN BETTER PERTH AND KINROSS

Report by Chief Executive, Perth & Kinross Council
(Report G/20/121)

This report updates CPP Board on progress with developing the Perth and Kinross Offer. It provides an interim summary of engagement feedback that will inform PKC's emerging vision, key priorities and approach to recovery and renewal.

1. Introduction & Background

- 1.1 At Council on 30 July 2020, the Recovery and Renewal Framework and Strategy were approved (report 20/124 refers). Members noted progress made in terms of our response to the pandemic and the 3 Horizons framework (Discover, Design, Deliver), which detailed our approach to consultation and engagement in this initial phase.
- 1.2 Elected Members noted the clear connection between our response to the pandemic and the Perth and Kinross Offer, acknowledging that the pandemic has evidenced groups and partners working together to support communities, in a range of ways, to cope with the restrictions of lockdown and the general impact of Covid-19.
- 1.3 The Perth and Kinross Offer is at the heart of the overall approach to recovery and renewal and acknowledges that *'everyone has something to offer'*. As the key driver for our recovery and renewal approach, the Offer will ensure that we build on recent progress and work more closely with citizens and communities to achieve considerable change in how services are co-created and delivered.

- 1.4 This report provides a progress update on;
- The summary overview of feedback gathered through our communications and engagement activity (appendix 1) and explains how this will be used to inform our emerging vision and progress our four workstreams, Equality; Education; Economy and Environment.
 - draft proposals for the PK Offer in practice (appendix 3) for future consultation and engagement, and which will be subject to plain English edits.
- 1.5 There is a continued need to put arrangements in place to respond to the ongoing pandemic such as the Council's requirements to provide proactive isolation calls and welfare support to those self-isolating. As such, the timescales originally indicated within the December report will require to be amended, especially those for phase 2. More importantly, this will also ensure that as wide a range of individuals and communities can be involved in the development of the vision as possible.

2. Our PK Offer / Recovery & Renewal Approach

- 2.1 While the 3 horizons framework was agreed as an approach to guide us from where we are now to where we need to be in the future, it was also noted that the language required to be simplified. It was noted that emerging change, such as the current pandemic, will challenge our current assumptions about how things are and how they might be in the future, as over time, many of today's ways of working will become obsolete.
- 2.2 We have continued to use the framework as an approach to consider the current and emerging situation in Perth and Kinross, and for the Council, and will use this to identify what needs to be different in the future. As previously agreed, this will be undertaken in three phases as detailed below:

➤ Phase 1 – Discover

- 2.3 During the **first phase**, between June and September, we set out to undertake a wide range of engagement activity to understand the impact of the pandemic including community impact assessments, service recovery and renew assessments along with a wide range of stakeholder engagement activities.
- 2.4 We are now nearing the end of the first phase and although stakeholder engagement will be an ongoing iterative process, we are in a position to fully consider the information gathered and start working towards phase 2 when we will collaborate, engage and work together as appropriate, with our communities, to agree the emerging vision and our key priorities.

➤ Phase 2 – Vision and Define

- 2.5 All the qualitative and quantitative information collated to date in Phase 1 has been analysed and considered with emerging themes and issues identified.
- 2.6 During phase 2, from October to March (originally December), the approach we will adopt will be one of challenge, with a series of workshops, events and

innovation opportunities for staff, elected members and stakeholders. The emerging themes and issues will inform:

- the development of our vision
- the approach for the Offer, and
- potential new models of service delivery

- 2.7 We will then collectively agree a key set of assumptions regarding the new vision and approach for the Perth and Kinross Offer and this will inform the overall delivery plan and key milestones. The attached summary impact report (Appendix 1) and section 4 below provides an overview of the key themes that have been identified. This, combined with the approach adopted by teams in response to the pandemic, is already highlighting a developing vision and will inform the workshop sessions. The approach will more fully define the emerging Perth and Kinross Offer vision, priorities and outcomes for the communities of Perth and Kinross alongside the Partnership.

➤ **Phase 3 Deliver**

- 2.8 Once we have agreed the broad vision and approach for the Offer and any emerging models of operation, we will move to Phase 3 and progress with the designing and delivering.
- 2.9 Our four 'E' Workstreams (Equality; Education; Economy and Environment) will continue to receive support from HR, finance, business improvement with innovation tools and techniques and finance support. The Organisational Development plan (Appendix 2) will be progressed, and all activity will continue to be underpinned by the ongoing engagement and involvement of communities in the re-design process.

Elected members will continue to have a key and central role throughout in shaping the strategic direction and the vision during phase 2 and in scrutinising, challenging and supporting teams with the delivery of key milestones and any agreed outcomes.

3. Update on the Perth and Kinross Offer priority areas

- 3.1 In December 2019, an update report on the implementation of the Perth and Kinross Offer (Report No. 19/361 refers) was approved at Council. Transforming the way we work with our communities, citizens, partners, businesses, employees and other stakeholders, the PK Offer is being designed to ensure that public services are co-created and delivered sustainably to achieve better outcomes for the people of Perth & Kinross. The report acknowledged that this transformation would require a change in the traditional relationship between public services, citizens, businesses, investors and visitors and a need to move from the relationship of provider and consumer to a more collaborative one, agreeing joint priorities and designing the future we want together.
- 3.2 Five priority areas of work for implementation in 2020 were approved by Council in December 2019, with agreement to update Council in Spring 2020. However, lockdown restrictions in March required an emergency response

and redirection of our resources, impacting on many areas of activity, including the PK Offer. Although national lockdown restrictions have begun to ease, local and regional restrictions have been introduced to address or prevent local outbreaks, as was the case in Coupar Angus during August 2020. Furthermore, as control measures continue to be stepped up or eased to respond to the ongoing pandemic, communities are still very much experiencing the impact of the pandemic, with many staff continuing to focus on response activity.

- 3.3 It is clear that the Council and its partners will continue to be required to respond to the pandemic and its impacts for many months to come. This will continue to test our ability and appetite for agility and flexibility as an organisation, and this will also be the case for our communities. Despite the ever-changing situation our recovery and renewal planning are progressing. In addition, the agreed priority workstreams below, to support delivery of the PK Offer are continuing to move forward;

- **building our Perth and Kinross Offer vision**
- **creating a Communication and Engagement Plan**
- **developing our Employee Experience**
- **promoting “Quick Wins” / Successes**
- **enhancing our digital engagement platforms**

PK Offer - Building our Perth and Kinross Offer vision / Creating a Communication and Engagement Plan

- 3.4 A communication and engagement plan for our recovery and renewal programme was approved in June 2020 (Report No. 20/107 refers), acknowledging the need to engage and consult with our stakeholders. The Communications and Engagement plan set out how we would engage, involve and listen to our staff, partners, communities, businesses and people with aims to:
- understand how the coronavirus pandemic has impacted on them, how it has affected their health and wellbeing, their family, their community and work
 - understand what is different now and what has worked well, but also what has not worked so well
 - inform how we recover from the pandemic and what we need to stop, start and keep doing as we return to a new normal
 - build an even better Partnership and Perth and Kinross
- 3.5 The input of individual residents, elected members, businesses and community leaders have been, and will continue to be, essential to build a comprehensive picture of the impacts and what we collectively need to do to support people and communities to recover. Our approach is to listen to, and to act upon the feedback from as many people as possible, building our vision for the PK Offer and ultimately, a better Perth and Kinross. This includes making contact with our seldom heard communities and offering maximum reach in terms of connecting with the people of Perth and Kinross, particularly those who have been most affected by the pandemic. This will be an iterative

process and will help us to work effectively in collaboration with all of our stakeholder groups.

3.6 The Council has sought and captured information from previous consultation exercises, for example, the work of the Health and Social Care Partnership's Big Conversation feedback, Fairness Commission and Fairer Futures and tenant feedback. It is likely that much of this feedback is still relevant, and therefore will be an important source of information and reference. In addition, we have been collaborating with our partners such as the HSCP, Scottish Fire and Rescue Service and NHS Tayside to share our collective efforts in gathering feedback from key stakeholders on the impact of the pandemic. We are also taking into account local engagement and research which is available.

3.7 The table below indicates our engagement methods to date and the responses received:

Method of engagement	Audience	Responses
Health & Wellbeing survey	PKC Employees	1136
Staff impact questionnaire	PKC Employees	1472
External Engagement Survey	Residents of Perth and Kinross	787
Community Impact Assessment Survey	Partners, community groups, third sector organisations	47
Business Barometer	Local businesses	1048
Ward meetings	Elected Members and community representatives	30+

3.8 In addition, on-line team sessions to discuss new ways of working, ideas and innovations for future improvement, challenges due to current working practices and how we can engage and involve our workforce regularly have been held on an ongoing basis.

3.9 It is also intended that Ward meetings become a regular feature of the Council's on-going engagement with communities. To date, seven meetings of the fourteen planned have been held with positive feedback and requests to continue discussions on an ongoing basis. Bringing together community representatives, volunteers, elected members and officers, they have highlighted some key local issues and themes and provided two-way communication between the Council and the people of Perth and Kinross.

3.10 The feedback that has been received to date, is summarised in Appendix 1, and the key emerging themes have been identified which include:

- increased volunteering and mobilisation of community groups
- strong sense of community with greater connections with neighbours and communities
- provision of support to those most vulnerable
- greater use of technology
- developing wider markets
- more online sales and diversification

- children spending more time with family
- learning in a different environment
- quieter roads and more people walking and cycling
- maintenance of open spaces

3.11 Key feedback also re-emphasised the issues that have arisen or been exacerbated as a result of Covid, including:

- isolation, loneliness and mental wellbeing
- a decrease in household incomes leading to poverty
- communication challenges for some groups
- reduction in social activities
- businesses folding
- increased unemployment
- digital connectivity issues
- missed schooling
- home schooling and caring, work responsibilities

3.12 The Council and its partners will consider these themes and the feedback received to shape our future vision and priorities in line with what people need and want. Although the impact of COVID-19 across Perth and Kinross is clearly considerable and we have gathered valuable feedback, it is still too early to quantify its full effect. This will not be known for months or even years. It will be dependent on a number of factors, including the duration and phasing of the lockdown restrictions, the discovery of a vaccine, and also human behaviour, such as social interactions, working practices and travelling.

PK Offer - Developing our Employee Experience

3.13 In December 2019, it was anticipated that our Employee Experience would take place over a three-month period in the Autumn 2020, establishing and embedding our internal organisational values and behaviours for leaders and the wider workforce. Due to the pandemic, these events have been delayed. However, we have gained significant learning from our staff responses to the pandemic which have demonstrated great agility, commitment and flexibility as well as feeling empowered to adopt a Think Yes! approach and work with minimum supervision and with a focus on the needs of communities. Our new way of working has meant that our workforce has had to learn quickly to;

- be less reliant on buildings and embrace digital technology
- be more agile and flexible
- operate in a less bureaucratic manner
- work within revised governance arrangements
- take more informed risks
- work in partnership with key community groups to provide support to neighbourhoods and the most vulnerable in our society
- be focused on inequality issues in communities, for example food poverty, rural transport and social isolation
- work at pace to ensure the timely interventions and support required by communities

- 3.14 The events of the past six months have allowed us to accelerate our learning in these areas, start embedding the behaviours of the PK Offer and develop a greater understanding of how we can utilise these new and emerging skills to progress our vision over the next few years. We have also prioritised a focus on engaging with our staff to promote and maintain their health and wellbeing during a time which, for many, has been challenging and unprecedented. Below are examples of organisational development work that has been prioritised over the past six months;

Leadership Development	<ul style="list-style-type: none"> introduced the framework for EOT / CMG Leadership Development sessions including Recovery & Renewal, Unwritten Ground Rules and Cultural Change use of the Insights model for team development
Health and Wellbeing	<p>Appointed a Health & Wellbeing (H&W) Champion to take forward workstreams such as;</p> <ul style="list-style-type: none"> publishing 2 staff health and wellbeing questionnaires and a follow up “you said, we did” report developed and distributed a H&W monthly newsletter with advice, support and information; hold regular learning sessions on health and wellbeing (resilience, mindfulness etc) held a conference on mental health with over 300 participants established methods of staff engagement and interaction, such as our Employee Podcast, Lockdown Lounge, Latte Lounge and Book Club.
Cultural Change	<ul style="list-style-type: none"> engagement sessions with individual directorate and service teams to discuss Unwritten Ground Rules (UGR) and Cultural Change Proposed Organisational Development Plan for structure and direction scheduled training for UGR Leads

- 3.15 This includes Employee Engagement Sessions (Points of View) where we will discuss themes highlighted within internal survey feedback and set actions for progress as well as develop an Employee Offer.

