



Council Building  
2 High Street  
Perth  
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14/05/2021

A meeting of the **Perth and Kinross Community Planning Partnership Board** will be held virtually on **Friday, 21 May 2021 at 14:00**.

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

**BARBARA RENTON**  
**Interim 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 (Co-Chair)  
Councillor M Lyle, Perth and Kinross Council (Co-Chair)  
Councillor P Barrett, Perth and Kinross Council  
Councillor A Parrot, Perth and Kinross Council  
M Cook, Perth College UHI  
E Fletcher, NHS Tayside  
W Hynd, Jobcentre Plus/DWP  
G MacDougall, Skills Development Scotland  
J McNairney, Scottish Government  
B Renton, Perth and Kinross Council  
N Russell, Police Scotland  
S Wood, Scottish Fire and Rescue Service  
M Wright, Scottish Enterprise



**Community Planning Partnership Board**

**Friday, 21 May 2021**

**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.***

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- 1 WELCOME AND APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
- 3 MINUTE OF MEETING OF THE COMMUNITY PLANNING PARTNERSHIP OF 11 DECEMBER 2020** **5 - 26**  
(copy herewith)
- 4 REVISED LOIP DOCUMENT** **27 - 42**  
Report by Head of Culture and Communities (copy herewith G/21/39)
- 5 LOCAL RESILIENCE PARTNERSHIP** **43 - 74**  
Report and Presentation by K McNamara, Tayside Contracts (copy herewith G/21/40)
- 6 REGIONAL TRANSPORT STRATEGY - MAIN ISSUES CONSULTATION**  
Presentation by M Speed, TACTRAN
- 7 ANY OTHER COMPETENT BUSINESS**
- 8 DATE OF NEXT MEETING**  
2 July 2021

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## 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 Friday 11 December 2020 at 10.00 am.

**Present:** Councillor R McCall (substituting for Councillor M Lyle) and Councillor T Gray (substituting for Councillor A Parrott) (Perth and Kinross Council); P Graham, PKAVS; G MacDougall, Skills Development; G Pryde, Scottish Fire and Rescue Service; J McNairney, Scottish Government; M Wright, Scottish Enterprise; N Russell, Police Scotland; Margaret Cook (Perth College/UHI) (from item 4); and A Eriksen, NHS Tayside (on behalf of E Fletcher).

**In Attendance:** B Renton, S Devlin, F Robertson, D Stokoe, L Haxton, M Butterworth, C Guild and K Molley (all Perth and Kinross Council).

**Apologies:** Councillors M Lyle, X McDade and A Parrott (Perth and Kinross Council); E Fletcher, NHS Tayside; B Nicoll, NHS Tayside; and M Wright; Scottish Enterprise.

### 1. WELCOME AND APOLOGIES

P Graham welcomed all present to the meeting and apologies were noted above.

### 2. DECLARATIONS OF INTEREST

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

### 3. MINUTE OF MEETING OF THE COMMUNITY PLANNING PARTNERSHIP BOARD OF 7 JULY 2020

The minute of meeting of the Community Planning Partnership Board of 13 October 2020 was submitted and approved as a correct record.

### 4. COMMUNITY PLANNING ANNUAL REPORT 2019/20

There was submitted a report by D Stokoe, Community Planning (G/20/158) outlining how the Community Planning Partnership aim to improve life chances and opportunities for people across Perth and Kinross.

M COOK ENTERED THE MEETING DURING THIS ITEM.

D Stokoe provided a verbal update on the community Planning Annual Report, which sets out progress against the Local Outcome Improvement Plan (LOIP). The report runs from October 2019 to September 2020 and sets out Partnership working across the five strategic objectives set out in the LOIP, including case studies from partners on the CPP Board. D Stokoe thanked all partners who had contributed to this paper and encouraged partners who have not provided contributions to do so. This will be very beneficial and hopefully reduce any remaining gaps in the document. He added that all the information will be collated together in the beginning of 2021 and will be circulated to Board members for final sign off.

B Renton advised that the Annual Performance Report and update are sent to a meeting of Perth and Kinross Council for consideration by all Elected Members. B Renton added that it is important to show as much Partnership working as possible to reassure members who are not involved in Community Planning that there is strong Partnership working throughout Perth and Kinross.

**Resolved:**

The contents of Report G/20/158, be noted.

**5. REVISED LOCAL OUTCOME IMPROVEMENT PLAN**

There was submitted a report by Head of Culture and Communities Service (G/20/162) summarising the work undertaken by the CPP Short Life Working Group and CPP Executive Officer Group to develop a new Local Outcomes Improvement Plan aligned with the Perth and Kinross Offer; (2) asking the Board to discuss and approve this structure, with the revised LOIP document to be presented to the Board in Spring 2021; and (3); asking the Board to approve the next steps in developing and delivering a revised LOIP for 2021/22 onwards.

P Graham and D Stokoe emphasised the importance of being able to identify issues through the new planning framework and areas where partners of the Board need to work together. A Eriksen added it is vital to analyse what we have learnt over the past 9 months due to the Covid-19 pandemic and to analyse lessons learnt in progressing the LOIP. We need to ensure this structure is fit for purpose in terms of delivery of resources to improve the lives and opportunities of the people of Perth and Kinross. P Graham added that a one size fits all approach will not suffice and we will need to look at how we tackle separate issues differently.

In response to question from Councillor T Gray, D Stokoe advised that Local Action Partnerships were in the process of refreshing their own action plans at the beginning of 2020 and was postponed due to the pandemic. However, the priorities of the LOIP have been shared with Local Action Partnerships for their feedback and they have agreed that their priorities would be broadly similar. P Graham added it is important to ensure communities have a voice who may share similar interests or ambitions and

therefore does not just depend on geographical areas – for example, Equality Groups.

**Resolved:**

- (i) It be agreed that the LOIP will be a central component of the Perth and Kinross Offer or the Perth and Kinross Offer will be a central component of the LOIP, with a specific focus on equality in line with the CPP Board's statutory duty to address inequality.
- (ii) The alignment of priorities identified by the Short Life Working Group and CPPEOG with the wider themes of the Offer, be agreed.
- (iii) The role of the CPPEOG Lead Officers in overseeing development/delivery of Action Plans, be noted.
- (iv) It be agreed that the proposed format for Action Plans will set out how these priorities will be delivered from 2021/22 onwards.
- (v) The overall governance and accountability will be agreed by the CPP Board.

## **6. PERTH AND KINROSS OFFER**

C Guild provided a slide-based presentation on the development of the Perth and Kinross Offer over the past year and how Covid-19 has impacted on this (Appendix 1).

In response to a question from Councillor R McCall, C Guild advised that there have been some detailed conversations with Community Groups to think about how we work together to free up resources and time. She added that this is an ongoing process but as Covid-19 restrictions ease we should see more examples of the Perth and Kinross Offer in practice and better opportunities to work jointly with Community groups. In response to another question from Councillor R McCall regarding virtual engagement, C Guild advised the new way of digital engagement has meant that there has been contact with certain Community Groups, being able to share information virtually. The disadvantage of this is that some communities may feel isolated with not being able to engage digitally without the right technology. C Guild advised that Community Groups have helped by engaging with their Communities who may have not been able to make contact directly. P Graham emphasised the importance of using digital participation with communities as an extra way of communicating instead of using this method of engagement as a substitute of person to person contact.

L Haxton added that Connecting Scotland is a project which is run by the Scottish Council Voluntary Organisations funded by the Scottish Government to help communities use online resources effectively. The aim is to get tablets with Wi-Fi to those who currently don't have access to technology. They have had two rounds so far – the first round targeted vulnerable people to Covid-19 in Perth and Kinross where 200 tablets were provided. The second round is running currently which is focusing on pregnant woman and people with young children with 600 tablets being delivered to people in Perth and Kinross. There is commitment for a further two rounds of delivery targets to certain groups. L Haxton added that the Digital Participation

Working Group was created with Council and partner involvement to look at what actions we need to take to increase digital participation.

Members thanked C Guild for her informative presentation.

Members had a further discussion regarding next steps for developing the LIOP and how the Perth and Kinross Offer aligns with this Plan. This will be a key theme of CPP Board Workshop which is due to be held in January 2021. P Graham added that it is vital that as a Board we work together as quickly as possible to address the issues that are priorities for Communities as we recover from the Covid-19 pandemic and the related economic and health crisis.

## **7. ANY OTHER COMPETENT BUSINESS**

S Devlin mentioned the new operation Stung which had been raised at the Children, Young People and Families Partnership by Police Scotland, relating to anti-social behaviour. A core group of young people are partaking in risky and dangerous behaviour in Perth and Kinross. Work is underway with parents and family whose children are caught up in this kind of behaviour. S Devlin advised that Education and Children's Services, Police and other colleagues are looking to address this in a Partnership approach. N Russell emphasised the importance of this issue and suggested that this kind of behaviour may have increased as children have become frustrated due to causes of Covid-19 and the restrictions around this, with many being stuck at home and being isolated from their peers. N Russell advised that Police Scotland welcome a Partnership approach and encourage feedback on how this issue is being tackled. She added that the Police are looking at many different practices across the Division and Scotland to support prevention of this type of behaviour and aim mitigate the risk.

In response to a question from Councillor Gray regarding if these incidents are occurring locally or are wide-spread, N Russell advised that the majority incidents do occur in Perth city centre. She added that Police Scotland are working with the Council to highlight the hotspot areas of crime. Regarding this, A Eriksen added the NHS would like to be involved in the prevention of this kind of behaviour in children and young people, with new consultants due to start in early 2021. This will also allow to seek opportunities for other positive diversions and highlights a partnership approach in tackling this issue.

## **8. MEETING DATES FOR 2021**

P Graham advised that meeting dates for 2021 will be issued to members in due course.

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**everyone** PKoffer  
has something to offer

# CPP Board – 11 December 2020

## The Perth and Kinross Offer Update

# PK Offer concept



- Transformation in how we deliver services and build relationships with our communities, partners, businesses, investors, visitors, public services, and our staff
- moving away from only traditional models of public service delivery and the relationship of provider and consumer
- working differently with citizens, businesses and communities to agree priorities and co-create our futures together, aligning our budgets with those ambitions
- targeting our resources (collective) where they will have the greatest impact
- wrapping services around communities in locations convenient to them – placemaking

# Developing the Perth and Kinross Offer Priorities – December 2019

1. Building our Perth and Kinross Offer vision
2. Creating a Communication and Engagement Plan- Interim Summary of engagement feedback
3. Developing our Employee Experience - Organisational Development Plan
4. Promoting “Quick Wins” / Successes
5. Enhancing our digital engagement platforms



## 2020... the landscape changes



- Rapid transformation to the way we operated with new ways of working
- Continued delivery of essential services and stepping into vital new roles
- Flexibility of our staff and a change in working practices; more agility, commitment and flexibility; empowered to adopt a Think Yes approach; working with minimum supervision
- Closer working with our communities and volunteers - prioritisation of focus on the needs of most vulnerable
- Recovery & Renewal begins with 4 workstreams (Equalities, Empowerment & Fairness, Economy, Education and Environment) – longer term plan becomes the PK Offer in practice.

# Developing our priorities during the pandemic

## 1. Building Our PK Offer Vision

### ➤ **Phase 1 – Discover (July – Oct)**

- Engagement activity to understand the impacts of the pandemic

### ➤ **Phase 2 – Vision and Define (Nov – Mar 21)**

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

### ➤ **Phase 3 Deliver (April 2021 onwards)**

- Designing and delivering



## 2. PK Offer – Phase 1; Discover (communication and engagement plan)

- Two Health & Wellbeing surveys (April / Oct – 2800 responses)
- Staff impact questionnaire (Aug – 1500 responses)
- External Engagement Survey (June/July – 787 responses)
- Community Impact Assessment Survey
- Two Business Barometers (June/Sept – 1300 responses)
- 10 Ward meetings (July – Dec)
- Equalities group meetings (Jun onwards)
- Shared Data between partners



# Perth & Kinross Phase 1 Feedback

## Key Themes

- 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

[Full analysis](#)



# Community Planning Partnership emerging priorities

## Board July 2020

- Child poverty
- Food poverty
- Fuel poverty
- Employability
- Physical and mental wellbeing (isolation)
- Digital Participation
- Education and learning

## Working Group October 2020

- Digital exclusion and connectivity.
- Poverty.
- Mental wellbeing.
- Youth unemployment
- Protecting the most vulnerable including children.
- Minority ethnic communities and migrant workers.
- Community participation and co-production of services.
- Locality partnership working.
- Data sharing.