- 3.16 Our Organisational Development plan (Appendix 2) sets out how we will build on recent progress and add pace to our cultural change work in line with the PK Offer, supporting staff and elected members to further develop their skills required to take this forward. The plan is based around four key programmes of work to take place over the next three years;

- Enabling cultural change

- Developing leaders
 - Maximising potential
 - Nurturing good health & wellbeing
- 3.17 A range of opportunities such as coaching, resilience and frontline leadership, community capacity building and delivery of the Think Yes! approach have been included within the key themes. 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.

PK Offer - Promoting “Quick Wins” / Successes

- 3.18 We made a commitment in December 2019 to promote quick wins in embedding our approach to the Perth and Kinross Offer. Whilst the pandemic has impacted on progress in some areas, it has accelerated progress in many others. We recognise 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 work with them. This strong partnership approach is more important now than ever and has demonstrated the Perth and Kinross Offer in practice. Examples of what our communities did during this time is detailed below;
- mobilised very early on and provided critical support to vulnerable people
 - registered to volunteer with the Council
 - delivered and provided an estimated 10,000 – 15,000 hot meals and food packs
 - provided information and befriending services and delivered leaflets and prescriptions
 - worked in partnership with the Welfare and Community Resilience team
 - helped neighbours with shopping, gardening and small tasks
 - took a proactive approach to keeping informed about the services available
 - managed their income and kept in touch when they were facing financial hardship
 - took a proactive approach to supporting children with home schooling and encouraged them to stay in touch with their teacher
 - encouraged children to keep active and healthy during the lockdown
 - encouraged children to write to our elderly residents to help with social isolation
 - undertook minor repairs within their home when we couldn't visit due to restrictions
 - took responsibility for dealing with small disputes with neighbours
 - helped out by maintaining greenspace within their community
 - worked with us to support their business and staff
- 3.19 Appendix 3 provides a recent example of the Offer in practice, based on the summary community impact report. We also have numerous examples of the Offer in practice with teams and communities that have been well established and operating for some years. Examples of these include Community

Greenspace activity, Housing and tenant engagement work and our Food Network. Teams are currently working with their communities to more fully develop the work that they do within the framework of the Offer.

Ongoing activity includes the following:

- through our ward meetings, we have discussed the Offer with attendees and at the next meetings will start to discuss in more detail what the Offer means to each community and how we can work together to bring it to life.
- we have started to prepare locality profiles and these will be used to form the basis of discussions with communities about the issues affecting them and their priorities.
- we have soft launched our new Perth and Kinross Offer web page which provides details of what we mean by the Offer, how to get involved and examples of the PK Offer in practice. This can be accessed at <https://www.pkc.gov.uk/pkoffer>
- our newly formed staff points of view panel has a focus on our internal staff Offer and experience
- we are drafting a volunteering proposal and strategy which will detail our Offer to community volunteers who need support to get involved and build their own skills and experience.
- we are developing a Digital Inclusion Strategy to ensure that everyone who needs and wants to get involved with us online can do so

Enhancing our digital engagement platforms

- 3.20 Since the introduction of lockdown and with it, enforced home working practices in many areas of Council business, the need for virtual and digital engagement platforms to keep connected has never been greater. We have been using MS Teams on a regular basis to keep in touch, gather feedback, hold webinars and conferences and engage with our workforce and the wider community. A dedicated staff website was created to ensure those, who did not have access to systems from home in the first few weeks, were kept informed and up to date. In addition, we have also created videos, blogs and podcasts focussing on specific topics or events.
- 3.21 We have also continued to increase our methods of engagement with our communities, residents and businesses. Our social media channels were used to engage more frequently and informally, and we have experienced increases in both Twitter and Facebook in terms of followers and interest such as shares and likes in our posts.
- 3.22 In addition, we have used virtual meetings to engage with our residents and communities very effectively. Examples include the ward meetings, and residents' meetings following the flooding in August, as well as Parent Council meetings. These have been well received by all participants, including council officers and, given the geographical spread of the Council area, this has enabled officers to attend more meetings, including those in the evenings.
- 3.23 Further to this, dedicated PK Offer webpages have been created and launched as a result of feedback from our residents. These are intended to

give information about the Perth and Kinross Offer, accompanied by examples of how it is currently working in practice in our communities. We will continue to update these webpages, responding to feedback and taking on board suggestions for improvement, while ensuring that the language is easy to read and accessible.

4. Financial Implications

- 4.1 In July 2020, Council requested that a costed report be presented this month following the review of the revenue budget and the setting of the capital budget.
- 4.2 The Council received an update on the 2020/21 Revenue Budget at its meeting on 30 September 2020 (Report No. 20/173 refers). This update set out a gross financial pressure of Covid-19 of between £22.4 million and £26.8 million. A number of potential mitigation measures were identified that could reduce the gap to between £1.7 million and £6.1 million. However, the full impact of Covid 19 on the Council's finances remains 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 as well as the cost of recovery and renewal.
- 4.3 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.

5. Conclusion and next steps

- 5.1 The impact of COVID 19 on communities within Perth and Kinross has been significant and this will continue for some time to come. The Council has worked alongside communities, businesses and partners to support those affected. We will continue to strengthen these relationships, ensuring effective joint working to collectively build an even better Perth and Kinross and more fully deliver our ambitions and commitments for the Perth and Kinross Offer.
- 5.2 As we continue to develop and deliver our recovery and renewal strategy through the three phases, we will work together with communities and elected members to agree the emerging vision and add pace to delivery of the PK Offer. Our Organisational Development plan will enable delivery of the PK Offer and ensure that all of our stakeholders are supported, informed and involved in influencing the new approach.

In terms of next steps, we will:

- use feedback received to date to inform the Council's four Recovery and Renewal Workstreams to assist with the ongoing development and progress of plans.
- now commence phase 2 activity to support the vision setting and priorities for the wider PK Offer.

- continue ongoing communication and engagement to ensure that the Council fully understands the changing situation and on-going impact of COVID-19 as well as promoting and embedding the collaborative approach of our PK Offer.
- commence delivery of the Organisational Development plan.
- continue to consider the financial and resource implications of the ongoing pandemic and our plans for the future.
- commence the Governance Review based upon the International Framework for Good Governance in the Public Sector. This will be led by a Governance Review Member Officer Working Group, which will link into the Perth and Kinross Offer Member Officer Working Group.

6. Recommendations

6.1 It is recommended that CPP Board

- a) notes the report

Author(s)

Name	Designation	Contact Details
Mark Butterworth	Head of Environment and Consumer Services	01738 475000 HECommitteeReports@pkc.gov.uk
Clare Mailer	Head of Housing	01738 475000 HECommitteeReports@pkc.gov.uk
Charlene Guild	Head of Innovation	01738 475000 HECommitteeReports@pkc.gov.uk

Approved

Name	Designation	Contact Details
Karen Reid	Chief Executive	

If you or someone you know would like a copy of this document in another language or format, (on occasion, only a summary of the document will be provided in translation), this can be arranged by contacting the Customer Service Centre on 01738 475000.

You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.



Recovery & Renewal – Phase 1

Feedback Analysis

Background

In adopting the 3 Horizon Planning Framework for Recovery & Renewal, the first phase of this approach was to review and evaluate the impact COVID-19 has had on residents of P&K, businesses and the economy, staff and the services the Council delivers.



The various surveys are aimed at identifying the impact of the coronavirus outbreak on the people of Perth and Kinross, the challenges that they faced and how we can learn from the experience to recover and inform opportunities to build an even better Perth and Kinross. The information from these (and other past and future consultation and engagement exercises) will be influential in developing our recovery and renewal plans and to form a platform for further engagement with our communities and stakeholders to create a long-term vision based around the Perth & Kinross Offer.

It is important to bear in mind that the responses have been received over the last 2 – 3 months and therefore reflect the situation and mindset of respondents at that time.

This update provides a summary of feedback received from the following:

- Public Survey on the impact of the pandemic
- Business Barometer Summary
- Ward meetings
- Staff survey
- Community Impact Assessment – PKAVS Third Sector Interface reflections

It is not the intention of this report to attribute emerging themes to each of the individual feedback sources but to pull together the **recurring** themes and linking them to the **4 key workstreams (Economy; Equalities, Empowerment & Fairness; Education & Learning; the Environment)**. Summary reports with more detail and analysis are available and it is these documents which will inform ongoing discussions with communities/partners in how we take forward the Perth & Kinross Offer. The emerging themes also resonate with some of the findings contained within the Fairness Commission's report: Fairer Futures (2017).

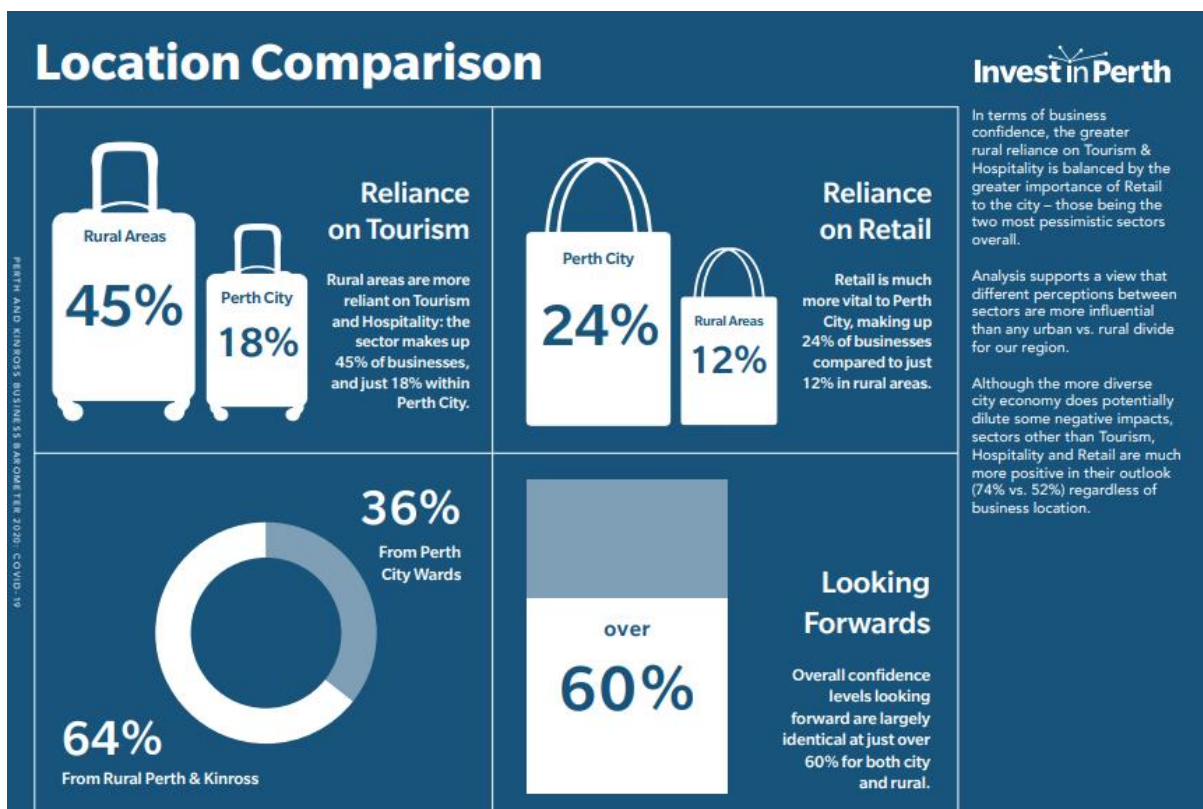
Public Survey - In relation to the public consultation exercise, this was open from 24 June 2020 to 31 July 2020 with 787 responses. **A third of all responses came from residents of Carse of Gowrie (30%), response from the other 11 wards in Perth and Kinross was fairly evenly spread (8% to 4% range).** The age profile of respondents was skewed towards the **50+ demographic** with relatively few responses from those aged under 36 years with majority of **respondents being employed or retired.**

High level overview:

- Comments regarding impact of the pandemic on individuals and their families were dominated by comments that expressed negative sentiment related to missing friends/family and isolation/mental health and anxiety.
- In contrast responses around impact of the pandemic on their neighbourhood were predominantly positive and related to community spirit.
- Almost a half of comments said there had been no change in the Council's support for themselves/their family during the pandemic.
- Where change was mentioned, communication, continued provision of essential services and education/childcare were common topics.
- Communication and continued provision of essential services were most commonly viewed in a positive or neutral manner, there was more negativity around education and childcare.
- On the subject of what the Council could support communities to do more effectively and potentially stop doing itself, three key areas for consideration were identified. These were support for community-led groups, support for third/sector/volunteering and financial support.

Business Barometer – This survey closed on 3 June 2020 with the results reported to full Council on 24 June 2020. 1,048 local businesses completed the survey. Respondents represented every part of the region with **36% Perth City, 19% Highland Perthshire, 12% Eastern Perthshire and 10% Strathearn (i.e. Crieff, Comrie)** being the major contributors.

Tourism & Hospitality was the largest sector with 35% of total respondents. Retail businesses accounted for 17%, with other parts of the Service sector (from Legal and Education to Plumbers and Dog-walkers) accounting for almost 30%. Manufacturing and Agri-Food made-up some 5% each, with the remainder identifying primarily as the Third Sector or Clubs and other bodies.



A second Business Barometer Survey has been undertaken and closed 6 September 2020 with 215 respondents. Some key messages:

- Business confidence looking forward has dropped 4% from May/June Barometer.
- Over 50% rank future access to further grant support of key importance.
- 11% have already, or intend to, make staff redundant but over half are back at work with no job losses.
- Perth City**
- Rural Perthshire**



Ward Meetings – By mid-September 2020 there have been 5 ward events along with 3 Social Renewal Advisory Board Listening Events undertaken. The comments received at these events were typical of what was heard from the feedback received through the public consultation and have been included in the summary finding later within this report.

Some of these concerns included:

- Loneliness and isolation
- The loss of usual activities
- Lack of communication in other languages e.g. shielding letters only being in English)
- Limited volunteers who speak different languages
- Challenge to get on-line – confusing and hard to get connected. Digital inclusion and digital connectivity were particular challenges, as was the lack of having appropriate IT equipment.
- Lack of timely communication around the cessation of council services
- Concerns around the lack of communications and assistance for people with disabilities particularly as there were new layouts to streets and whilst shopping
- There was a desire from residents for more say in how services were delivered locally
- There was a recognition of the importance of local facilities. (e.g. village halls) and residents wanted to see them open again as quickly as possible.

Staff Survey - The survey was open for responses from all Perth & Kinross Council employees from 25 May to 8 June 2020 resulting in **1,472 responses which equates to 26% of the PKC workforce**. It is important to recognise that during the initial stages of the lockdown the Council reduced its activity across many services, maintaining 18 critical services and that this may have impacted on people's ability to respond. Responses came from 26% of the workforce with **52% of the respondents being school based**.

The following table provides a high level summary overview from what staff said:

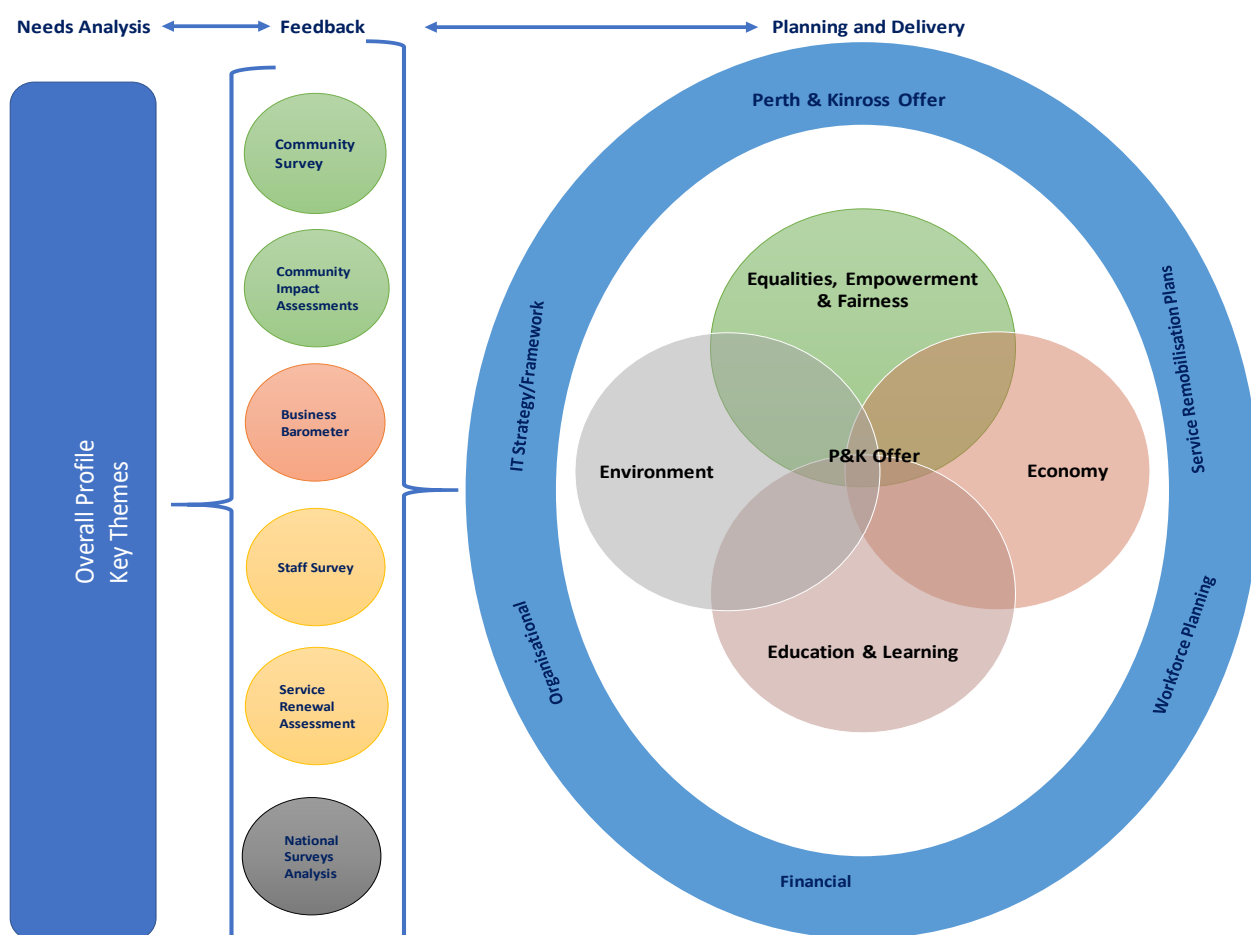
	Benefits of current working arrangements	Challenges of current working arrangements
To Staff	<ul style="list-style-type: none"> ▪ Flexibility in working hours and reduced time spent commuting ▪ developing new skills ▪ productivity and time efficiency ▪ collaboration ▪ MS Teams uptake ▪ Mental/ physical health and ability to focus 	<ul style="list-style-type: none"> ▪ Communication informally/socially/within teams ▪ Engagement with service users/ clients etc ▪ Learning new skills ▪ Adjusting to new circumstances ▪ Mental & Physical health ▪ overlap of work/ home life ▪ Restrictions to work/ volume of work
To Customers / communities	<ul style="list-style-type: none"> ▪ Home learning, time with family, parental / pupil engagement (from school staff) ▪ More widely greater efficiency in getting things done and new ways of working and communicating, also new ways of engaging with communities in response to the pandemic 	<ul style="list-style-type: none"> ▪ Communication: restrictions of face to face and issues with telephones ▪ Education and learning (for those normally at school); engaging with parents and pupils ▪ Restrictions / changes to services due to the pandemic ▪ Vulnerable people were mentioned as facing particular challenge. ▪ Wider awareness of the impacts of lockdown

Community Assessment – A survey is currently underway seeking the views of local community groups and closed on 20 September however due to the timing of this report these have not been included within this paper.

PKAVS Third Sector Interface has provided information on the engagement they have had with third sector groups. At present they have held 3 sessions which included 57 organisations the purpose of which was to listen and learn from how Covid-19 has affected their clients/service users, staff and organisations. Some of the points raised relate specifically to the organisations themselves and how, as a third sector, they could work better together. There were however specific observations made which have been included within the recurring themes section of this report.

Feedback Process

The Recovery and Renewal Framework includes 4 workstreams and in recognition that the feedback received could apply across different workstreams the following process will ensure that overlapping information is linked appropriately.



(Diagram 1)

Feedback received will be communicated across all the workstreams and considered in designing and developing plans with a focus on community engagement, consultation and empowerment putting Perth & Kinross Offer front and centre.

There will however be recurring themes, which sit across all groups and these will be pulled together to form overall frameworks e.g. the Perth & Kinross Offer, Finance, IT, Organisations Development and Workforce Planning.

Members of the public were asked about the Council's handling of the pandemic and, from those who made comment, this was, on the whole positive. However, many felt that they were unable to comment as they did not have sufficient knowledge of council services. There also appears to be a real desire for improved communication, greater community involvement, greater focus on local solutions and to move away from the Council bureaucracy. Comments included:

"I think the council did the best they could and it's not easy for anyone in the community who all face different challenges." "we are totally self-sufficient and thankfully have not required Council help"


"I don't feel that there has been much change in Council support to our family - but I have to say that the services we take for granted, such as refuse collection and recycling, have been wonderful"

"They have done well during the coronavirus pandemic to support those who need it. Prior to that, I could not say the same thing."

"Not informing people of changes happening in Perth and Kinross regarding Coronavirus, or previous changes which people may have had difficulty understanding. A regular newsletter not just for tenants would be useful where local information is better provided and explained."

What are the emerging key themes and suggested opportunities?

The following tables provide some highlights as well as any suggestions identified within the various surveys. These are intended only as an overview with the intention that these form discussion points and indeed further analysis within the specific workstreams/service areas.