### 3. PK Offer – Phase 1; Discover Developing our Employee Experience

- less reliance on buildings and embraced digital technology
- Agility and flexibility
- less bureaucracy
- risk positive
- partnership with key community groups
- focus on inequality issues in communities-food poverty, rural transport and social isolation
- work at pace to ensure the timely interventions and support required by communities



### 3. PK Offer - Our Organisational Development plan



#### Four key programmes of work :

- Enabling cultural change
- Developing leaders
- Maximising potential
- Nurturing good health & wellbeing

Coaching, resilience, frontline leadership, community capacity building and delivery of the Think Yes!

Community members - training, information, support and learning opportunities to enable effective participation.

Joint working opportunities / Shared learning with CPP members

## 4. PK Offer - promoting “Quick Wins” / Successes



Since March 2020 we have gathered many case studies and examples of the PK Offer ethos in practice with communities and individuals;

- Displaying “neighbourliness” - getting to know and help out in their communities
- Working jointly with us to support vulnerable people - helping with food deliveries, shopping, gardening and small tasks
- Groups set up quickly to answer the needs of their own communities, managing their income and keeping in touch for support / assistance needs
- supporting children with home schooling and encouraging them to keep active and healthy
- undertaking minor repairs within their homes and maintaining greenspace and neighbourhoods

## 5. PK Offer - enhancing our digital engagement platforms



- virtual and digital engagement platforms
- dedicated staff website
- Videos blogs and podcasts
- engagement with communities, residents and businesses
- Social media
- Virtual meetings

## PK Offer –Next steps

- Phase 2 – vision and define
- Ongoing communication and engagement
- Delivery of OD plan
- Continue to consider the ongoing financial and resource implication – structures / programme management
- Commence a governance review



# Current Vision [Community Plan \(2017 -2027\)](#) & [Corporate Plan \(2018 -22\)](#)

Creating a confident, ambitious and fairer Perth and Kinross,  
for all who live and work here.

Strategic objectives:

1. Giving every child the best start in life
2. Developing educated, responsible and informed citizens
3. Promoting a prosperous, inclusive and sustainable economy
4. Supporting people to lead independent, healthy and active lives
5. Creating a safe and sustainable place for future generations

# What do we mean by vision and design?



- We want to build back a better Perth and Kinross
- We have proposed principles around:
  - Bold Vision
  - Enabling
  - Partnership
  - Kindness
- Core to this is we want ensure everyone has something to offer
- We build on the information we have received through feedback, particularly around key themes identified about the impact of Covid-19

# How are we doing this?



## STEP 1 –

- Workshop discussion with CPP in January 2021
- Develop a Vision, High Level Objectives and Outcomes with our Community Planning Partnership
- Set clear principles
- Agree the strategic framework LOIP / Blueprint for the Offer

## STEP 2 -

- Engage with our communities to test the **proposed vision** and **priorities for the PK Offer**
  - Community Groups
  - Third Sector
  - Private Sector and Local Businesses
  - Members of the public
  - Members of staff

# What will we use to build our vision and objectives?



- National Performance [Framework](#)
- National themes – Roadmap to recovery and renewal
- [Fairer Futures](#)
- Local Intelligence
  - [Feedback](#) from recovery & Renewal Phase 1
  - Locality Profiles
  - Stories of Place
  - Local Assets

# What are the planned outcomes?



By the end of March 2021 in partnership with our communities, the CPP will have:

- An agreed approach and vision (the PK Offer Blueprint)
- Objectives
- Key priorities
- All underpinned by agreed principles

## PERTH AND KINROSS COMMUNITY PLANNING PARTNERSHIP

### CPP BOARD MEETING

21 MAY 2021

### REVISED LOIP DOCUMENT

**Report by Head of Culture and Communities Service, Perth and Kinross Council**  
(Report No. G/21/39)

#### **PURPOSE OF REPORT**

This report summarises and presents the work undertaken so far to develop the new Local Outcomes Improvement Plan, aligned with the Perth and Kinross Offer. Board is asked to discuss and consider the proposed structure of the new LOIP and agree the formation of a Short Life Working Group to develop the specific necessary actions, based on intelligence and feedback from the CPP Conference in April.

#### **1. BACKGROUND**

1.1 In December 2020 CPP Board agreed five new strategic priorities for a revised Local Outcomes Improvement Plan:

1. Poverty (including child poverty, fuel poverty and food poverty)
2. Mental and physical wellbeing
3. Skills, learning and development
4. Employability
5. Digital participation.

1.2 Board agreed that a new LOIP should be in place for summer of 2021. A proposed structure for the LOIP is presented in Appendix 1.

#### **2. CPP CONFERENCE**

2.1 In February 2020 CPP Executive Officer Group agreed to organise a CPP Conference designed to:

- Reconfirm our key priorities for the future, in light of what we have learned about the impact of COVID on our communities
- Identify where we can build on successful community-led initiatives to improve outcomes
- Agree the CPP actions required to deliver our priorities in 2021/22 and beyond.

2.2 The key focus of the Conference was a series of workshop sessions, where partners discussed each strategic priority in turn and considered:

- The existing work already underway in relation to this priority
- New actions and commitments that need to be taken in partnership
- How communities can be supported to take forward actions which impact on this priority

2.3 The Conference Report is attached as Appendix 2 and Appendix 3 includes a summary of some of the key points that came out of the workshop sessions. Whilst some specific suggestions were made, a significant amount of the conversation focussed on aspirational change and improvement.

2.4 The next step in this process is to take the points and aspirations from each workshop and develop key actions, which can only be delivered in partnership. These will be the CPPs commitments as outlined in the new LOIP.

### **3. SHORT LIFE WORKING GROUP**

3.1 In order to secure continued CPP buy-in and ownership of this process, it is recommended that CPP Board agree to establish a Short Life Working Group to consider the outputs of the Conference and other related information, to develop a series of actions for the LOIP. This should include short-term actions focussed on crisis situations and recovery from COVID, and longer term commitments as we move into the process of renewal.

3.2 CPP Board is asked to discuss and appoint a chairperson for the Short Life Working Group and agree its membership. The next scheduled CPP Board meeting is 2 July, at which time the Short Life Working Group should be in a position to make a report, with recommended actions for the LOIP.

### **4. FUTURE CONSIDERATIONS**

4.1 Following the agreement of the actions for the LOIP, CPP Board needs to discuss and agree:

1. A CPP Lead Officer for each strategic priority, to work with existing workstreams and ensure delivery of new partnership actions as set out in the LOIP; and
2. The overall governance of the CPP as we move into the delivery of the new LOIP.

### **5. CONCLUSION AND RECOMMENDATIONS**

5.1 CPP Board is asked to discuss and agree:

- The broad structure of the new LOIP; and
- The establishment of a Short Life Working Group to identify specific partnership actions.

## PROPOSED LOIP STRUCTURE

### THE STRATEGIC CONTEXT

#### **1. Foreword by Chairs of CPP Board**

- Purpose of the document
- Ambitions for the area
- Commitment to partnership working

#### **2. Community Planning**

Summary of what Community Planning is.

#### **3. About this Plan**

Summary of statutory requirement and purpose of Plan.

#### **4. The Perth and Kinross Offer**

Links to Perth and Kinross Offer

#### **5. Our Strategic Priorities**

Summary of how the priorities were identified and statement about each one.

#### Equalities

1. Poverty
2. Physical and Mental Wellbeing

#### Education

3. Skills, Learning and Development

#### Economy

4. Employability

#### Empowerment and Fairness

5. Digital Participation

# **THE LOCAL CONTEXT**

## **1. A Profile of Perth and Kinross**

Statistical profile covering information on:

**Population and Households**

**SIMD /ACORN/ Inequality**

**Economy and Labour Market**

**Accessibility and Connectivity**

**Environment and Public Space**

**Culture and Leisure**

**Health and Wellbeing**

## **2. Community Planning in Perth and Kinross**

### **Impact of COVID-19**

Statistical information on impact of COVID

### **(Structure Diagram)**

#### **Strategic Community Planning**

Summary of governance – CPP Board and CPP Executive Officer Group

#### **Local Community Planning**

Summary of Local Action Partnership arrangements

### 3. Performance Management

Summary of our approach to Performance Management

#### OUR STRATEGIC PRIORITIES

Separate sections, one for each priority, following the same structure as example below

#### **POVERTY**

Summary of key points about poverty in Perth and Kinross

#### **ACTIONS**

| <b>Stretch Outcome</b>                                      | <b>Key Driver</b>    | <b>Actions by partners</b> | <b>Actions by communities</b> | <b>Key Improvement Measure</b> |
|-------------------------------------------------------------|----------------------|----------------------------|-------------------------------|--------------------------------|
| <b>Child Poverty</b><br>– reduce levels of Child Poverty by | <b>Year 1 (2021)</b> |                            |                               |                                |
|                                                             |                      |                            |                               |                                |
|                                                             | <b>Year 2 (2022)</b> |                            |                               |                                |
|                                                             |                      |                            |                               |                                |
| <b>Year 3 (2023)</b>                                        |                      |                            |                               |                                |
|                                                             |                      |                            |                               |                                |
| <b>Stretch Outcome</b>                                      | <b>Key Driver</b>    | <b>Actions by partners</b> | <b>Actions by communities</b> | <b>Key Improvement Measure</b> |
| <b>Food Poverty</b><br>– reduce levels of Food Poverty by   | <b>Year 1 (2021)</b> |                            |                               |                                |
|                                                             |                      |                            |                               |                                |
|                                                             | <b>Year 2 (2022)</b> |                            |                               |                                |
|                                                             |                      |                            |                               |                                |
| <b>Year 3 (2023)</b>                                        |                      |                            |                               |                                |
|                                                             |                      |                            |                               |                                |
| <b>Fuel Poverty</b><br>– reduce levels of Fuel Poverty by   | <b>Year 1 (2021)</b> |                            |                               |                                |
|                                                             |                      |                            |                               |                                |
|                                                             | <b>Year 2 (2022)</b> |                            |                               |                                |
|                                                             |                      |                            |                               |                                |
| <b>Year 3 (2023)</b>                                        |                      |                            |                               |                                |
|                                                             |                      |                            |                               |                                |

## PERFORMANCE

| Performance Indicator                    | Source                | Update Timescale | PK 2018 | PK 2019 | PK 2020          | Scotland |
|------------------------------------------|-----------------------|------------------|---------|---------|------------------|----------|
| Number of Children living in poverty     | End Child Poverty Now | Annually         | 22.1%   | 22.2%   | 22.2%            | 24%      |
| Income Deprivation                       | Scottish Government   | Annually         |         |         | 8.0%<br>(12,046) | 12%      |
| Percentage of households in fuel poverty | Scottish Government   | Annually         | n/a     | n/a     | 25%              | 24%      |

DRAFT

## CPP CONFERENCE REPORT

### PURPOSE

The purpose of the Conference was to bring key partners and services together to discuss how we collectively respond to the challenges emerging from COVID and lockdown. The information collected from the Conference will be used to develop a new Local Outcomes Improvement Plan (LOIP), which is the Community Planning Partnership's shared strategy, setting out how we will collectively tackle inequality and improve outcomes for people across Perth and Kinross. The Conference focused on five strategic priorities:

1. Poverty, including child poverty, food poverty and fuel poverty;
2. Mental and physical wellbeing;
3. Skills, learning and development;
4. Employability; and
5. Digital participation.

### OUTCOMES

The intended outcomes from the Conference were:

- To reconfirm our key priorities for the future, in light of what we have learned about the impact of COVID on our communities
- To identify where we can build on successful community-led initiatives to improve outcomes
- To agree the CPP actions required to deliver our priorities in 2021/22 and beyond

### PROGRAMME

The Conference took place over two half days. Across the two days delegates focused on: the root causes of the issues underlying the five priorities; the need to move towards preventative interventions; and learning from positive stories about our communities. The main part of the Conference was a series of workshop sessions designed to agree actions that can only be delivered through the CPP. Each workshop followed the same format, concentrating on a key priority and starting with a discussion on work already underway, before moving on to consider new ideas and actions that will tackle the underlying causes of inequality.

### NEXT STEPS

The information gathered across the two days will be collated and used to develop a new Local Outcomes Improvement Plan (LOIP) for Perth and Kinross. This will be shared in draft form for discussion at the Community Planning Partnership Board on 21 May and a finalised version will be approved over the summer.

### CONTENT

This report summarises the Conference over the two half days, highlighting the key points from each session.

## **DAY 1 – Wednesday 28 April**

### **WELCOME AND INTRODUCTIONS**

Cllr Murray Lyle, Co-Chair of the CPP Board welcomed everyone to the Conference and reflected on the impact of COVID and lockdown. Cllr Lyle set out why collaborative working to provide better services and outcomes for our communities is arguably even more important than it ever has been. The last 12 months has demonstrated that in times of real adversity, services and communities have really stepped up, finding innovative ways to deliver services to those in need. Cllr Lyle outlined the programme for the Conference and emphasised the need to focus on how the Community Planning Partnership can work together to make a positive difference. Cllr Lyle concluded by introducing Sharon Thomas, Operations Manager at The Lighthouse for Perth as the keynote speaker.