 Equalities, Empowerment & Fairness	
Key Themes	Suggestions
<ul style="list-style-type: none"> ▲ An increased offer for volunteering ▲ Greater involvement and mobilisation of existing community groups ▲ Connections with neighbours and communities pulling together ▲ Provision of support to those shielding, food and pharmacy deliveries as well as wellbeing calls ▲ Stronger sense of community – new initiatives and services were established and existing ones expanded e.g. Community Fridge, Debt Counselling, Too Library ▲ Use of technology to maintain contact (Zoom/skype etc) 	<ul style="list-style-type: none"> ▲ Social care - reprioritise spending to this area ▲ Plan for care and support should lockdown measures be reintroduced ▲ More mental health support ▲ Helping local foodbanks ▲ Support community-led groups to get established and funded ▲ Capitalise on community mobilisation ▲ Delegate to appropriate community services and remove silos ▲ Engage (properly) with well-established organisations and charities. ▲ Empower community groups – greater responsibility on activities to be funded ▲ Greater communication between council services and local communities with a focus on rural communities. ▲ Greater involvement from communities in developing processes and e.g. Pandemic Strategy ▲ Better engagement with Community Councils and Community Planning Partners ▲ More activities for teenagers – not just sport ▲ Focus on meeting the needs of people, not the system or environment operated within. ▲ Third Sector to be considered an equal partner and respected by statutory services. A commitment to collaboration and co-production. ▲ Digital inclusion for all
<ul style="list-style-type: none"> ▼ Isolation, loneliness and mental wellbeing – Before, during and following relaxation of lockdown. ▼ Decrease in household incomes ▼ Cessation/reduction to social activities – particularly felt by those from ethnic minority groups and people with disabilities ▼ Some felt unsafe – increase in anti-social behaviour ▼ Families struggling with costs, home- schooling and access to IT equipment ▼ Overcrowded households ▼ Devolvement of decisions to local communities ▼ Desire to move away from council bureaucracy ▼ Lack of partnership working has been detrimental to the Covid response. ▼ Feeling that the need to operate at pace has been utilised as an excuse for not involving groups and organisations to the response ▼ Lack of communication – particularly where English is not the first language 	


“We are new to the street and we were able to meet neighbours we hadn’t had the chance to speak to until we were in lockdown.”

“Installed an emergency alarm, provided food boxes until supermarket deliveries set up. Contacted me when shielding started.”

“We’ve received funding for free school meals for my son which has been very helpful. Due to my benefit, I’ve now discovered I can apply for this for the coming school year also which would help a lot.”

“No ASN provision that was fit for purpose and met my autistic son’s needs.”

This resonates with what we heard within the **Fairness Commission** work - People wanted us to understand the different challenges people face at a local level, and their aspirations. The ask being that public, private and third sector organisations work more closely with local communities and encourage/support jointly created solution and opportunities. They also told us that work should be undertaken to further develop socially inclusive, inter-generational and cultural initiatives across the area to reduce social isolation, share skills and knowledge and increase the resilience of individuals and communities.

 Economy	
Key Themes	Suggestions
<ul style="list-style-type: none"> ▲ Take up of business grants ▲ Confidence in trading position for manufacturing and those not involved in tourist/ hospitality/retail ▲ Developing wider markets ▲ Develop more on-line sales and diversification ▲ PKC Business Bulletin and response ▲ Referrals to a business adviser 	<ul style="list-style-type: none"> ▲ More grants to close gaps and to help with re-start ▲ Clear guidance on re-opening ▲ Detailed plans for more outside hospitality ▲ More Park and Ride facilities ▲ Promote buy local – simplify procurement ▲ Streamline planning and licensing ▲ Aggressive marketing of the region ▲ Extension of business rates relief ▲ Open schools and ensure more childcare provision to help workers get back to work ▲ Support to tourism, the arts and to local restaurants and bars – support to open later and utilise outdoor spaces
<ul style="list-style-type: none"> ▼ Going out of business if restrictions continue ▼ Concerns on trading position for tourism/hospitality/retail ▼ Reduction in staff once restrictions eased (Tourism/hospitality/retail) ▼ More focus on events promoting the region ▼ Facilitation of access to finance ▼ More action around loyalty programmes ▼ Promotion of local goods and services ▼ Improved digital infrastructure and connectivity ▼ Connectivity issues when more than one person requiring broadband access ▼ Reduced turnover for self-employed 	

“PKC did a first-class job in getting help out to businesses quickly.”

“Grants have helped my partner and his business during this period and payments have been awarded very quickly which is a live saver.”



Education & Learning

Key Themes	Suggestions
<ul style="list-style-type: none"> ▲ Benefits of children spending time with family ▲ Learning in different environment ▼ Missed schooling ▼ Parental engagement as well as parents having to juggle carer/work/home schooling. ▼ Face-to-face contact with pupils and parents due to the COVID restrictions. ▼ Lack of child care for non-key workers ▼ Disruption to after school activities – children bored ▼ Variances across schools in approaches to home learning 	<ul style="list-style-type: none"> ▲ Standardisation of home learning approaches ▲ Easy to follow online lessons ▲ Provision of IT equipment for those who don't have (or hire) ▲ Consider approach to home and flexi schooling

“Home schooling - teachers have been fantastic.”

“Schools dealt very well with constantly changing goalposts.”

“Really disappointed no child care. Key workers are getting free childcare and I'm not so I may end up in debt now.”

As a result of the changes to school provision during lockdown many of the indicators of disadvantage such as free meal entitlement, additional support needs as well as access to extra-curricular activities particularly impacted on those most in need – these were all factors highlighted through the **Fairness Commission** work.




ENVIRONMENT

Key Themes	Suggestions
<ul style="list-style-type: none"> ▲ Quieter roads and more people walking/cycling ▲ Spending more time and work in gardens ▲ Refuse collections ▲ Maintenance of open spaces – grass cutting ▲ Climate Change Strategy ▼ Closure of recycling centres ▼ Increase in litter and fly tipping ▼ Local parks and grass areas – access and aesthetics ▼ Public transport reduced ▼ New traffic light system ▼ Road maintenance 	<ul style="list-style-type: none"> ▲ Use some kind of powers to encourage respect for the environment. ▲ Greater responsibility for Bloom Groups ▲ Communities involvement in developing the Climate Change Strategy and support the actions ▲ Improve bus services to villages ▲ Improve pedestrian and cycle routes.

“Greatly appreciated the continuation of all services, despite the difficulties. Council workers

come with a wave and a cheery hello..... much appreciated.”

“I have been impressed by the service from PKC Refuse Collectors, who have managed to maintain services throughout the period of lock-down and beyond. Grass has also continued to be cut at the usual places, which keeps the village looking good.”

 Ways of Working within the Council	
Key Themes	Opportunities
<ul style="list-style-type: none"> ▲ Productivity levels increased ▲ Quick roll out and use of Microsoft teams ▲ Flexibility and willingness of staff working across the Council through re-tasking ▲ Internal and external communication ▲ Greater work life balance 	<ul style="list-style-type: none"> ▲ More live talk should have been available for online queries. ▲ Need to advertise consultations properly and ensure there is a wide representation of people when changes are planned
<ul style="list-style-type: none"> ▼ Staff juggling carer/home school/working ▼ Connectivity issues and some not having the appropriate kit ▼ Processes for re-tasking ▼ Less social contact with both team members and missed the more informal work discussions ▼ Information/communication overload ▼ Public experienced difficulties trying to speak to members of staff ▼ Very confusing trying to make enquiries. ▼ Not everyone clued up or has online experience. ▼ Access and connectivity issues – as well as lack of IT skills as more and more on-line activities and services are developed 	<ul style="list-style-type: none"> ▲ Simplify customer processes ▲ Prompt replies to queries ▲ Greater flexibility in relation to working hours and work locations ▲ Different communication channels – internally and externally (awareness that not everyone uses social media) ▲ More on-line forms e.g. bus pass ▲ Locality working to support communities

“Work have been hugely supportive (I work for the council)”

“PKC should ensure relevant staff are advised of changes rather than reading it on social media”

“At the start of COVID staff members had to fill in questionnaire about whether they had ever been a grave digger, worked in care home etc. This was highly stressful sitting at home wondering if I was going to be called to do these things.”

Through the **Fairness Commission: Fairer Futures** we heard that people wanted family-friendly working practices and that these should be promoted across all sectors in the area, to ensure that more people with children can access and sustain employment. People also told us that digital approaches should be used appropriately and not create additional barriers for anyone, at any age or stage of life.

What was the outcome of the public consultation by locality?

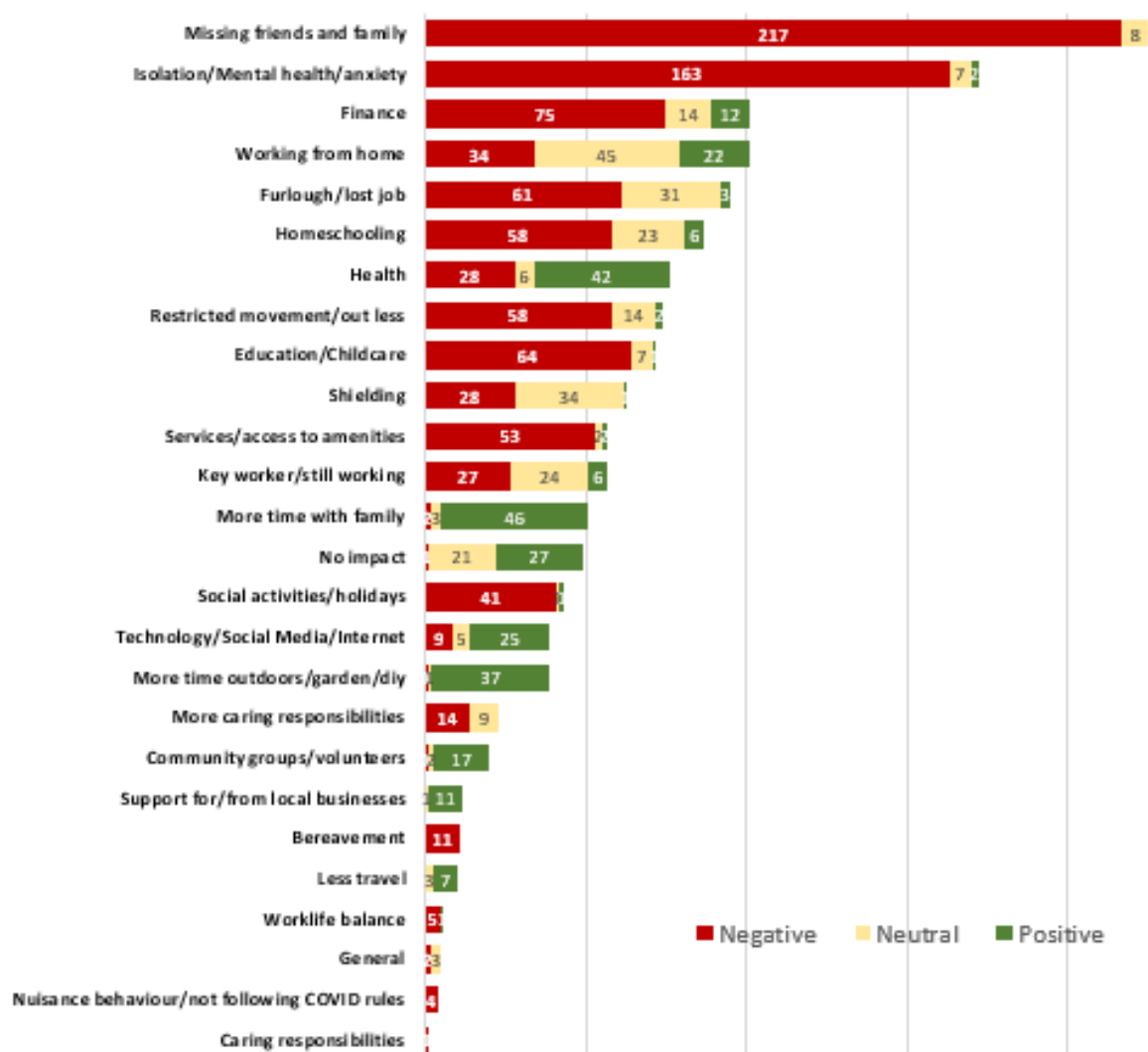
A third of all 787 responses came from residents of Carse of Gowrie (30%), response from the other 11 wards in Perth and Kinross was fairly evenly spread (8% to 4% range).