### **SHARON THOMAS – KEYNOTE SPEAKER**

Sharon spoke passionately about the work of The Lighthouse for Perth, which was established in March 2020, to provide out of hours crisis support to those struggling with their mental health. Over the past twelve months, the work of The Lighthouse and other similar services has become even more crucial in supporting vulnerable people across Perth and Kinross as loneliness, isolation and poor mental health has become more prevalent.

Sharon explained that COVID and lockdown has brought additional pressures and anxieties to those who are already struggling, with the potential for increasing issues around: isolation and anxiety; exposure to abuse or neglect; substance misuse; adverse childhood experiences (ACEs); unemployment and poverty; and relationship issues or breakdown. When considering the response to COVID, Sharon argued that a planned and pro-active approach to awareness raising and education has helped people's understanding and has helped to tackle the stigma associated with poor mental wellbeing. This has also helped services to respond well to specific incidents and take the pressure off emergency services. The Neuk, which offers a 24/7 support centre and overnight accommodation in Perth, was highlighted as a positive development and the broader group of support services are keen to add a Mental Health Emergency Vehicle with a paramedic and mental health nurse available to provide help where needed.

Sharon indicated that the most successful interventions take place as early as possible and are collaborative in nature. This provides the best chance of preventing a crisis situation from developing. Delegates questioned Sharon on the specifics of The Lighthouse and its work and numerous offers of mutual support were given. There was broad agreement that the need to intervene early and together is a key lesson for services to take on board and ultimately underpins successful community planning. There was further agreement that COVID has shown that interventions which are tailored to the needs of the individual(s) and are delivered locally are likely to be more successful.

### **NICOLA RUSSELL – EMERGING PRIORITIES FOR THE NEW LOIP**

Nicola outlined the background to the Conference and the work that the Community Planning Partnership had undertaken from July to December 2020 to identify and agree the five strategic priorities, which form the basis of the new LOIP. Nicola also outlined the enabling actions that will be taken forward by the CPP to support partners in making a positive impact on the priorities:

1. Community participation and co-production;
2. Partnership working at locality level;
3. Data sharing; and
4. Risk management.

## **WORKSHOP SESSIONS**

There were two workshop sessions on Day 1, one focusing on Child Poverty and the other on Food and Fuel Poverty. Key points from these workshops included:

### **Child Poverty**

- Child Poverty is at the heart of all of the inequality issues, affecting, and affected by all of the other priorities. This highlights the interlinked nature of the inequalities we are seeking to tackle.
- We must help those families in most need to make that initial contact, especially in a digital world. Language and communications are hugely important.
- We need to break the cycle of families who have been struggling with poverty for generations. Raising aspiration among children living in poverty is essential.
- Perth and Kinross has a comparatively high level of low paid and insecure / seasonal work, with significant employment around agriculture, hospitality and tourism. We need to focus on the reasons why people have to rely on unsecure or low-paid employment.
- We need to provide a foundation of financial knowledge, for example how credit rates work, bank accounts, budgeting and lending. This should be part of education from an early age.
- We can get better at sharing knowledge and signposting to pathways across services, so all staff can provide some basic and sensitive support to those who are struggling.

### **Food & Fuel Poverty**

- We need to support food larders as we move out of lockdown, especially in the most rural areas where there are few alternatives and volunteers tend to be elderly. Community groups are seen as key partners in supporting food larders. This relationship underlines the ethos of the Perth and Kinross Offer.
- We should make better use of front line partners who are regularly out in communities and have the means to reach residents regularly. We should utilise their local knowledge to identify need.
- We do not have sufficient capacity to support income maximisation for all our families. Family wellbeing should be our focus and we should not have to wait for a crisis before intervening.
- There are significant and growing issues around in-work poverty. It can be very difficult to identify and offer support to those who are working but are still living below the poverty line.
- Fuel poverty can be hidden, especially in households which are asset rich, but cash poor.
- Older housing stock across communities in Perth and Kinross can be a real drain on family resources and the question of heating the home or putting food on the table is a reality for many.
- There are opportunities for families to get support to reduce their fuel use, but awareness levels tend to be low. This is closely linked to the climate change debate and reducing emissions and energy use can be hugely beneficial for everyone.

## **DAY 2 – Thursday 29 April**

### **WELCOME AND INTRODUCTIONS**

Pau Graham Co-Chair of the CPP Board welcomed everyone to the second day of the Conference. Paul reflected on some of the main summary points from Day 1 and outlined the structure for Day 2, with one additional workshop session. Paul reiterated the need to focus on what the Community Planning Partnership can do together to make a positive difference. Paul introduced David Stokoe to provide some reflections on the 2Sisters COVID outbreak in Coupar Angus and how services and the community responded – an example of effective community planning in action.

### **2SISTERS – COUPAR ANGUS**

David reminded delegates of the circumstances of the 2Sisters COVID outbreak in Coupar Angus in August 2020. Over 200 confirmed cases were recorded, the majority of whom were employees at the factory. Of the 1000 permanent and agency employees, the vast majority were foreign nationals. Language and communications quickly became a significant issue, alongside the need to offer emergency support to affected families. Partners worked effectively together to ensure that information was provided in languages and formats that local residents could access and understand. Through sharing information and intelligence, services were able to quickly identify and support vulnerable families, with crisis grants and food packages made available within 24 hours. Key lessons from the situation and response included:

- First impressions of communities and families do not always highlight vulnerability, deprivation is often hidden
- Inequality is complex and there are no easy solutions
- In a crisis, services are able to respond in an agile way, combining various skills and specialisms to support those in need

### **WORKSHOP SESSIONS**

There were three workshop sessions on Day 2, focusing on: mental health and wellbeing; skills, learning, development, and employability; and digital participation. Key points from these workshops included:

#### **Mental & Physical Wellbeing**

- There are underlying issues around access to affordable exercise and entertainment; maintaining a healthy diet; access to affordable equipment and resources; and developing or maintaining personal motivation and aspiration.
- We need safe spaces for “unstructured” play and outdoor activity. We can encourage people to get outside safely and securely. Perth and Kinross has significant local assets in every community, which could be promoted more fully.
- There is scope to further improve collaboration between all the agencies, it provides better outcomes, saves resources, and reduces competition between services. The offer to potential service users is disjointed, and they can be signposted to the wrong place.
- We need to go to people rather than wait for them to come to us.
- Interventions are needed for those who are most vulnerable. We need to consider what these individuals and families see as a valid and useful intervention when they are worried about putting food on the table. In these circumstances, sport or gardening (for example) are arguably unlikely to meet this test.

#### **Digital Participation**

- We need to better understand the levels of participation in Perth and Kinross, we need to know what our starting point is in order to measure impact.

- Partners should pool resources and collaborate on all of our activity around increasing digital participation. This requires a significant change in attitudes and cultures and supports the ethos of the Perth and Kinross Offer.
- Shared and consistent messaging and communications to services users about digital participation would be a positive development. We can highlight where help and technology are available and how support can be accessed. Language can be a real barrier and can prevent us from tackling the fear and stigma associated with being online.
- There have been some very successful local and community projects, which could be scaled up with appropriate support. Our collective experience of COVID suggests a local and personal response is more successful.
- We need to upscale recycling projects and involve private business wherever possible.

### **Skills, Learning, Development and Employability**

- Remote delivery makes support even more challenging and has links to digital connectivity.
- Impact of COVID on service provision is varied, with the rural sector more affected than Perth city.
- Some are finding themselves unemployed for the first time in years and are not sure where to start. We need to be better at reaching out to them.
- It is important to communicate our offer clearly and in a joined up way. We need to make our systems and pathways more understandable and demonstrate that all services are available, regardless of where in Perth and Kinross someone lives.
- Given our geography there are real challenges around access and widening the employment market. We should consider targeting skills development and employer support by locality, as opposed to a single Perth and Kinross approach.
- Lots of support is available, but it can be overwhelming and sometimes confusing. We should consider rationalising and joining up wherever possible.



## SUMMARY OF KEY POINTS FROM WORKSHOPS

### General Points

- Services should be sufficiently flexible to be able to reflect local circumstances and contexts
- We should consider multi-disciplinary approaches to delivery in localities
- We have numerous services seeking to offer support to people. The landscape can appear cluttered and service users unsure where to start. We need to take time to consider and rationalise the delivery of these support services
- We should commission joint training and CPD for CPP staff members. This will help build relationships and provide a shared foundation of knowledge on each of the strategic priorities.
- Communications are essential and we need to carefully consider language and accessibility

### POVERTY

- We need to commit additional resources and capacity to support income maximisation
- Holiday hunger projects provide opportunities for direct engagement with families living in poverty – additional resources and services should be directed to initiatives of this sort
- Use local officers as a key source of intelligence gathering and support for families living in poverty
- Pay the living wage across all CPP members as a show of commitment and ensure that public procurement process require suppliers to do the same
- Educate and raise awareness across CPP members of the causes and consequences of poverty and provide basic information that they can use to support families
- Develop and promote easy read guides on how to reduce fuel consumption
- Prepare specific recipes that can be made available with food parcels
- Include loans of kitchen equipment in food banks
- Provide local entitlement cards that can be used to access key services – entitlements should cover the cost of transport and any entry fee
- Minority communities are disproportionately affected – need to tailor interventions to reflect this diversity (e.g. faith and cultural sensitivity) and consider language and communications in particular

### MENTAL AND PHYSICAL WELLBEING

- Think about the positive interventions that we can make that would feel valid/appropriate/authentic to service users
- Basic exercise classes/ideas for those who are housebound, or facing other challenges that limits their mobility
- Invest in local support services like The Lighthouse, to give them a sustainable footing
- Be open and transparent about these issues as individuals – create an environment that tackles the “taboo” of these issues. This would support CPP staff and service users.
- Acute and very short term crisis issues need to be considered and addressed (drug deaths, violence, suicide etc)
- Build on social prescribing approach to supporting people in their own community
- Role of key services and community facilities in promoting and sustaining good habits in terms of physical and mental wellbeing

### SKILLS, LEARNING AND DEVELOPMENT

- Clearer learner pathways required as we emerge from COVID
- Allow services to flex to reflect local circumstances – opportunities are diverse across P&K
- Think beyond the immediate period – where is growth likely to come in the next 5, 10, 15 years and beyond – need to plan for that now
- Join up our approach to digital support – use the platforms that different demographic groups use, don't expect them to come to us

## **EMPLOYABILITY**

- Reconvene the Employability Partnership Group
- Review Employability Pipeline
- Rationalise variety of interventions being brought forward nationally
- Better matching of P&K job market and economic strengths with our offers of support
- More direct engagement from private sector – create an employer network
- Better marketing of P&K as a place to live, work and raise families
- Join up our approach to digital support – use the platforms that different demographic groups use, don't expect them to come to us
- Promote the Skills Passport
- Introduce Industry Academies
- Resilience and capacity for sustainable employment, especially for long-term unemployed

## **DIGITAL PARTICIPATION**

- Commission research to better understand levels of digital participation and the reasons for that
- Have a single and shared approach to digital skills support – rationalise and improve communications and signposting
- Share training and CPD across the CPP on digital skills, so that all staff have some basic knowledge to help service users
- Make better use of community hubs, like libraries, as sources of support
- Provide core I.T education for all school pupils, make it a requirement like minimum hours of PE per week – Bertha Park model
- Include questions/prompts about digital connections, technology and skills as part of our regular service user engagement across all CPP members
- Scale up local digital participation solutions, local support often more trusted
- Pool collective resources and have one P&K Offer through some form of Task Group to improve digital participation across the area
- Invest in and upscale recycling projects so that those who struggle to access technology have more options

**BRIEFING FOR COMMUNITY PLANNING PARTNERSHIPS  
IN  
ANGUS, DUNDEE & PERTH & KINROSS**

**RECOVERY AND RENEWAL – COVID-19 GLOBAL PANDEMIC**  
(Report No. G/21/40)

**1. BACKGROUND**

The Tayside Local Resilience Partnership (LRP) consists of public services, (category 1 responders) who have a legal duty to plan together to prepare, plan, respond to and recover from emergencies. Category 2 responders (transport, utilities, ports, etc) also have a duty to co-operate. In addition, there is also membership from the third sector.

This briefing note seeks to advise the Community Planning Partnership on the activities at LRP level to co-ordinate Recovery and Renewal from the COVID -19 pandemic, and how the LRP's work can complement that of the Community Planning Partnership, on Recovery and Renewal.

**2. CONTEXT**

The declaration of a global pandemic by the World Health Organisation in March 2020, and the subsequent impact within the UK has been unprecedented.