From the results of the public consultation we have some indication of areas which had the most impact on individuals and their communities. The nature of the survey was to gather individual

thoughts and concerns and therefore open questions were asked. The information received were then grouped into recurring themes.

The following provides an overview to one of the key questions within the summary:

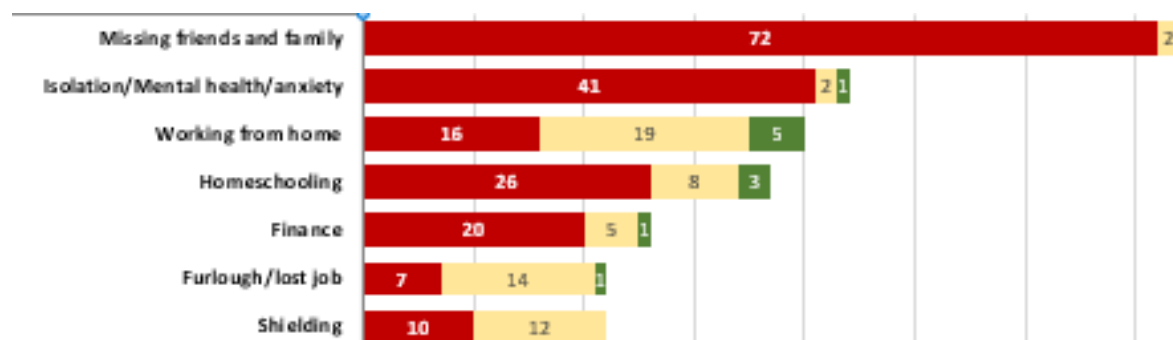
Q5. What has been the impact of the pandemic on you and your family? (All respondents)



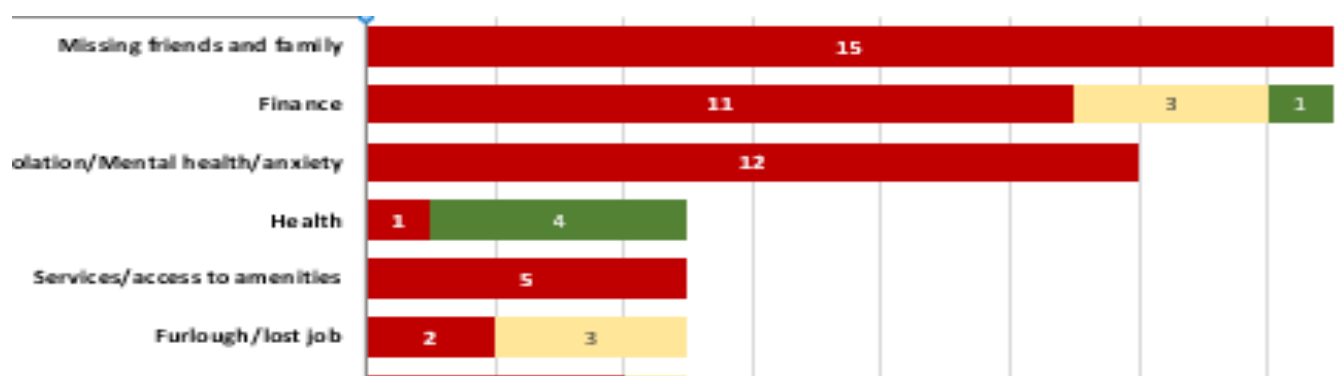
In relation to the same question the following provides a summary of the top six concerns across the different ward areas.

Key: ■ Negative ■ Neutral ■ Positive

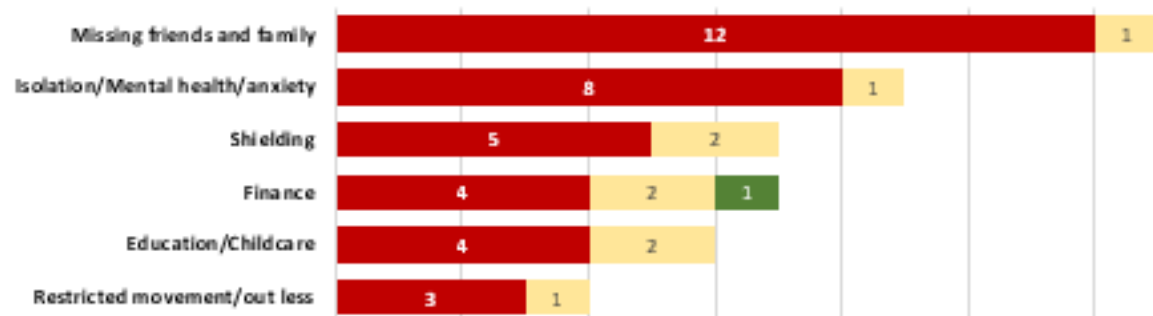
Carse of Gowrie



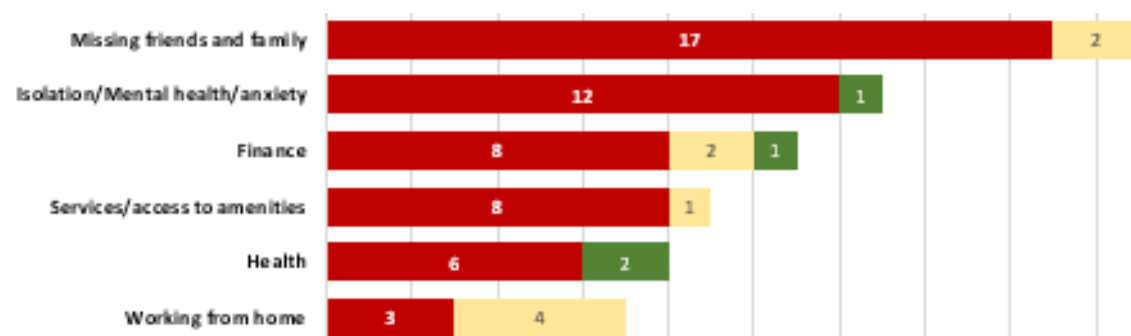
Highland



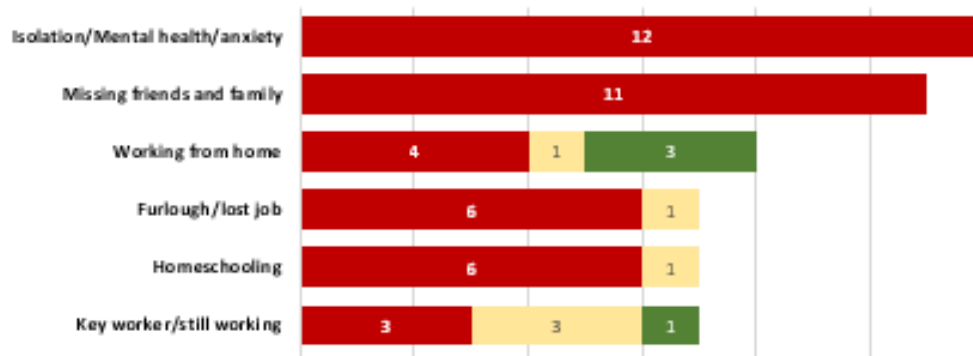
Kinross-shire



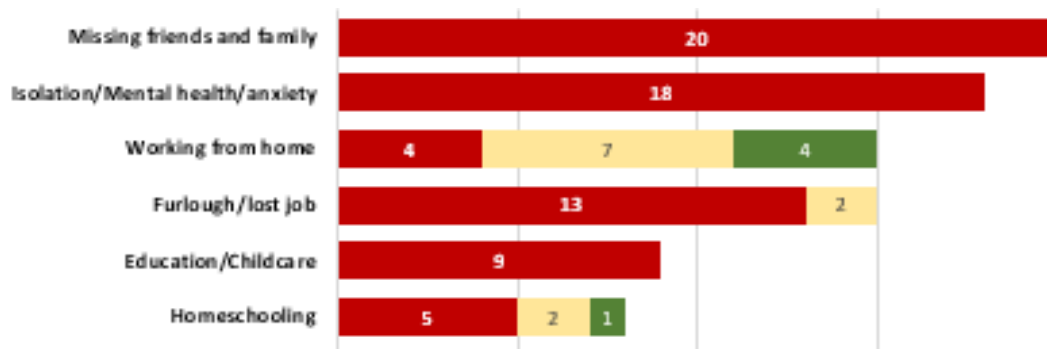
Perth City Centre



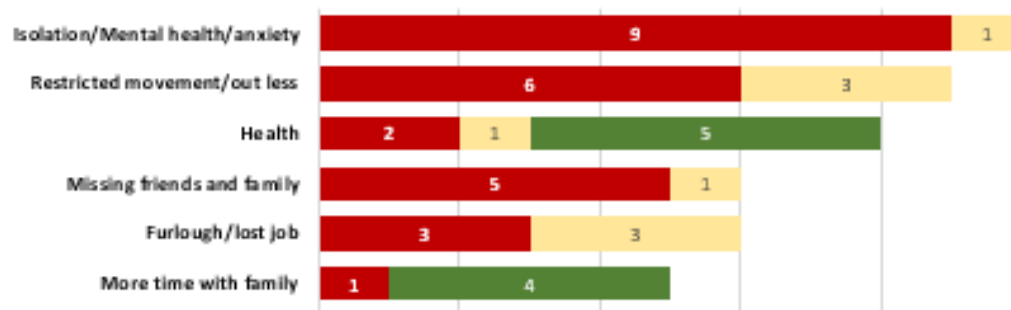
Perth City North



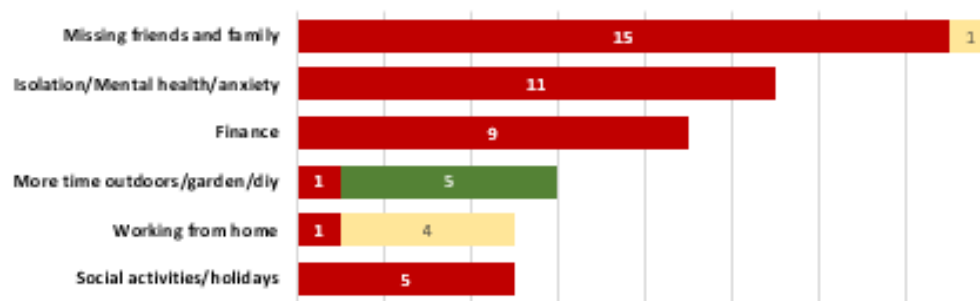
Perth City South



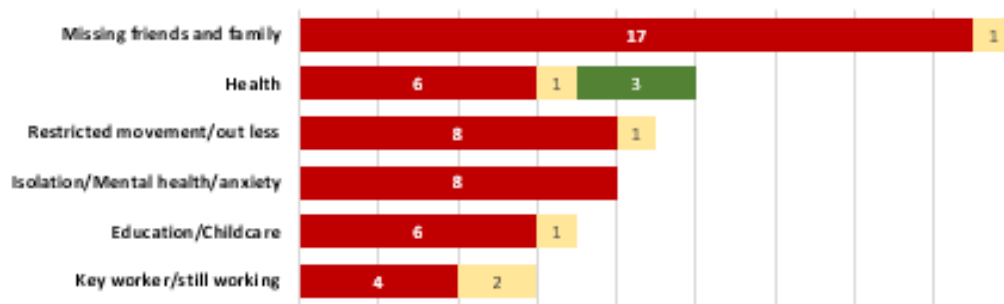
Strathallan



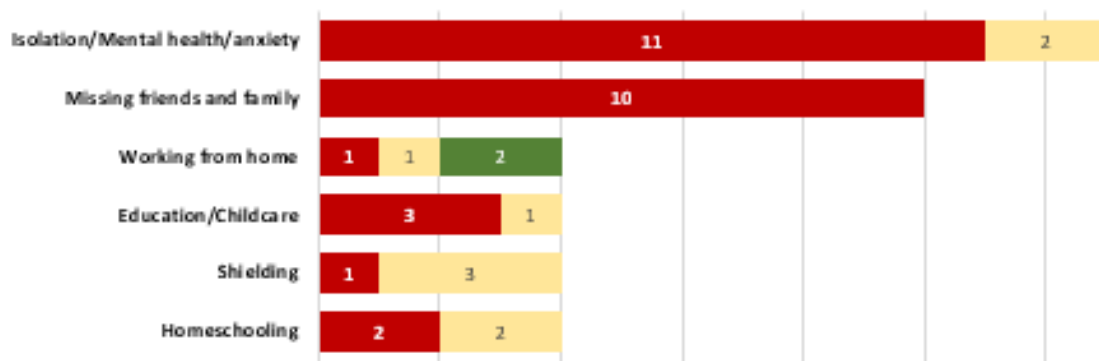
Strathearn



Strathmore



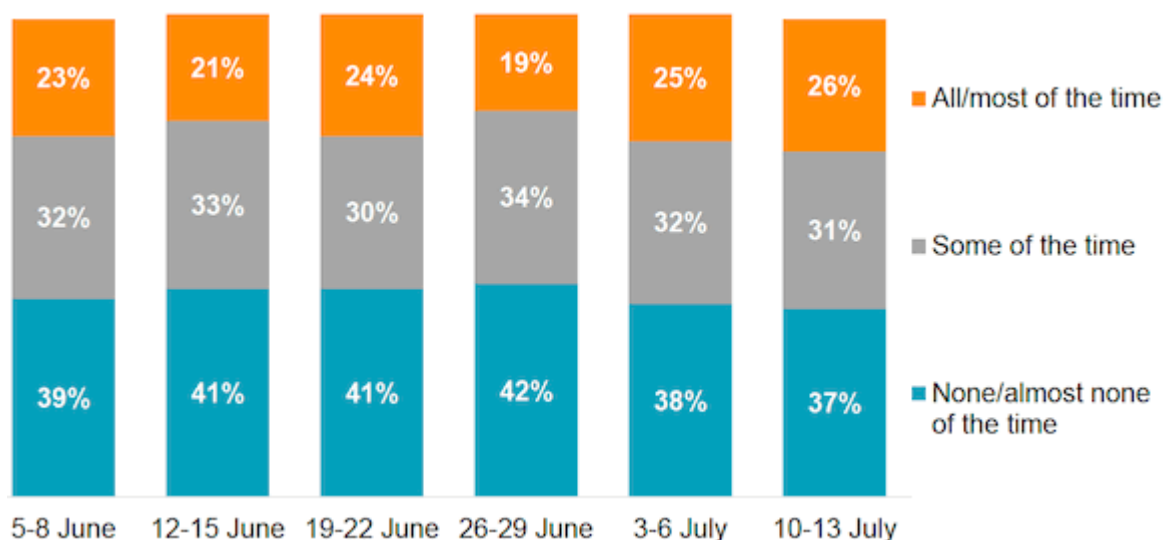
Strathtay



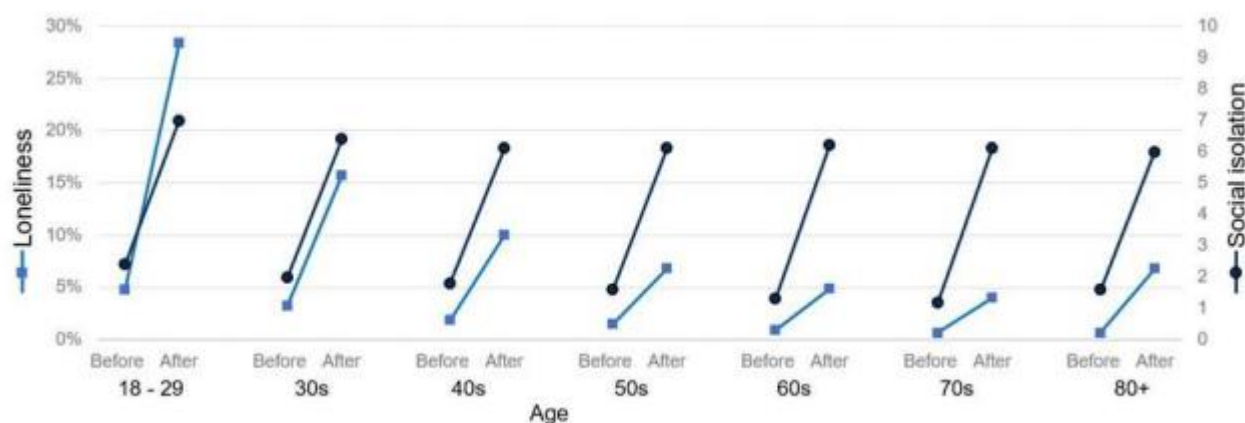
What other evidence are we aware of?

National surveys – A number of national surveys have been undertaken some of which will continue to further ongoing research particularly around health and wellbeing and the economy.

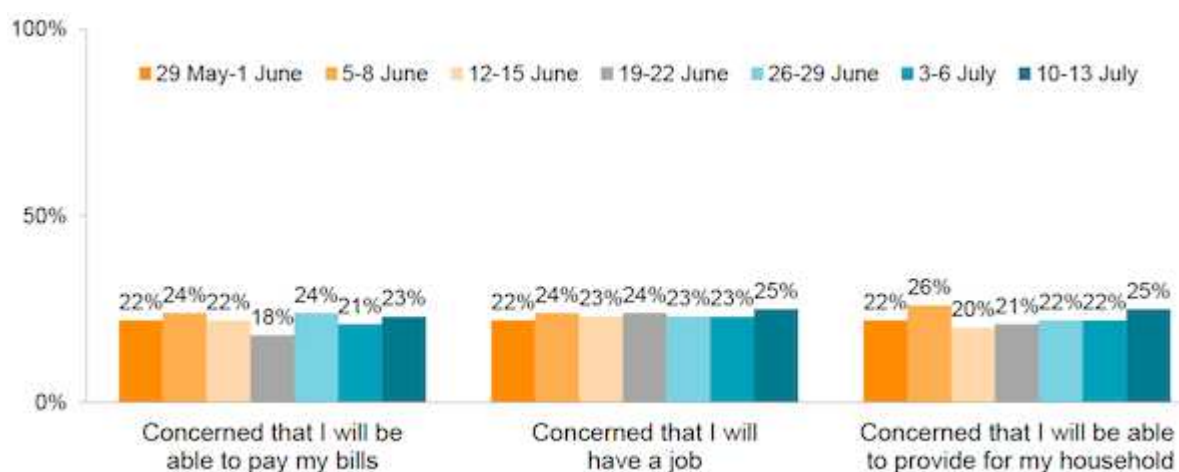
In relation to **Health and Wellbeing** the findings are not too dissimilar to the comments we received within our local surveys. Generally feeling stressed or anxious was the most common way adults experiencing some form of depression felt their well-being was being affected.



Scottish Survey on Lockdown – Loneliness and isolation - Feelings of loneliness and isolation before and during 'lockdown', by age group



Working and Finance - The national picture on the impact COVID has on people in relation to their income and finance is detailed in the chart below and again this resonates with what we heard from some respondents to our local survey.



Business – Some national data is detailed below and again these are not too dissimilar to the Perth & Kinross experience.

- 11% of the workforce remain on furlough leave, with 63% of furloughed employees receiving top ups to their pay;
- Of those businesses which had not permanently ceased trading, 36% of the workforce were working remotely
- The accommodation and food service activities industry reported the highest percentage of businesses reporting their risk of insolvency was severe to moderate, at 23%, compared with 11% across all industries.
- The arts, entertainment and recreation industry reported the largest percentage of businesses indicating that operating costs had exceeded turnover, at 40%.

Programme for Government 2021: “Protecting Scotland, Renewing Scotland”

The programme sets out measures to deal with the coronavirus as well as set programmes to aid recovery. The three themes are:

- A National Mission to Create New Jobs, Good Jobs and Green Jobs
- Promoting Equality and Helping our Young People Grasp Their Potential
- Promoting Lifelong Health and Wellbeing

These themes all linking into the four Recovery & Renewal workstreams.

Conclusion

Despite the situation that individuals, businesses, the third sector and the Council have experienced there has been some very positive feedback as well as some significant learnings for the four workstreams to consider in their planning processes.

What we heard across all the feedback received was the impact that the pandemic has had on peoples lives, their family, income and their mental health and wellbeing. There are a number of lessons for the Council and its’ partners to consider and improve, as well as a number of suggestions on how we can engage and involve communities more in decision making.

The findings and suggestions on how we can move forward with the Perth & Kinross Offer and to build a better Council are also echoed within the Fairer Futures report commissioned by the Fairness Commission in 2017.