The pandemic continues to create an abundance of challenges for our citizens, our communities, our organisations, and businesses; affecting those who are most vulnerable within our society.

Covid-19 will remain with us for months and potentially years.

The vaccination programme is well underway, progress is on track to have vaccinations complete by end of May. This, alongside Test & Protect and the introduction of Asymptomatic Community Testing (from 1 April 21), underpins the progress in support of easing our way out of lockdown restrictions. We must ensure that our approach remains flexible and adaptable and ready to escalate, should there be further outbreaks, peaks and or challenges.

**3. RESPONDING**

The response to the pandemic continues. Staff across LRP partner organisations have worked tirelessly and way beyond expectations, to deliver essential and critical services, to protect and keep people safe and well.

Local outbreaks are continuing to be evident, however the news is much more encouraging on the number of positive cases within Tayside, which continue to

reduce. We cannot however be complacent. Much of this progress is also aligned to the testing and tracing programme that is now in place.

Our well-established partnerships have proven to be invaluable, without which we could not continue to respond to the ongoing demands and pressures. Consequently, our existing plans, procedures, and policies within the LRP, and within our respective organisations, will continue to ensure that we remain equipped to support our employees, volunteers and our communities.

#### 4. RECOVERY & RENEWAL

As we again consider our recovery and renewal from the impact of COVID-19, we are in the unique position of being able to redefine the way that we work and potentially “fast forward” new ways of working.

We are also operating in a new space; new to all of us. This provides our partnerships with a fresh opportunity to engage with and empower our communities and think about how we work together in the future. We have the chance to collectively define “what does renewal look like?”

We know that during this pandemic as an LRP we have:

- Worked at pace in a `one team` partnership, focusing on shared priorities.
- Engaged more with our communities to empower and support them.
- Worked closely with the third sector and community leaders and delivered services addressing local need.
- Received support from an unprecedented number of volunteers.
- Operated in a less bureaucratic manner, revising existing governance arrangements.
- Taken more informed risks.
- Placed less reliance on buildings, for our activities, and been more agile, with much more working from home.
- Shared technologies and ways of working for more effective decisions and communications.
- Delivered essential services to our most vulnerable.

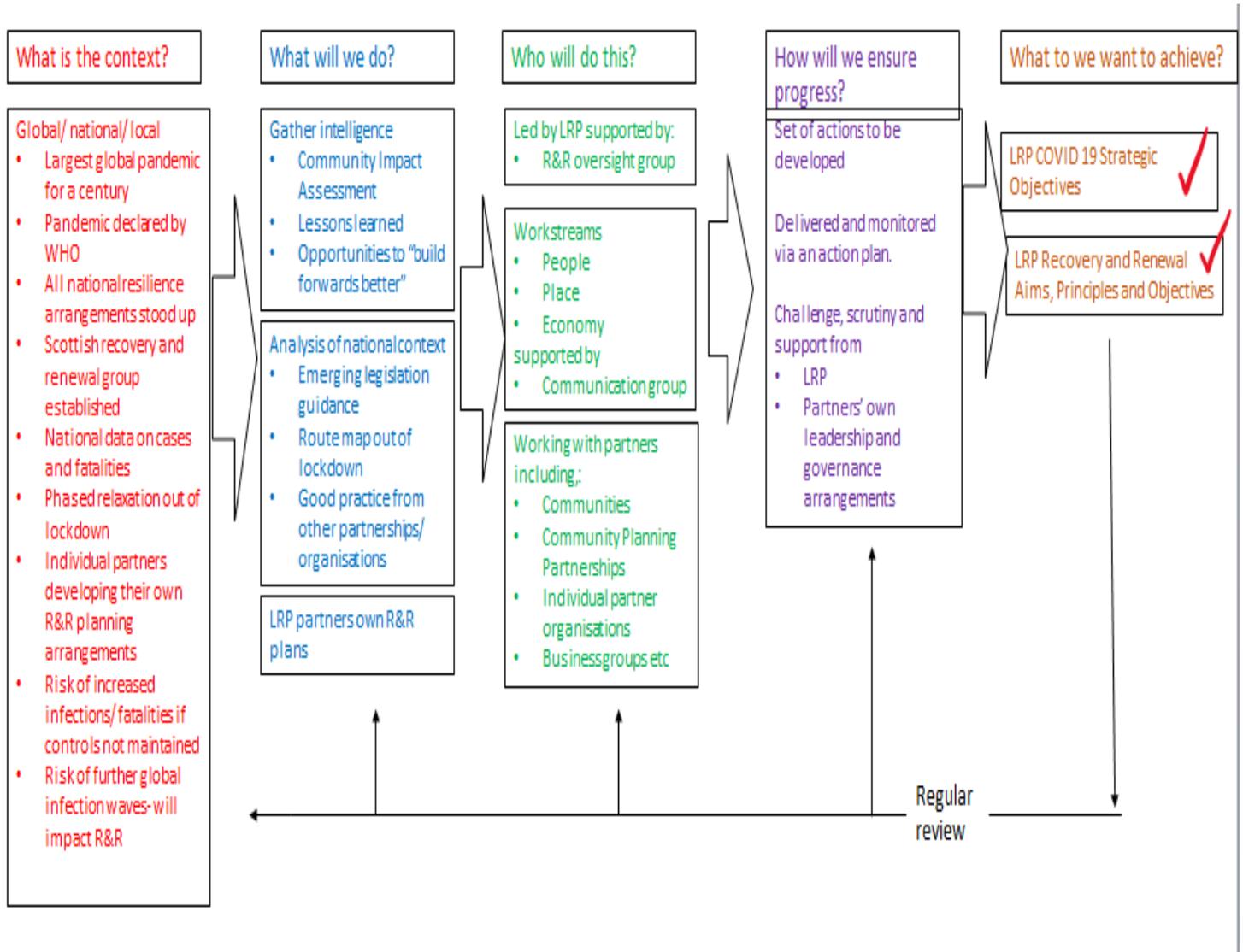
It is important that we learn from our experience in responding to the pandemic. We need to understand what has worked well, the opportunities for change and or reducing/stopping some of the things we did prior to Covid 19. We are now delivering differently.

To achieve this, the LRP has produced a ***Recovery & Renewal Framework***, as a guide and reference for its constituent partners, as we continue to deal with the response, whilst at the same time approaching recovery and taking advantage of opportunities to renew and `build forward better`. It draws on the good practice from existing civil contingencies doctrine, and encompasses the knowledge and experience of existing partnerships and structures across Tayside. The framework is a dynamic document, which will be reviewed at regular intervals by the LRP, to assess and incorporate learning, to respond to concurrent risks (such as weather emergencies), and be ready for a potential further wave of the

pandemic, or continued local outbreaks. It is presented in 5 steps as a plan on a page. (fig 1)

The current version of the Framework is enclosed for further reference and provides further detail within each section.

**Figure 1 - Tayside LRP Recovery & Revenue Framework “PLAN ON A PAGE”**

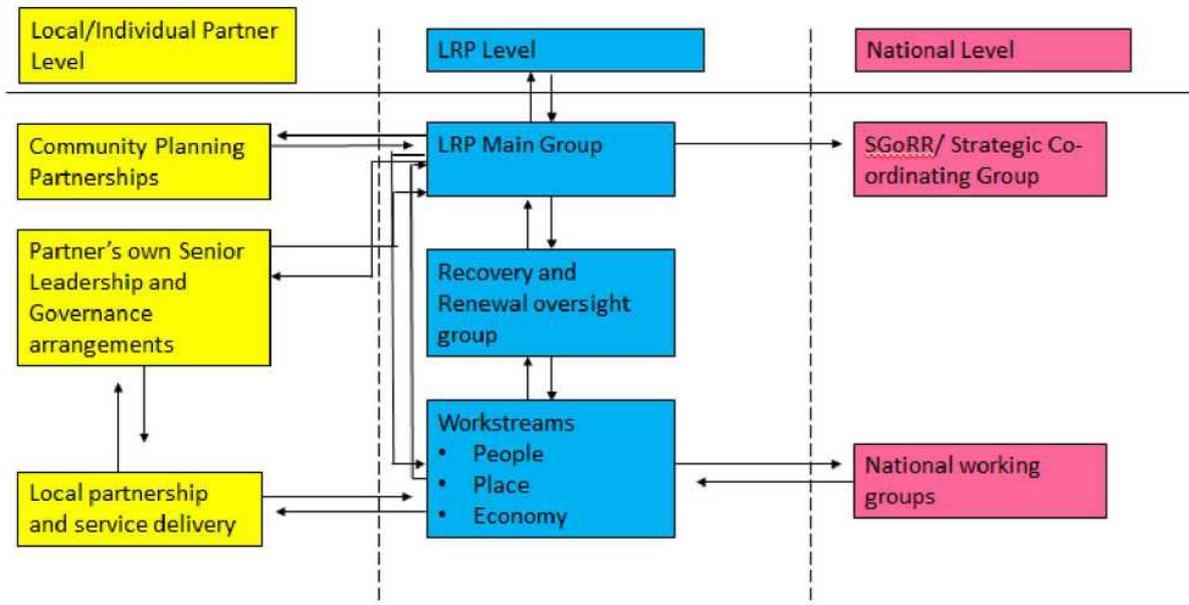


**5. WHAT'S NEXT - COMMUNITY ENGAGEMENT & IMPACT ASSESSMENT**

It is clear that each partner organisation, and local partnerships within the Tayside LRP area are already gathering their own learning from the pandemic and developing their own recovery and renewal plans. It is not the role of this LRP Framework to duplicate these activities, but rather to complement. Community Planning Partnerships (CPP) are also fundamental in supporting the Recovery & Renewal work at local level, and will involve many partners, who are also members of the LRP.

Figure 2 shows the linkages between the LRP, Community Planning Partnerships, and individual partner organisations

Figure 2



Communities and caring for people must be at the heart of all that we do. Communities need to be enabled and empowered. Our communities have stepped up to support themselves, their neighbours, and so many people within the community. We must build on that tremendous community spirit as we engage and consider the next steps to Recovery and Renewal. Conversations are already underway through mechanisms such as engagements with community organisations, and scheduled Community Planning Partnership meetings. This must remain a core part of our shared recovery approach.

To understand fully what recovery comprises, we need to map out who is affected and how the impacts of the pandemic have affected them. The initial information gathered will allow multi-agency planning – at both Community Planning and LRP level - and will be augmented by feedback from partners as our understanding of the dynamic situation emerges. Community Planning Partnerships are already working in an integrated way, with agreed priorities and outcomes, with a need to focus at a local level on people, place and the economy.

It is important that we share our learning, from activities such as:

- Community impact assessments
- Debriefs from partnerships, and from individual partner organisations
- Feedback from partners` staff, engaged in the response to COVID 19
- Partner organisations` own Recovery & Renewal plans

Also, through national partnership working, the LRP has connections to other sources of information and support on Recovery and Renewal. For example, as a result of a national webinar on Recovery & Renewal, the LRP is looking to engage an expert led follow – up virtual workshop session on developing

Community Impact Assessments, which could be of value to Community Planning Partnerships

We must continue to collaborate and identify opportunities, engage with our communities and sectors whilst managing expectations. We really can make a difference.

Therefore if Community Plan Partnerships or their member organisations have community impact assessments, debriefs, staff feedback, or recovery & renewal plans, they are asked to share these with the LRP Recovery & Renew Sub Group (contact details for Chair and Vice Chair are detailed below). This will allow close partnership working between our partners at local level, and ensure we learn from each other, and do not duplicate our actions.

## **6. RECOMMENDATIONS**

**The CPP is asked to:**

- a. Note the information within the briefing.
- b. Consider the LRP Recovery and Renewal Framework to help inform future CPP actions.
- c. Consider how best community impact assessments can be undertaken and remain dynamic to reflect the current position. (This also includes supporting a virtual workshop on undertaking community impact assessments.)
- d. Share information between the Community Planning Partnership and the LRP to inform future actions and plans and support local activity.

22 March 2021 – LRP Recovery & Renewal Subgroup

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**Tayside**  
**LRP**  
 Local Resilience Partnership

**DRAFT approved by LRP 12/3/21**

**COVID-19**  
**RECOVERY AND RENEW FRAMEWORK**  
**PEOPLE. PLACE. ECONOMY**

| Version | Date          | Description                        | Plan Owner | Author                 | Approved by   | Status     |
|---------|---------------|------------------------------------|------------|------------------------|---------------|------------|
| 1.1     | May 2020      | New Document                       | LRP Chair  | K McNamara             |               | Draft      |
| 1.2     | June 2020     | Updated from comments              | LRP Chair  | J Semple               |               | Draft      |
| 1.3/1.4 | 11 June 2020  | Updated document with comments     | LRP Chair  | G Forrest              |               | Draft      |
| 1.5/6   | 21 June 2020  | Update from Comments & new layout  | LRP Chair  | K McNamara<br>J Semple |               | Draft      |
| 1.7     | 29 June 2020  | Update from comments/meeting 29/06 | LRP Chair  | K McNamara<br>J Semple | LRP July 2020 | Authorised |
| 2.0     | 8 March 2021  | New Version                        | LRP Chair  | K McNamara<br>J Semple |               | Draft      |
| 2.1     | 12 March 2021 | Final version                      | LRP Chair  | K McNamara<br>J Semple | LRP – 12/3/21 | Authorised |

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## EXECUTIVE SUMMARY

The purpose of this Framework is to ensure we work in partnership to protect & preserve life, support our communities recover from the Covid 19 pandemic, and to renew, and build forwards to a better future in Tayside.

The declaration of a global pandemic by the World Health Organisation in March 2020, and the subsequent impact within the UK has been unprecedented. Previous responses, planning and learning following outbreaks such as the 2001 `swine flu` outbreak, have not been sufficient to prepare us for the the scale and impact on our organisations and communities, of the current Covid-19 pandemic.

The response to the pandemic continues; this is likely to be the case for many months to come. Staff across LRP partner organisations continue to work tirelessly and way beyond expectations, to deliver essential and critical services, to protect and keep people safe and well.

Our well-established local partnerships in Tayside have proven to be invaluable, without which we could not continue to respond to the ongoing demands and pressures of the pandemic. Importantly the wellbeing of our staff who continue to respond and support recovery and renew activities, must be paramount. Consequently, our existing plans, procedures and policies within the LRP, and in our respective organisations, will continue to evolve to ensure that we remain equipped to support our employees, volunteers and our communities, in these unprecedented times.

The virus is still prevalent, and even with a year of significant restrictions, and increasing numbers of people being tested and vaccinated, we will still have to live with Covid-19 within our communities in the months and years ahead. Although there are signs of stabilisation, we must not become complacent, and we must continue to respond to the pandemic. The introduction of a phased approach out of lockdown by the Scottish Government's [Strategic Framework Update February 2021](#) sets out, how we plan to restore - in a phased way - greater "normality" to citizens' everyday lives. This updates the original [Strategic Framework](#) to take account of important developments, including:

- new and highly infectious strains of the virus
- progress with the vaccination roll-out

The national framework does not provide fixed dates for possible relaxation of restrictions, because the Scottish Government says there are too many uncertainties. Instead, it sets out the conditions that need to be met to start lifting restrictions in a safe way. The broad order of priority for re-opening is detailed, with the main priority continuing to be education, then gradually easing restrictions on other areas of life, below as the virus is suppressed.

Decisions will be based on the most up-to-date science and data, and not be led by dates. Opening up too quickly is seen as a risk of setting back progress, so any relaxation of restrictions will be cautious and gradual.

This Tayside Local Resilience Partnership Framework has been developed by the

Partnership (LRP) as a guide and reference for partners - as we continue to respond to the pandemic; as we transition into recovery; and as we take the opportunities to 'build forward better'. It draws on the good practice from existing civil contingencies doctrine and encompasses the knowledge and experience of existing partnerships and structures across Tayside, and the lessons from debriefs which have been undertaken to date.

Finally, the framework is a dynamic document, which will be reviewed at regular intervals, to assess and incorporate learning, concurrent risks, and risks of localised outbreaks. It also has regard to test, trace and isolate, the vaccination programme and community testing. Importantly is flexible in its approach to adapt to changing circumstances.

The framework is presented in 5 steps;

- detailing the context
- what we will do
- who will do it
- how we ensure progress
- what we want to achieve.

This is represented in summary, as a "Plan on a Page" below

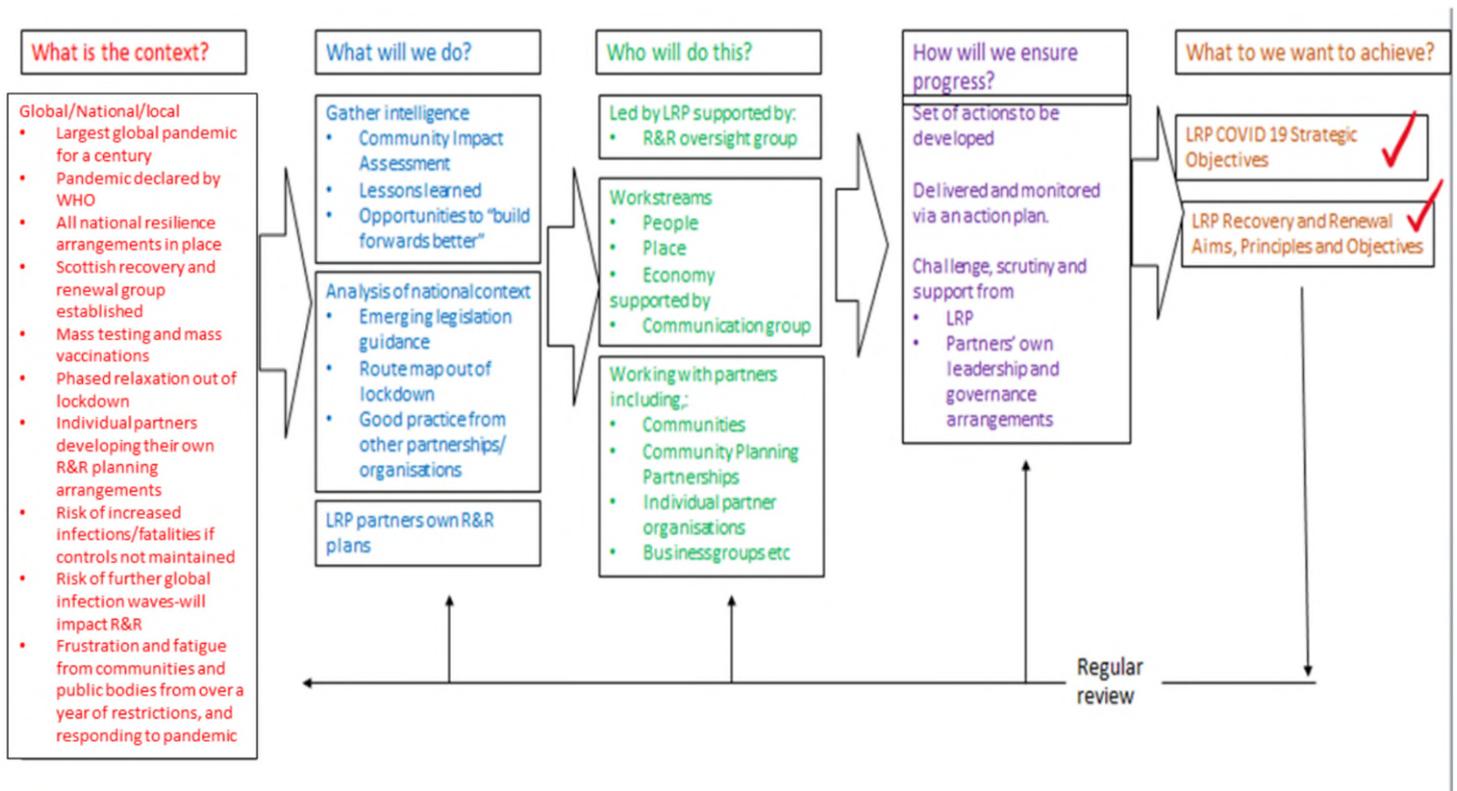


Figure 1 -Plan on a Page

## 1. What is the context?

### What's happening now?

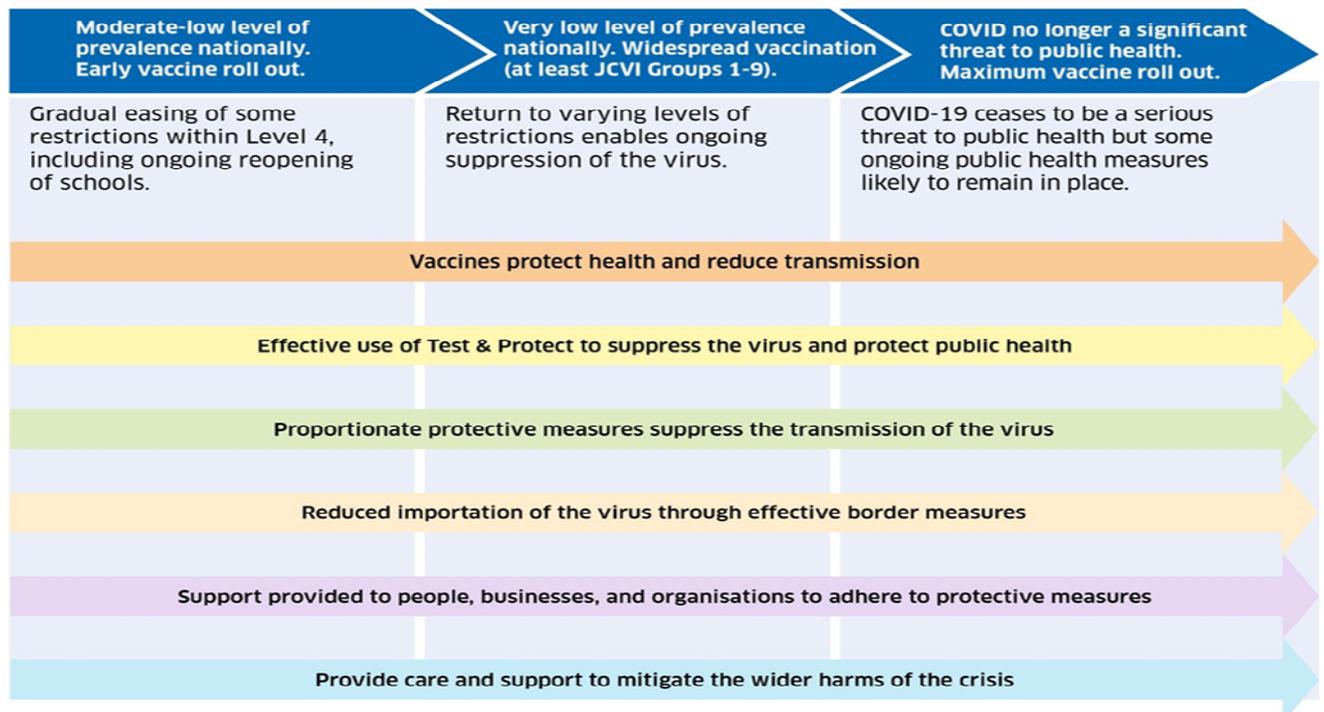
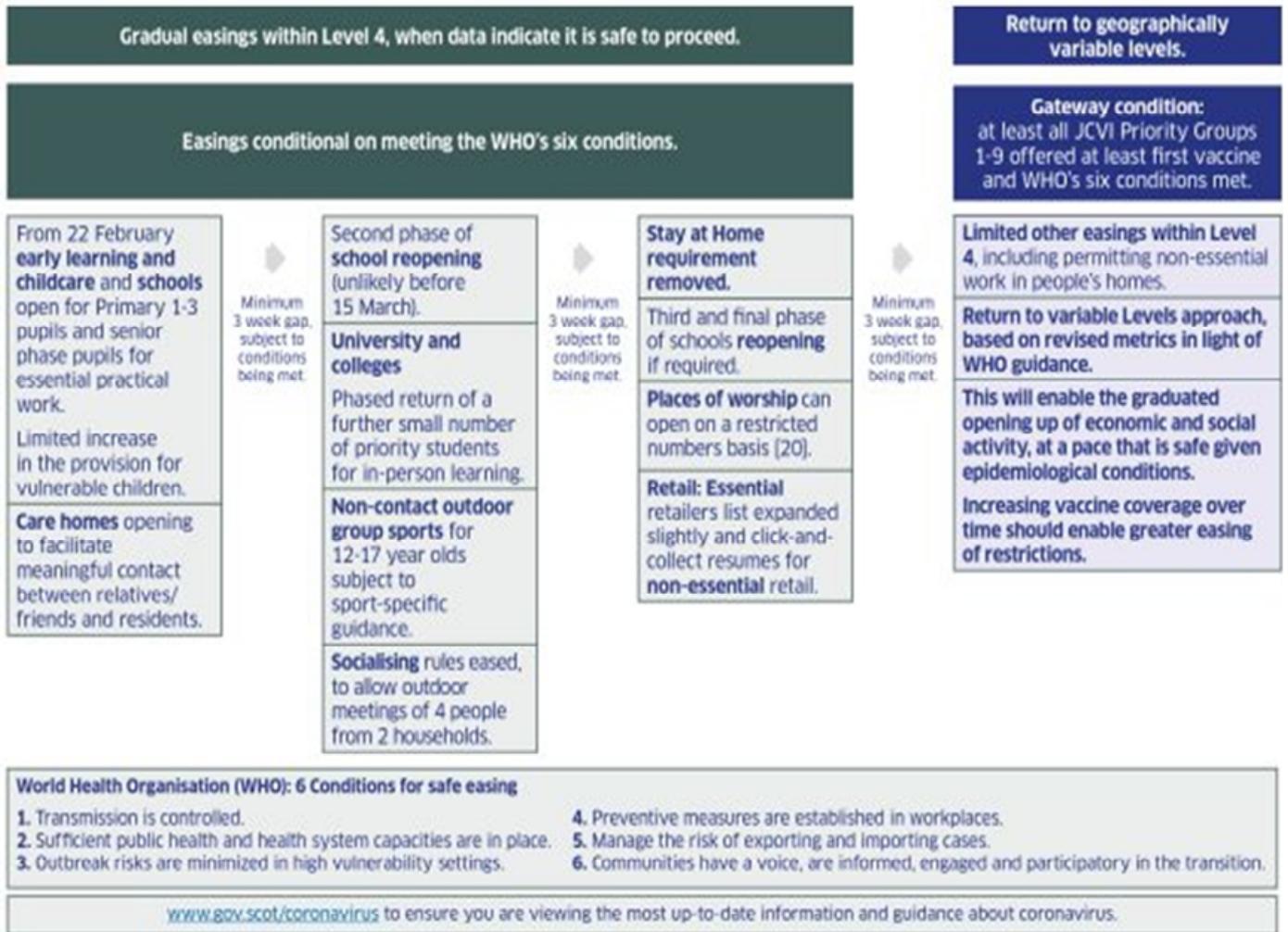
- 1.1 Covid-19 is a new strain of coronavirus first identified in Wuhan city, China in December 2019. Typical symptoms include fever, a loss of taste and smell and a cough that may progress to a severe pneumonia causing shortness of breath and breathing difficulties. More severe symptoms are likely in people with weakened immune systems, older people, and those with underlying health conditions. The virus has also mutated into different strains, with increased risks of transmission.
- 1.2 This continues to be a rapidly changing situation. The Covid-19 pandemic is an ongoing emergency, where we must align our response, recovery and renewal, as an integrated approach to protect and save lives.
- 1.3 Nationally and locally, agencies continue to respond aligned to their emergency plans and arrangements.
- 1.4 UK Government and the devolved administrations continue to meet. The Cabinet Office Briefing Room (COBR) and the Scottish Government Resilience Room (ScGoRR) alongside ministerial and partnership meetings are being held.
- 1.5 The Multi-Agency Co-ordination Centre (MACC) is operational and includes representatives of all sectors and responding agencies, providing a focal point for co-ordination and communication across all resilience partnerships within Scotland and Scottish Government.
- 1.6 The Tayside Local Resilience Partnership (LRP) continues to meet frequently and is attended by senior officers from all partner agencies. Several LRP subgroups have also been formed to deliver on a range of COVID19 related workstreams (detailed in [section 4](#), below).
- 1.7 There is no doubt that as a resilience partnership we are, and will continue to, face challenging situations in the weeks, months, and years ahead. This is tough for all our citizens, communities, businesses and organisations. Therefore, it is vital that we adapt our existing recovery planning into a framework that enables a more flexible approach through well-established recovery approaches, whilst taking the opportunity to "build forwards better".
- 1.8 This positive approach to 'build forwards better' reflects both a national direction, led by the Scottish Government and our own intention as a Resilience Partnership. We also have partnerships at a local and community levels which we will work with.