- A Fairer Perth & Kinross: People, Place & Equality
- A strong start: An Equal Footing for Life – Chances, Choices and Confidence
- Fairer Working Lives: Opportunity, Security & respect
- A Thriving Third Age: Living Well, Belonging & Contributing
- Better Connected: Services, Transport & Digital Lives

The feedback we have received together with all our other intelligence, both local and national, will go on to inform discussions with communities, planning partners and staff on how we build back and even better council and taking forward the Perth & Kinross Offer.

everyone PKoffer
has something to offer



PK Offer Recovery and Renewal

Organisational
Development Plan
2020 – 2023

Full Council
7 October 2020



Our recovery & renewal ambition

- We recover from the impacts of the COVID 19 virus, develop a stronger economy and become a more sustainable and prosperous place to live and work
- We learn from the experiences of the pandemic, add pace to the Perth & Kinross offer and “build an even better Council” around Education and Learning, the Economy and Environment underpinned by Equalities and Empowerment





Our draft Recovery & Renewal Principles

Bold vision	We will be ambitious and agile in our approach and thinking to develop the "Offer" and deliver a bold vision for everyone to live life well.
Enabling	We will enable a culture of possibility, opportunity and capability by listening to what matters and embracing everyone in our community as having something to "Offer". We will address inequalities and focus on areas of specific need.
Partnership	We will develop joined up solutions and integrated approaches, connecting all forms of resources together in new and productive ways.
Kindness	<p>We will treat everyone fairly with kindness, compassion, respect and dignity. Our new ways of thinking and doing will include everyone.</p> <p>We will nurture a think yes culture, act upon our values, and reflect upon our learning and progress to enable continual development.</p>



Developing our "OD Offer"

- Our OD Work is aligned with The PK Offer and will support and develop our recovery and renewal workstreams and approach
- Our OD Offer is based upon what we think – and know from previous engagement and consultation - that our workforce wants
- We will seek feedback and suggestions on getting this right

Our Organisational Development Offer

Our Offer to you is that we will ;	Our ask of you is that you will ;
Listen to you and provide bespoke support to achieve your individual needs and team objectives	Participate fully, reflect on your experience and use what you have learned to make a difference in your role and team
Nurture and develop effective leaders who focus on creating the environment that enables colleagues to develop, deliver and flourish	Be curious and willing to learn, seeking out opportunities and keeping an open mind to development
Promote and care for your health and wellbeing	Practice self care and ask for support when required if not already offered
Promote an empowering culture where everyone irrespective of role, recognises the value of their contribution and is accountable for delivery.	Be accountable, positive and take responsibility for your behaviours and actions
Put people at the heart of all the work we do	Put people at the heart of your work
Believe you have something to offer	Believe you have something to offer

Our organisational development journey 2020 - 2023



Programme	Key Features		
Enabling Culture Change	Training and development of UGR's and UGR Leads	Promote and embedding a coaching culture	Development of values & behaviours
Developing our Leaders	EOT / CMG Development Framework	Engagement of leaders and completion of needs analysis assessments	Development of Aspiring / Leaders of the Future incorporating Induction / Succession Planning
Maximising Potential	Engagement / Consultation / Review of Development Discussions	Development and Integration of Leadership Management System	Engaging and promoting coaching and performance culture
Nurturing Health & Wellbeing	Staff surveys & temperature checks	Information Hub & internal engagement	Bespoke workshops, conferences
Elected member development	Development Needs Analysis & Individual Plans	Schedule and delivery of bespoke support sessions and events	Strengthening external networks and development support

Enabling Cultural Change

We want everyone to have a clear understanding of the expected values, behaviours and ultimately culture, here at PKC. Aligning with our strategic aims, we need to develop a culture where everyone is included in the journey.

OUR GOALS;

- Adopt agreed values and behaviours which set the tone and culture of PKC
- Encourage open and honest discussions with our workforce
- Collaborate on our cultural journey through various engagement opportunities open to all
- Develop our wider “Employee Offer”



Developing Leaders

Everyone can be a leader in our organisation, at any level. This is not managing others but meeting challenges, accountability for your own actions, role modelling our organisational behaviours and becoming the change you want to see.

OUR GOALS;

- Increase leadership development opportunities
- Design and implement Aspiring Leaders programme for our potential future leaders
- Promote a coaching approach and culture for everyone
- Provide learning opportunities and programmes where everyone can acquire the skills and experience to show leadership at any level



Maximising Potential

Maximising performance and potential is about developing a process that enables employees and managers to build relationships, clarify expectations, set priorities and agree developmental goals. It can help set a path for each individual to add value to our organisational objectives, contributing to the best of their ability.



OUR GOALS;

- Review existing Development Discussion process and carry out needs analysis with our workforce
- Developing a shared understanding of performance management and embedding an agreed approach
- Concentrating on development as well as performance
- Investing in a robust Learning Management System which provides ongoing support, data and evidence

Nurturing good health & wellbeing

The wellbeing of our employees has never been more important. Having healthy and happy employees matters. It makes us a stronger, more resilient organisation and improves performance. We are creating a culture that places value and promotes good health and wellbeing in all aspects of their lives.



OUR GOALS;

- Promote the importance of health & wellbeing widely
- Offer responsive support and interventions for our employees when required
- Cultivate a resilient, open and honest culture where people can speak up

Elected Member Development

Elected Members are skilled and experienced in setting the strategic direction of the organisation. This is the key to our success so ensuring learning support and development plans are in place for Members is key and will allow us to work towards a consistent and united culture. Supports offered will include;



- Individual Development Needs Analysis
- Bespoke Service Briefings to keep abreast of developments and changes
- Access to online learning and support modules
- Scheduled development sessions on general topics (e.g. Media Training)
- Using external networks & organisations such as the Improvement Service online platform/ COSLA guidance
- Coaching / mentoring platforms
- Support for digital skills

The OD offer in practice 2020 - 23



Personal Development	Team Development	Leadership Development	Organisational Development
<ul style="list-style-type: none"> • Coaching • Resilience Coaching • Mentoring • Learning programme • eLearning platform • Induction process • Bespoke development plans • Health & Wellbeing events, tools and conferences 	<ul style="list-style-type: none"> • Bespoke team building sessions • Team resilience • Team trust and healthy conflict • Insights Team Discovery • Afina Team Coaching programme 	<ul style="list-style-type: none"> • Coaching • Mentoring • Project Lift (self assessment questionnaires / career conversations) • Succession Planning • Talent management • Leadership attributes and development • Direct conversations and challenge 	<ul style="list-style-type: none"> • Cultural Change • Unwritten Ground Rules • Values and behaviours • Change Management • Developing employee offer and experience • Development discussion review and maximising potential • Staff engagement and feedback

Organisational Development Plan 2020 – 2023 Background Information

The role of Organisational Development

We have bold and ambitious aims to transform the way we work with our communities, citizens, partners, businesses, employees and other stakeholders and; to ensure that public services can be co-created and delivered sustainably to achieve better outcomes for the people of Perth & Kinross.

To achieve these aims will require a cultural and behavioural shift in how we build and sustain relationships, deliver our services and carry out our day to day roles. Building upon the many examples of best practice already evident in the organisation, it is the role of Organisational Development to support and develop our individuals, teams, leaders and elected members to enable them to undertake any changes required.

Our Organisational Development Plan has been developed as an “Offer” of different learning programmes, packages and supports. These are designed for different groups and levels within the organisation; individual; team; leaders; organisational and our elected members. It outlines our approach to achieving these aims and the workstreams that will support and nurture our people to Think Yes. In addition, we will support and develop approaches in partnership with other areas of the organisation and wider colleagues to continue increasing the capacity of volunteers and communities to get involved and influence our work.

Community engagement and capacity building

Community capacity building activities carried out by PKC Community Learning and Development (CLD) are a priority activity within the Community Learning and Development Plan (2019-2022). This is a statutory plan required by Education Scotland which sets out the commitments of PKC and its partners to deliver CLD which improves people’s lives and increases equality. CLD supports people and communities to engage in learning, personal development and active citizenship. Key priority groups for the Plan include volunteers and community groups, building their capacity to be positive influencers in their local area.

It is acknowledged that as we all have different skills and experience in working and engaging with our various communities, businesses, partners and people, we

need a flexible and responsive approach to the learning and support made available.

Workstream	Actions	Responsibility
Community capacity building	<ul style="list-style-type: none"> • Literacy support • ESOL training • Good governance • Funding bids • Building local networks and partnerships • Business Planning • Community asset transfers 	Communities team
Volunteer Support	<ul style="list-style-type: none"> • Supporting local volunteer groups (Bloom groups, Duke of Edinburgh, business volunteering to help charities with specific needs) 	Communities team; Greenspace team; Housing team; HR team; Services for Young People (via DoE); Community Care
Employee development re: Community engagement, collaboration, coproduction	<ul style="list-style-type: none"> • Walk a mile in someone's shoes • Learning lunches • Shadowing & observing • Coaching, facilitation and negotiation skills • Short films and animations • Infographics • Engagement events 	Communities team; Organisational Development team

Key areas of Organisational Development Progress

Our OD Plan focusses on four key programmes of work over the next three years;

- **Enabling Cultural Change**
- **Developing Leaders**
- **Maximising Potential**
- **Nurturing good Health & Wellbeing**

Based around these four areas, we are developing an online resource for employees, managers and elected members to access information, resources and materials in relation to the specific supports, tools and development opportunities available. At present, all these programmes will be developed and delivered online with virtual events, conferences and team development sessions offered. In this new virtual world, we are inhabiting, it is important that all learning and development opportunities for the foreseeable future are available online and while working from home. Although we are hopeful that the traditional organisational development support and face to face individual or group will commence at some point in the near future, this is not yet feasible as our offices remain closed and the majority of staff carry out their duties from home. Moving forward, our preference would be for a hybrid of activities that cater to our different preferences and learning styles – allowing everyone to actively take part and get involved.

In terms of our online approach, however, it has become clear that the PKC workforce have adapted well to this new way of working and since March 2020, our online learning platform has experienced an increase in usage from 43% to 86%. We have had feedback on various reasons for this such as;

- ongoing regulatory courses required for continuing professional development
- updating essential eLearning modules
- staff, keeping abreast of training opportunities
- retasked staff carrying out learning and development modules to increase competency and prepare for new roles
- recovery and renewal eLearning programmes – teams are requesting eLearning solutions in future to support induction and staff learning e.g. Assessing and Charging, First Aid, Climate Change and Sustainable Development and Fuel Poverty. A one day first aid course was developed and published by Organisational Development mid-August and 83 staff have completed this learning to date.

There has also been an increase in staff accessing online learning and development materials through the PK Learning website and other available online channels and links. This signifies a huge cultural shift in not only how we carry out development and learning but fundamentally in how our workforce is experiencing the “way we do things around here”.

Culture and principles

In 2019, we held around 30 employee events to discuss the PK Offer and how we can bring this to life with a culture of empowerment, Think Yes and Just do it! Moving in this direction, may mean a cultural and behavioural change for some of us, both as employees and/or managers.

Our culture is experienced differently by all of us although we all contribute. It is made up of our own expectations, past experiences, philosophy and differences. It is based upon the shared attitudes, beliefs, customs and rules (written and unwritten) that have been developed over time and are considered acceptable to us. We show our organisational culture to others in the way we conduct ourselves and communicate with others – how we move forward, change and develop.

Our culture needs to underpin and support our organisational aims and principles. For our recovery & renewal programme, we have set out the following internal draft principles which although set a focus and direction, may change and evolve as we continue our engagement discussions;

Bold vision	We will be ambitious and agile in our approach and thinking to develop the “Offer” and deliver a bold vision for everyone to live life well.
Enabling	We will enable a culture of possibility, opportunity and capability by listening to what matters and embracing everyone in our community as having something to “Offer”. We will address inequalities and focus on areas of specific need.
Partnership	We will develop joined up solutions and integrated approaches, connecting all forms of resources together in new and productive ways.

Kindness	<p>will treat everyone fairly with kindness, compassion, respect and dignity. Our new ways of thinking and doing will include everyone.</p> <p>We will nurture a think yes culture, act upon our values, and reflect upon our learning and progress to enable continual development.</p>
-----------------	--

These principles underpin the culture we are working towards and will be reflected in our key programmes and the resulting projects.

Engagement and consultation

We want our employees to be clear what we mean by Organisational Development, how it affects them and what development opportunities are available to them. Cultural change will only become a reality if everyone engages and understands their own contribution. To ensure that we are engaging and listening in relation to our proposed approaches, we will be adopting a few specific methods;

1. Unwritten ground rules (UGRs) – we will be carrying out an in-depth project with around 30 UGR Leads being trained internally to facilitate smaller group meetings and events where teams can discuss culture and how they think we could build upon where we are now and what we can improve.
2. Staff surveys and temperature checks – our OD Plan will impact on each team and every individual. In using employee engagement mechanisms, we will clarify the development support our people need and want.
3. Discussion sessions – we will hold learning events to ask for feedback and suggestions in relation to our OD Plan and organisational development support in general.