### What else needs to be done?

- 1.9 As we transition to recover and renew from the impact of COVID-19, we are in the position of being able to redefine the way that we work and potentially "fast forward" new ways of working.

- 1.10 We are also beginning to operate in a new space; new to all of us. This provides our Partnerships with the opportunity to engage with and empower our communities and think about how we work together in the future. We have the chance to collectively define “what does renew look like?”
- 1.11 We know that during the pandemic as a Resilience Partnership, we have:
- Worked at pace in a `one team` partnership, focusing on shared priorities.
  - Engaged more with our communities to empower and support them.
  - Worked closely with the third sector and community leaders and delivered services addressing local need.
  - Received support from an extraordinary number of volunteers.
  - Operated in a less bureaucratic manner, revising existing governance arrangements.
  - Taken more informed risks.
  - Placed less reliance on buildings, for our activities, and been more agile, with much more working from home.
  - Shared technologies and ways of working for more effective decisions and communications.
  - Delivered essential services to our most vulnerable.
- 1.12 It is important that we learn from our experience. We need to understand what has worked well, the opportunities for change and consideration of reducing/stopping some of the things we did prior to Covid 19. We are now delivering differently.
- 1.13 As we now move beyond the current lockdown (March 2021), there is a need to balance action which encourages progress towards recovery, renewal, and the remobilisation of our systems, while simultaneously retaining the capacity to respond rapidly and flexibly in the ongoing management of COVID-19. Therefore, LRP partners are working together to plan, prepare for, and respond to the phased easement out of lockdown. Our collective contribution to preventing the spread of infection, via the national Test and Protect scheme (and the LRP's Test & Protect Oversight Group), delivery of the mass vaccination programme, and development of the community testing model, is vital.
- 1.14 The Scottish Government's Framework, is structured around planned easing of restrictions and six key tools, including vaccination, test and trace, and community testing. The aim is to get coronavirus to the lowest possible level and keep it there, which will then allow gradual changes to the restrictions. All elements need to be used together, and it will take commitment from all citizens to make them work effectively.

## SCOTLAND'S COVID-19: STRATEGIC FRAMEWORK - PLANNED EASING OF RESTRICTIONS



[www.gov.scot/coronavirus](http://www.gov.scot/coronavirus) to ensure you are viewing the most up-to-date information and guidance about coronavirus.

- 1.15 The principles of response and recovery as detailed within resilience doctrine remains relevant, and we must continue to respond to the demands of the pandemic. It is vital that we continue to also have regard to other emerging and concurrent risks, that we may also need to respond too.
- 1.16 Given the characteristics of the pandemic , the usual handover to a recovery phase, as outlined within UK and Preparing Scotland doctrine, will not be undertaken, given the complexities of the ongoing response, alongside recovery and renewal actions.

**What`s next?**

- 1.17 We will continue to adapt and revise our approach to reflect emerging legislation and guidance.
- 1.18 We appreciate that each partner organisation within the LRP is gathering its own learning from the pandemic and developing recovery and renewal plans. It is not the role of this Framework to duplicate these activities, but rather to complement Partner`s work, by offering and sharing a template for a joint approach and identifying those actions which are better undertaken collectively by the Partnership. Community Planning Partnerships will be fundamental in supporting the Recovery & Renewal (R & R) work at local level and will involve many of our LRP partners.
- 1.19 We will continually review and update our approach to Recovery & Renewal by learning from partners' individual R&R plans, and best practice nationally and within other organisations. This will be captured in updates to this Framework.

## 2. What do we want to achieve?

### What's happening now?

- 2.1 The LRP will continue to have a pivotal and co-ordinating role, addressing, short, medium and longer-term priorities.
- 2.2 This Framework outlines the collaborative approach that will assist with the prioritisation and co-ordination of actions, decision making and management of assets and resources.
- 2.3 It will be delivered to support the overall LRP Strategic Objectives for Covid 19, as noted in table 1 and specifically the last three objectives, in bold text.

**Table 1 - Tayside LRP Strategic Objectives for COVID19**

- Protect & preserve life.
- Minimise the danger to the public whilst safeguarding health, safety and wellbeing of responders.
- Support the UK Government and Scottish Government Public Health Strategy.
- Collaborate to ensure effective operational delivery of new policy including Test & Protect.
- Maintain arrangements for escalating response to address Reasonable Worst-Case Scenario.
- Manage excess deaths effectively in a high impact scenario
- Support vulnerable people and communities impacted by Covid-19.
- Maintain collective situational awareness.
- Respond to misinformation and support internal and public messaging, warning and informing.
- **Minimise impact on daily life, business and consequent economic losses.**
- **Plan for and implement early and effective recovery.**
- **Promote a new normality using lessons and other processes to identify opportunities.**

- 2.4 The **Strategic Aim** of Tayside LRP for Renewal & Recovery is to **work in partnership to support our communities in Tayside to recover from Covid 19, to renew, and to build forwards better.**

2.5 Following discussion at LRP level and taking account of national recovery arrangements, the **principles** supporting recovery from COVID 19 for the LRP are detailed as follows, and will guide how the LRP operates in the Recovery and Renewal phase:

- Our recovery and renewal activities will support the Partnership`s integrated approach to protect and save lives
- Management of recovery is most effective when undertaken at locality level and involves local expertise and active participation of affected communities. Therefore, Community Planning Partnerships will be the lead for much of the local engagement and assessment.
- Successful recovery requires strong collaborative activity between LRP Partners, which is managed effectively, and understood by all involved
- The principles of Integrated Emergency Management will apply equally to recovery and renewal as it does to the planning and response phases of the pandemic.
- Our recovery arrangements will remain dynamic and recognise the complex, protracted and changing requirements of those affected.
- Partners will ensure that multi-agency participation and commitment will be fulfilled, by ensuring our organisations` representatives have appropriate knowledge and level of authority to take actions and make decisions.
- Management of recovery will be supported by clear and consistent communications, both between partners, and with our communities.
- Recovery and renewal activity will ensure protection of the environment, and promotion of sustainable practices.

2.6 In order to achieve the LRP Strategic Aim and Principles for recovery & renewal, the following initial objectives have been identified:

- Help enable and work with individuals, families and communities to recover from Covid 19 by providing support, information, services and resources.
- Support the resumption of business and social activities when safe to do so, in accordance with the Scottish Government Framework.
- Deliver Test and Protect, mass vaccination and community testing as blend of measures to protect our communities.
- Share early information on COVID 19 hotspots of infection, and collectively support containment measures, to protect the public.

- Continue to build on the effective relationships and partnerships between LRP partners, and with communities, which have developed over the pandemic response period.
- Work together with our local communities to support recovery and to integrate into `business as usual` into the longer term.
- Maximise return on the investment made, in planning and preparing for COVID 19
- Incorporate partners` learning into future response, civil contingencies doctrine, operational activity, and service delivery.
- Monitor and support our staff well-being.
- engage with and listen to our communities to understand how the coronavirus pandemic has impacted on them.
- engage with and listen to our staff to understand how the coronavirus pandemic has impacted on them.

### **What else needs to be done?**

2.7 Milestones for assessing progress along the pathway to recovery and renewal will be aligned with emerging community-based outcomes. The initial milestones to assess progress are set out as follows, based on national standards and guidance on recovery planning:

- Demand on, and delivery of, public services returning to "business as usual".
- Utilities and public facing systems are fully functional.
- Transport has returned to acceptable levels of operation.
- Local business is operating at a level, collectively assessed as new normality.
- COVID19 related humanitarian support and care for people activities has reduced to new normality.
- Tourism and related income generation has been restored.
- Wider national and global issues have been incorporated as necessary.
- Having regard to the potential for further waves, peaks or outbreaks.

2.8 While these initial milestones are clearly defined, we understand that the dynamic nature of the pandemic requires flexibility, to respond to any significant changes in circumstances.

### **What`s next?**

2.9 We will be guided by our Strategic Aims, Principles, Milestones and Objectives, however as the pandemic develops, we will keep them under review and adjust to fit the changing circumstances.

2.10 We will develop our next steps and actions, to ensure we achieve our Aims and Objectives. These will be captured in our Action Plan

### 3. What will we do?

#### What's happening now?

##### Community Engagement & Impact Assessment

- 3.1 Communities and caring for people is at the heart of all that we do in the Local Resilience Partnership. Communities need to be enabled and empowered, and the ethos of caring, neighbourliness and localism should be foremost in our support for communities. Our communities have stepped up to support themselves, their neighbours, and so many people within the community. We must build on that tremendous community spirit as we engage and consider the next steps. Discussions are already underway through activities such as engagements with community organisations, and scheduled Community Planning Partnership meetings. This must remain a core part of our shared recovery approach.
- 3.2 An essential first step in the recovery process is to establish the needs of the affected communities. Emergencies affect communities in a wide variety of ways. To understand fully what recovery comprises, we need to map out who is affected and how the impacts of the pandemic have affected them. The initial information gathered will inform our multi-agency planning and will be augmented by feedback from partners as our understanding of the dynamic situation emerges.
- 3.3 It is important to be aware that the impact of COVID 19 will not be limited to those who have directly acquired the virus, and will have affected the whole community to a greater or lesser degree - citizens, business, communities and individuals. For example, the impact upon certain business sectors, particularly the tourism and hospitality sectors, has been significant, and these sectors will take considerable time to fully recover.
- 3.4 The short, medium- and long-term impacts will require to be aligned to our recovery route map. In addition, the risk of further waves of the virus and /or non-compliance from specific communities will be factored into our assessments and planning.
- 3.5 The input of citizens, businesses and community leaders will be essential. Links with local elected representatives, community councils, voluntary organisations and community groups will be vital in building a comprehensive picture of the impacts.
- 3.6 Elected Members play a critical role in the impact assessment process, identifying problems and vulnerabilities in their community that may require priority attention, and feeding them back to the relevant Recovery group, Partnership or partner organisation. Elected Members also have an important role in sharing credible information and advice back to the community, assisting to maintain community cohesion, and providing public reassurance.
- 3.7 Partners are already gathering information on the community impact of

COVID 19, and it is not the intention of the LRP to duplicate that work. However, as part of this Framework a suggested approach is provided below, to help partners develop their own community impact evaluation approaches.

- 3.8 We need to capture, compile and co-ordinate the community impact assessment work which has already been carried out by individual partners, to develop LRP-wide situational awareness and what actions we need to take as a result.
- 3.9 Assessing the impacts on communities will not be a “one off” exercise. Due to the changing circumstances, we will need to gather this information over several periods. Resulting actions will be accurately captured and progress monitored through our Recovery Action Plan.

#### Evaluation and Debrief

- 3.10 Regular evaluation and debriefing will contribute to the development of recommendations and actions, to:
- Identify the positive points and recognise what worked well.
  - Identify challenging aspects and consider what didn't work well.
  - Identify key points for improvement.
  - Identify how we can “build forward better”
- 3.11 Tayside LRP has a long-established and successful system of debriefing incidents, exercises and projects using a recognised debriefing methodology. It aligns with processes contained within the National Debriefing and Lessons Identified Protocol and its adaptable, flexible nature will permit its application during the Recovery & Renewal phase of the COVID-19 pandemic.

#### **What else needs to be done?**

##### Community Engagement & Impact Assessment

- 3.12 We are proposing a comprehensive engagement approach where we listen to and act upon the feedback of as many of our communities, stakeholders, partnerships, and staff as possible. We want to keep our approach simple, and ask similar themes of everyone, so we can collate and analyse data simply and feedback on the resulting actions and progress. Partners may take different approaches to gathering community impact feedback, and it would be inappropriate to be prescriptive to partners on their methods, questions used, or data gathered. However, it is anticipated that – whatever methods are used – partners will be gathering community information on the themes detailed in Table 2:

**Table 2 – Community Impact Assessment Themes**

- What has been the impact of the pandemic on you (your business, community etc)?
- How can we help you recover from the effects of the pandemic on you (your business, community etc)?
- What has worked well for you during this time and could we adopt longer term (for your business, community etc)?
- What has not worked so well?
- How can we use what we have learned to improve and grow (our communities and businesses etc)?

- 3.13 If all LRP partners participate in gathering information on the impacts on their communities, stakeholders and staff, this creates an opportunity to maximise our connections with our communities, particularly those who have been most affected by the impacts of the pandemic. It is important that everyone can engage. In particular, we want to make contact with all communities to ensure they are heard but may have been most affected.
- 3.14 To assist partners to assess the impact on their communities and stakeholders, the five questions in Table 2 may assist with their assessment approach.
- 3.15 Given the current restrictions on our movement and the likelihood that physical distancing measures will continue for some time, partners need to think innovatively about how we engage and encourage positive contribution from all our stakeholders. Use of technology gives opportunities for safe engagement, but it is important that we hear from people who may not be digitally enabled.
- 3.16 To assist partners with their community engagement approaches, information on carrying out a Community impact assessment can be found in the National Recovery Guidance on the UK Resilience website:

[www.ukresilience.info/response/recovery\\_guidance/generic\\_issues/impact\\_assessments.aspx](http://www.ukresilience.info/response/recovery_guidance/generic_issues/impact_assessments.aspx)

#### Evaluation & Debrief

- 3.17 The protracted nature of the Recovery & Renewal phase underlines the need to ensure that continuous evaluation and debriefing takes place at regular intervals and that any lessons identified are formally captured, actioned and monitored. It is anticipated that this will be achievable within the framework of the existing Lessons Identified system. An outline template with supporting information is detailed at Appendix 1.
- 3.18 In addition to the above, the unique nature of this pandemic, and our learning from it will present partners with opportunities to build forward better. In many instances, these will be straightforward, with a simple and easily identifiable actions to make improvements. Early progression and resolution through `quick wins` will be encouraged. There will, however, be instances where the

opportunity is more complex in nature, demanding greater research and exploration of options, paying due regard to issues such as consultation, legislation, equality, environmental and community impact assessments. Any complex issues requiring a multi-agency approach should involve the Local Resilience Partnership.

- 3.19 The requirement to identify and consider opportunities to build forward better will be embedded within the Terms of Reference of each of the Recovery & Renewal Working Groups, detailed in [Section 4](#).

### **What`s next?**

- 3.20 It is important that we learn from our experience in responding to the pandemic. We need to understand what has worked well, the opportunities for change and or reducing/stopping some of the things we did prior to Covid 19.
- 3.21 To build a comprehensive picture of community impacts, lessons learned and "building towards better" opportunities, LRP partners are asked to:
- Carry out impact assessments with their communities, stakeholders and staff (if they have not already started this activity). The key questions detailed in Table 2 above may assist.
  - Consider the potential likelihood of partners duplicating impact assessment activity with the same community groups. Partners are therefore asked to share their plans to undertake community impact assessment activities with fellow partners, and look to carry out joint assessments wherever possible. It is anticipated that Community Planning Partnerships will be taking this forward at local level.
  - Share summaries of feedback from community impact assessments, with LRP partners, to help inform our Recovery priorities, and maximise opportunities for Renewal (building forward better).
  - Carry out Evaluation and Debriefing with partners` staff.

## 4. Who will do this?

### What's happening now?

- 4.1 The country is stabilising (for now). Nevertheless, that could change very quickly with the path out of lockdown measures outlined in the [Scottish Government's Covid-19 Route map](#). This aligns with the five-point criteria that has been presented by UK Government (and devolved administrations) as follows:
- Protect the NHS ability to cope and be confident that the NHS can provide enough critical care across the UK.
  - See a sustained and consistent fall in daily death rates to be confident the UK is beyond the peak.
  - Reliable data from SAGE, the government's scientific advisers, showing rate of infection is decreasing to manageable levels across the board.
  - Confidence that testing capacity and PPE are in hand with supply able to meet future demand.
  - Confidence that any adjustments to the current measures would not risk a peak in infections which would overwhelm the NHS.
- 4.2 Locally, all partners are developing their recovery and renew plans aligned to their organisational plans and outcomes, in addition to understanding the wider implications of Scottish Government guidance.
- 4.3 Community Planning Partnerships play a leading role at a local level, and specifically in relation to delivering agreed local outcomes and recent humanitarian work with the third sector, supporting shielded and other vulnerable people.
- 4.3 In terms of recovery and renew, a LRP Recovery & Renew "Building Forward Better" Oversight sub group will be formed to lead on the different elements of this activity. It is likely that a range of actions and workstreams will be identified to address the work that emerge. These will fall under the headings of:
- **People**
  - **Place**
  - **Economy**
- 4.4 The Oversight Group will report to the LRP and membership will consist of all partner agencies. The Chair will be nominated and agreed by the LRP, with clear terms of reference established for the group. The scale and detail of the Oversight Group's work is currently being defined.
- 4.5 Links are also in place with several officer groups which are already established. This includes for example schools/education Recovery, and the Tay Cities Deal Group in terms of the regional economic recovery. These groups will continue to work through their core issues and are the most appropriate for discussions on taking forward their specialist elements of recovery and renewal work as further issues come to light. It is important that where groups are already in existence, the LRP should avoid any duplication, or setting up new groups unnecessarily.

- 4.6 The table at [Figure 3](#) contains existing groupings, alongside the existing functions aligned to the recovery guidance, and whether these groups are local (CPP/local authority level), regional (e.g. part of the LRP), partnership or other (e.g. community groups, national groups). This should ensure that there are no gaps, overlaps or duplications in the planning arrangements for these key recovery and renewal activities of People, Place and Economy.
- 4.7 Figure 3 also demonstrates that several LRP specialist groups are already in place and have been meeting in the preparation and planning phase, as well as in the response to the pandemic.
- 4.8 As well as the 'People', 'Place' and 'Economy' themes, there is a vital role for Communications – both between partners, but also sharing vital messages with our residents, communities and stakeholders. Public messaging is especially important as we seek to share messages about what people can do to help the recovery, protect themselves and others, particularly the continued need to follow national guidance about shielding, social distancing, and isolation, when people are understandably weary from many months of lockdown. The role of the LRP Communications group will be vital in supporting this work.

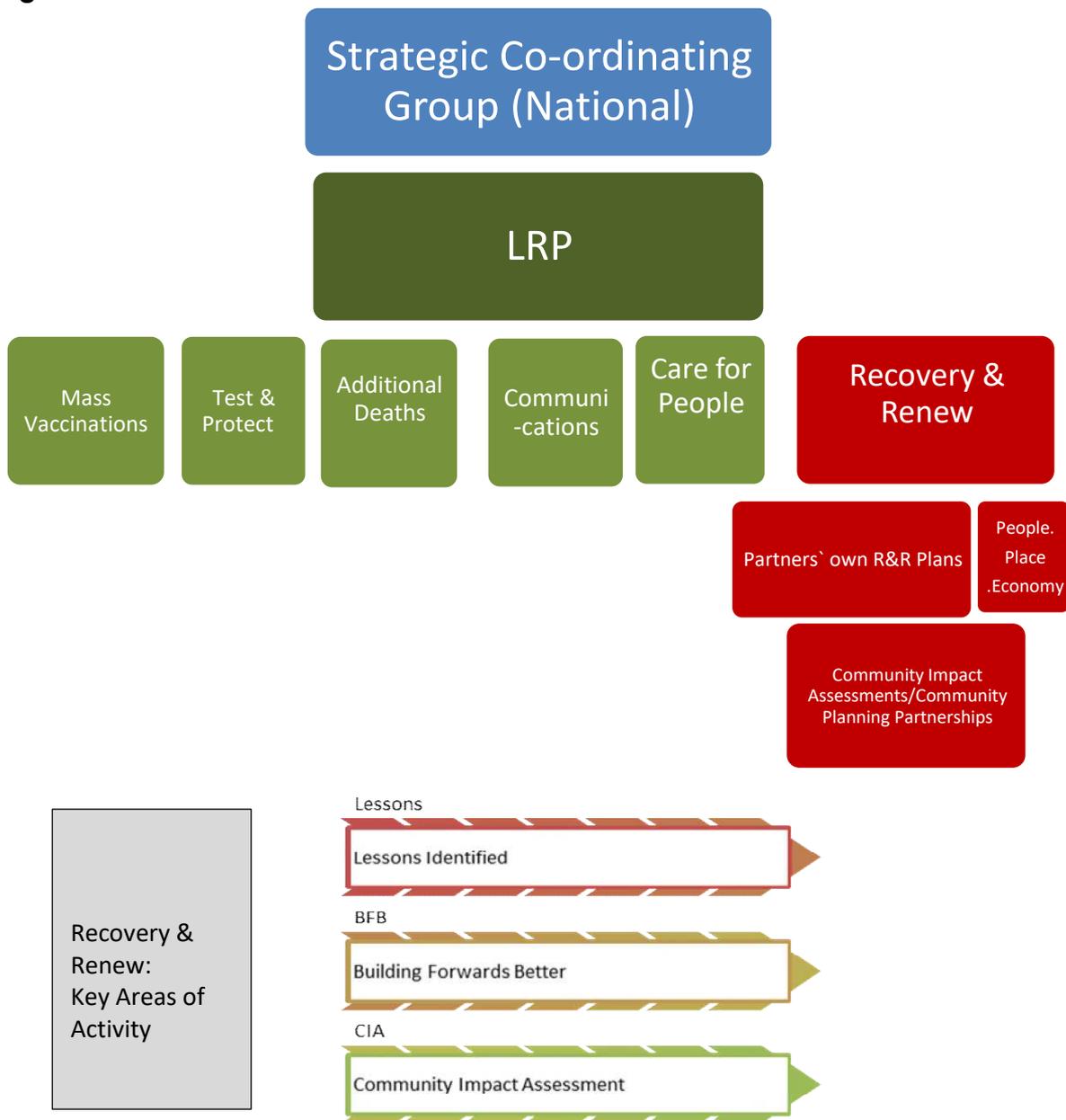
**Figure 3 – Mapping of Groups with a Role in Recovery & Renewal**