It is important that we include everyone who wants to get involved, in our organisational development approach. While a plan in “black and white” is useful to relay our intent and be clear on priorities, it is the discussions, engagement and two-way communication that we hold with our people that will capture hearts and minds and lead us forward into an organisation that is working towards building a better Perth & Kinross.

Elected Member Development Plan

In addition to our four organisational workstreams, we are also developing a fifth workstream to ensure a consistent and structured framework for Elected Member development. As our Members are responsible for setting the strategic direction of the organisation while providing healthy challenge and support to Officers, it is important to ensure that they are equipped for and supported in carrying out these demanding roles.

Ensuring that we support their learning and development effectively will allow us to work together to achieve our aims and ultimately, a united culture. It is proposed that individual development plans are created which will be reinforced with specific and general learning opportunities including;

- Specific services conduct bespoke briefings around areas of interest and development throughout the year when appropriate.
- Range of online modules and packages that are available for Elected members to work through at their own pace.
- Scheduled development sessions based upon need or request e.g. Media / digital Training
- Coaching and Mentoring
- External networks and organisations e.g. Improvement Service online platform is a free service for Elected Members in Scotland to access information, guidance, development and support.
<https://www.improvementservice.org.uk/what-we-do/support-for-elected-members>

We will also use our PK Offer / Renewal and Recovery Member Officer Working Group to give a steer on any areas of learning and development requested by the wider Member group.

Evaluating and Monitoring our OD Programmes

To ensure we remain responsive and flexible in delivering the Organisational Development Plan, it is important that we measure the impact and success of our learning and change programmes, reflecting on the final results and overall value. To do this, it is proposed we adopt Kirkpatrick's Model of training evaluation which consists of four distinct stages as below:

	1.Reaction	2.Learning	3.Behaviour	4.Results
Definition	Feedback on experience and	Difference between performance	Transfer of knowledge and	Quantifiable impact on the organisation

	reaction of learners	pre and post learning	success "on the job"	
Sources to be used	-Feedback Surveys -Scales/Ratings	-Pre/post self assessments -Focus Groups -Sharing	-Manager feedback -Peer comments -Mentoring / Coaching	-Culture temp checks -staff surveys - feedback -employee stats (promotion)

The first two levels are carried out by the Organisational Development and integrated into learning programmes. Levels three and four are more complex and require a higher level of manager and individual accountability and involvement. To carry out all levels of evaluation effectively, the introduction of an online Learning Management System is being explored. This will allow all aspects of learning and support to be recorded electronically and a joined up approach between all parties involved.

Risks

At present, we are unable to carry out any face to face development sessions and are supporting our colleagues to learn remotely via online resources. However, we remain hopeful that a hybrid approach of both online and in person learning and development will be reintroduced in the coming months as restrictions continue to ease. There are both benefits and risks of an online only approach and we have outlined below some of these risks and the ways in which we can mitigate against them:

Risks	Mitigation / Benefits
Engagement can be challenging and not everyone will want to get involved online and some of our workforce do not have day to day access to a computer in their roles.	We have been using MS Teams technology to great effect internally and will trial other ways this can work externally as well as using tried and tested methods such as social media and telephone.
Resilience of I.T. infrastructure as we continue working from home longer terms in greater numbers.	I.T have been responsive and efficient – adapting new ways of coping with the demand for homeworking on our systems.

Resourcing; not having the required amount of dedicated time or people to work effectively in this area which can lead to over promising and under delivering.	Online learning can be cost effective per person and requires no travelling costs and time. Some online learning requires no facilitation and allows people to work through at their own pace.
New waves / strains of Covid-19 and the uncertainty faced in this area has the potential to cause further disruption.	Once developed, online learning can be easily updated and be available to a large number of employees at the same time.
Lack of intelligence and information gathering in some areas means we will need to find creative ways of reaching all of our communities.	Communities have come together and worked to protect the most in need and we have witnessed more volunteering, togetherness and community cohesion during this time than ever before.
Gaps in existing data for external engagement. We have not been able to make contact with people using our services in the same face to face way and will need to ensure that we find different methods of engagement.	For some people who live rurally or are unable to travel, online meetings and events have been a welcome addition to their lives. They have felt included in meetings that they would have been unable to before and are keen to see us continue and develop these ways of working.
This is a new way of working so reluctance to change, take risks or think creatively and reverting to what we have always done.	People have embraced the enforced new ways of working and we have seen a real increase in online learning and engagement. We need to continue to think creatively around this so we can include these new ways as we increase our face to face interactions.

Building and Even Better Perth and Kinross

The Perth and Kinross Offer aims to enable everyone in Perth and Kinross to play their part in making this a fairer place for all. It will mean different things to different people; new way of working that will help individuals, communities and businesses to share their ideas, skills and connections. Everyone in our active and diverse communities, every person, every group and every organisation, from our independent retailers, our gyms, our Firefighters, to our Bloom Groups, our schools, our NHS, our cyclists, our amazing third sector groups.

Everyone has something to Offer

This will require a change in how we deliver our services and the traditional relationship between public services, citizens, businesses, investors and visitors. We need to move away from the relationship of provider and consumer to work together, to agree joint priorities and designing the future we want.

Perth & Kinross Offer



Perth & Kinross Offer

What we will do

- Believe in our bold vision that everyone in Perth and Kinross can live life well
- Have an open mind and an ethos that everyone has something to offer by listening to your views and working together to achieve the best outcomes.
- Understand our communities and have a clear approach which allows communities to flourish
- Provide our services in a flexible way, focused on the people receiving them
- Ensure everyone has the same opportunities and people feel they belong and are included.

What we would ask you to do

- Promote Perth and Kinross as an attractive place to live and work and where everyone lives life well
- Get involved and tell us your views
- Support your community and if you can, volunteer
- Look after you and your loved ones' health and wellbeing



We want to work with communities to tackle inequality and provide better outcomes for individuals, building stronger communities, delivering services based around what communities and individuals tell us they need.

Together we wish to:

- Find new ways for the Council to deliver services in a more joined-up and flexible way, able to be more responsive to the needs within local communities, and to work together in partnership to address them.
- Shift more decision making to local communities, with budgets and resources.
- Keep working to tackle discrimination and prejudice, promoting equal opportunities for all, creating a fairer Perth & Kinross
- Fully understand the impact of COVID-19 on communities across Perth and Kinross, and what support is needed to recover



Equalities, Empowerment & Fairness

What we will do

- Work with community groups to have a shared understanding of particular needs of the area and how we can work better together to determine the most appropriate solutions
- Greater collaboration with partners and communities – all stakeholders having an equal voice and recognising that everyone has something to offer
- Collaborate and co-produce solutions and activities which best meet the needs of the local community
- Support community groups to identify funding solutions and provide advice and guidance on applications
- Work with all our partners to support your health and wellbeing
- Be digitally inclusive – but also recognising that this may be a barrier for some, and alternative solutions may be required
- Adapt our processes which best meet the needs of people as well as our legislative requirements

What we would ask you to do

- Engage with local community groups and encourage others to get involved and let us know if there are any barriers or things getting in the way
- Work with us to have a shared understanding of local needs as well as legislative requirements
- Contribute to forums to connect with your community and the Council and share information
- Tell us if anything in your area is concerning you
- Get online and access services digitally where possible and encourage others to do so
- Take forward funding applications to support community activities
- Look out for people who may not have anyone to support them
- Take responsibility for your own health and wellbeing



Our aim is to build an even better Perth and Kinross by embedding the principles of the UN Sustainable Development Goals by working with our key partners, and citizens in the spirit of the Perth & Kinross Offer.

- Capitalise on the great work done by communities and the voluntary sector in delivering community resilience. Key will be understanding the assistance the Council requires to provide to enable effective action.
- This joint working will include activities such as:
 - Transport
 - Buildings & energy
 - Waste
 - Land use
 - Business and industry
 - Adaptation activities



Environment

What we will do	What we would ask you to do
<ul style="list-style-type: none"> ➤ We will work with our partners and do our part to take forward the climate change strategy ➤ Collaborate with partners and communities to identify the best solutions in relation to public transport and accessibility to towns and villages ➤ Consult and engage with community groups to have a shared understanding around the repair and maintenance of our road networks. ➤ Consult and engage with community groups to have a shared understanding around waste and recycling ➤ Build on the work we do with community groups in maintaining our outdoor green spaces and ensure these are accessible and user friendly ➤ Fulfil our legislative duties 	<ul style="list-style-type: none"> ➤ Engage and encourage involvement of local community groups to get involved in keeping our parks and play areas attractive places ➤ Do what you can to reduce your carbon footprint by walking, cycling and use of public transport ➤ Recycle your waste ➤ Do your part and encourage others to keep our streets clean and tidy by not dropping litter and reducing dog fouling. ➤ Let us know if there are particular environmental concerns in your area (pot holes, street lighting, waste/refuse) ➤



There have been some remarkable stories of resilience and entrepreneurial thinking with some of our local businesses providing new products or services or quickly managing to find innovative way to service customers, all through these challenging time. This can-do spirit lies at the hear of our assertion in these challenging times that “Everybody has something to offer”.

Our aims:

- ▲ Devise an economic recovery and growth strategy that takes account of any longer-term strategic regeneration and economic development opportunities in Perth and Kinross
- ▲ Support affected businesses and unemployed individuals
- ▲ Engage with partner organisations able to provide financial and other support for recovery/regeneration
- ▲ Devise actions for longer term transition to a wellbeing economy and advise on physical infrastructure matters in support of economic development



Economy

What we will do	What we would ask you to do
<ul style="list-style-type: none"> ▲ Promote events across the region to support tourism ▲ Support businesses to develop by signposting to business advisors ▲ Support local businesses to access grants ▲ Support people to access training and develop skills to enable them to get into work ▲ Promote grant/loan schemes to support local businesses ▲ Promote and support businesses to access international markets ▲ Promote buy, shop and eat local campaign ▲ Work with partners to further development digital connectivity 	<ul style="list-style-type: none"> ▲ Take advantage of the opportunities available, through business advice, funding etc ▲ Take up the opportunity of training and developing skills ▲ Employ and develop young talent in the workplace ▲ Be ambitious and take up opportunities to diversify and adapt to different economic landscapes ▲ Promote Perth & Kinross as a place to live, work and enjoy ▲ Attend and encourage others to attend local events ▲ If you are an employer, pay the living wage ▲ Exploit digital opportunities to make the most of your business ▲ Support local businesses by shopping locally ▲



Our focus along with our Tayside partner is to reduce inequalities, promote educational attainment and enable children and young people with additional and complex health concerns to access high quality healthcare services.

Our vision is that:

“Our children and young people will have the best start in life and Tayside will be the best place in Scotland to grow up”

- Working with all our partners and with the participation of local communities that we make the best use of available resources, learn from each other and develop momentum to improve services.
- We will work together to strengthen families and improve the lives and the long-term chances of all our children and young people



Education & Learning

What we will do	What we would ask you to do
<ul style="list-style-type: none"> ➤ School environment which encourages learning and development which provides children and young people with the skills they need for the future ➤ We will work alongside families to improve children’s wellbeing and encourage early social and emotional development ➤ Focus on groups of children and young people who are more likely to experience inequalities and poor outcomes in health, wellbeing, education and post-school destinations. ➤ Protect our children and young people from harm at home, school and in the community 	<ul style="list-style-type: none"> ➤ Support your child to get the best out of their education ➤ Encourage your child to join local groups or clubs and after school activities ➤ Talk to your child about their mental health and wellbeing ➤ Access early year nursery places ➤ Look after you and your family’s health and wellbeing ➤ Get involved in your child’s school