| <b>GROUP &amp; MAIN THEMES</b>                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>LOCAL – CPP(ie/local authority geographical level)</b>                                                                                                                                                                                                                                                                                 | <b>LRP/Tayside Wide</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>OTHER (eg Community/Locality Level; National Groups)</b>                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>HUMANITARIAN - PEOPLE</b></p> <ul style="list-style-type: none"> <li>• Health Care &amp; re-mobilisation plans</li> <li>• Public protection</li> <li>• Physical impacts (health, housing, financial needs)</li> <li>• Psychological impacts (deaths, isolation)</li> <li>• Education and schools</li> <li>• Test, Trace, Isolate &amp; Support</li> <li>• Access to food, pharmacy and financial help</li> <li>• Mass Vaccinations</li> </ul> | <ul style="list-style-type: none"> <li>• Local Chief Officer Groups</li> <li>• Local authority Humanitarian Assistance centres/welfare hubs.</li> <li>• Activity Centre/Education Hubs.</li> <li>• Health and Social Care Partnerships.</li> <li>• Citizens Advice</li> <li>• Angus, Dundee, PKC Alcohol and Drug Partnerships</li> </ul> | <ul style="list-style-type: none"> <li>• Health and Social Care Chief Officers Group.</li> <li>• Care for People LRP Group</li> <li>• Care &amp; Support LRP Group.</li> <li>• Test and Protect Oversight Group.</li> <li>• Tayside Education Recovery Group (Chief Education Officers)</li> <li>• Third Sector interface chief officer group</li> <li>• Additional Deaths working Group.</li> <li>• NHS Access to Crisis Services Group</li> <li>• Tayside Mental Health and Wellbeing SPG</li> <li>• Mass Vaccinations Group - LRP</li> </ul> | <ul style="list-style-type: none"> <li>• Multiple Local Community Support Groups.</li> <li>• Foodbanks/Fareshare</li> <li>• National assistance helpline/food parcel deliveries.</li> </ul>  |
| <p><b>INFRASTRUCTURE – PLACE</b></p> <ul style="list-style-type: none"> <li>• Disruption to daily life,</li> <li>• Transport, Public Transport</li> <li>• Utilities</li> <li>• Essential services and interdependencies</li> <li>• Property (restoring, redesign &amp; return)</li> <li>• Social Distancing</li> <li>• PPE</li> <li>• Environmental Protection and controls</li> <li>• Construction</li> </ul>                                      | <ul style="list-style-type: none"> <li>• LA co-ordinating Group.</li> <li>• Safer Communities Partnerships</li> <li>• Local Transport Forums</li> </ul>                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• Tayside Road Safety Forum</li> <li>• TACTRAN</li> <li>• Tayside Biodiversity Partnership</li> <li>• It has been identified that there is no LRP group with an oversight of Covid related physical protection/infrastructure environmental standards etc. See section 4.14 below</li> </ul>                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Local community environmental groups (e.g. Local 'Friends Of' Groups; Community Growing Spaces)</li> <li>• Climate Groups/ Climate Cafes</li> </ul> |

|                                                                                                                                                                                                                                                                                                           |                                                                                                                        |                                                                                    |                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Climate Change</li> <li>• Green spaces, parks and countryside access</li> </ul>                                                                                                                                                                                  |                                                                                                                        |                                                                                    |                                                                                                                     |
| <p><b>ECONOMY</b></p> <ul style="list-style-type: none"> <li>• Economic and business restart &amp; recovery,</li> <li>• Investment/Projects</li> <li>• Finance</li> <li>• Tourism</li> <li>• Supply chain</li> <li>• Events</li> <li>• Digital &amp; Technology</li> <li>• Access to childcare</li> </ul> | <ul style="list-style-type: none"> <li>• Local authority/business partnerships (eg Perth City Partnership).</li> </ul> | <ul style="list-style-type: none"> <li>• Tay Cities Deal Steering Group</li> </ul> | <ul style="list-style-type: none"> <li>• Federation of small businesses</li> <li>• Chambers of commerce.</li> </ul> |
| <p><b>COMMUNICATIONS</b></p>                                                                                                                                                                                                                                                                              |                                                                                                                        | <ul style="list-style-type: none"> <li>• LRP Communications Group</li> </ul>       |                                                                                                                     |

4.9 The outline of the current and proposed LRP arrangements for COVID 19 are detailed below at figure 4, and includes Recovery & Renew (in red colour). Existing groups within the LRP or other partnership structures will be encouraged to work together on Recovery and Renewal actions and priorities as these evolve. Terms of reference and membership of groups will also be agreed as required

**Figure 4 – LRP Links**



**What else needs to be done?**

4.13 We must engage and recognise the needs of our communities. We must also manage expectations. We will do this by identifying our learning so far, undertaking community impact assessments and integrating the outcomes into our organisational and partnership action plans.

- 4.14 The mapping of [existing groups](#) highlights that there is not a Tayside-wide group which has a remit for 'place'. With the phased easing out of lockdown, more people will visit shops, restaurants and holiday accommodation, and will be attracted to local scenic areas, especially with ongoing restrictions on foreign travel. With this increased activity, there are increasing risks to our physical environment including non-compliance with Covid-19 social distancing restrictions, greater antisocial behaviour and environmental degradation (such as through wild camping). Therefore, a place-related LRP sub group should be formed to tackle these issues consistently across Tayside. We also need to build environmental protection and sustainability into a 'Building Forwards Better' thinking and this subgroup would be the forum for this joint action at the Tayside level.

**What`s next?**

- 4.15 Subject to the LRP approval, the Recovery & Renewal Oversight Group will formally start operating.
- 4.16 Membership of the group will be agreed. It is important that key agencies from LRP are represented on the Oversight Group, and other co-opted as required. Invites will be extended to all LRP agencies with a role in community recovery & renew.
- 4.17 A 'Place' subgroup will be formed to address the challenges on our physical environment as we ease out of lockdown.

## 5. How Will We Ensure Progress?

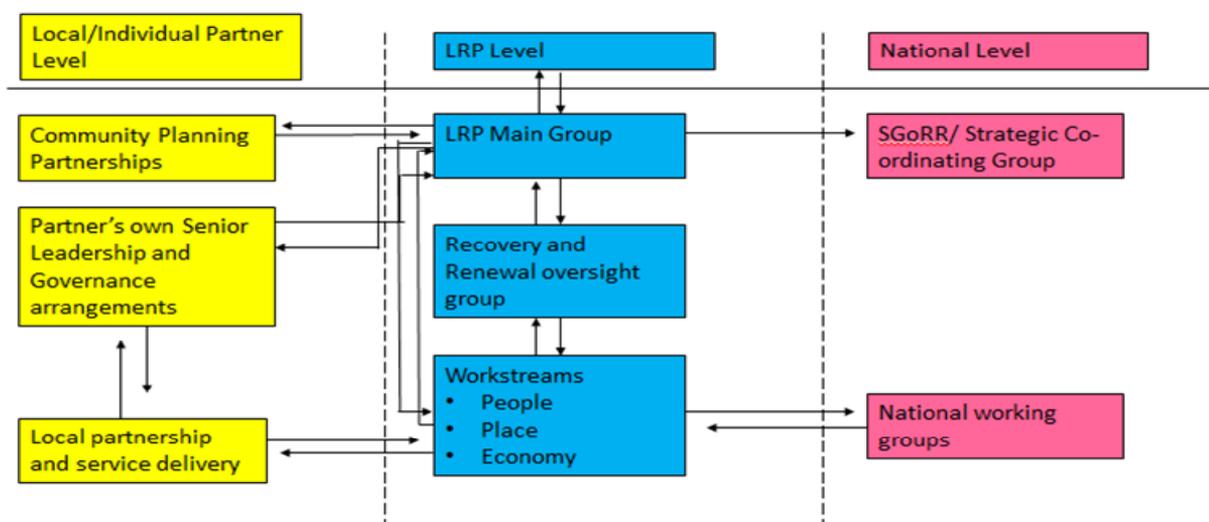
### What`s happening now?

- 5.1 The work to develop this Framework has been overseen by the Local Resilience Partnership, with detailed activities undertaken by a small working group of members.
- 5.2 The next phase will be led by the Oversight Group (see section 4 above), which will co-ordinate the incoming national information, community impact assessments, debriefs evaluation, and feedback from the People, Place and Economy workstreams, to develop a detailed Action Plan. An outline template is attached at Appendix 2, which will deliver on the Aims, Principles and Objectives detailed in section 2 above.

### What else needs to be done?

- 5.3 The Recovery & Renew Action Plan will evolve over time and will be managed by the Oversight Group. Challenge, scrutiny and support will be provided through monthly reporting of the Action Plan progress to the main Local Resilience Partnership.
- 5.4 The Oversight Group will also regularly review the Aims, Principles, Objectives and the Framework, to take account of the evolving situation with COVID19, and emerging Government guidance and direction. Further consideration of governance with national direction, regional and local decision making will need to be addressed. This will be aligned to the various strands of work, the resilience partnership, and where key decisions will be made.
- 5.5 Partners within the LRP are asked to consider the appropriate mechanisms for reporting and monitoring the LRP's Recovery & Renewal activity within their own leadership/governance arrangements.
- 5.6 Figure 5 below shows a simplified link between local/partner level, the LRP and national reporting/feedback arrangements.

**Figure 5**



## **What`s next?**

5.7 At this stage partners are asked to:

- Contribute to the development of the LRP Recovery & Renew Action Plan, including membership of the Recovery and Renewal Oversight Group.
- Consider how reporting feedback and monitoring of LRP-level Recovery and Renew work will be carried out within partners' own leadership arrangements.
- Provide challenge, scrutiny and support to the Recovery & Renewal work via the monthly review of this Framework and the Action Plan at Local Resilience Partnership meetings.

## APPENDIX 1

### DEBRIEFING & LESSONS IDENTIFIED PROCESS

#### Debriefing

The Resilience Partnership has an established and successful system of debriefing and many partner agencies are now very familiar with its operation from initiation through to the monitoring and audit stages. Full details of the national scheme and completed examples of locally conducted debriefs are available on Resilience Direct by following this link – <https://collaborate.resilience.gov.uk/RDService/home/16794/10.-Debriefs-and-Events>

#### Recording Template

The COVID-19 Lessons Identified template set out below was introduced recently as part of a national scheme and some submissions have been received using this template.

| EXAMPLE - Tayside LRP COVID-19 Lessons Identified |                                                                                      |                            |                                                                                                                                                                               |                                                                        |
|---------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
|                                                   | Issue Identified/Notable practice                                                    | Lesson Category            | Context – what happened and when?                                                                                                                                             | Recommended action or recognition and noting of good practice.         |
| 1.                                                | Issue with interoperability between agencies for the purposes of video conferencing. | Interagency Communications | Numerous occasions when VC didn't work for multi-agency meetings. Have been able to join Microsoft Teams meetings; however, there have been issues with this re connectivity. | Need to look at more reliable systems which allow VC between agencies. |

The above template will be withdrawn and replaced by the template which has routinely been used by Tayside Resilience Partnership for several years when debriefing incidents and exercises. The template shown below will be used to record all Lessons Identified and opportunities to Build Forward Better during the Recovery & Renewal phase of the pandemic. The additional features of the template below will allow more effective monitoring, auditing and integration with TRP's existing systems. In addition to completing the category, it should also be recorded whether the matter represents an opportunity to Build Forwards Better (BFB)– as outlined in the example below.

| <b>49.</b> | <b>EXAMPLE - Tayside LRP COVID-19 Lessons Identified</b> |                                                                                                                                                                                                                                                               |                                                                         |                           |                                        |
|------------|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|---------------------------|----------------------------------------|
|            | Category (e.g. Plans, People, Environment)               | Lesson Identified                                                                                                                                                                                                                                             | Proposed Action/Reqd. Outcome                                           | Responsible Person/Agency | Progress                               |
|            | Interagency Communications & BFB Opportunity             | Issues arose with the interoperability of agencies' video-conferencing systems. Numerous occasions when VC didn't work for multi-agency meetings. Have been able to join Microsoft Teams meetings; however, there have been issues with this re connectivity. | Need to consider more reliable systems which allow VC between agencies. | Communications Group      | To be discussed at meeting on 25/07/20 |

Application of this template will be retrospectively applied to submissions already received in relation to COVID-19 activities. The TRP Learning & Development Coordinator will forward locally identified learning and opportunities for inclusion in the national database. The responsible person or agency is expected to update the L&D Coordinator re progress status in order that the Lessons Identified and opportunities to Build Forwards Better recorded under this scheme can be accurately monitored. The L&D Coordinator will also submit reports to the Recovery & Renewal Group and the Tayside Resilience Partnership for consideration.

**APPENDIX 2**

**ACTION PLAN – template.**

| Workstreams     |      |             |             |                |          |                        |                      |   |          |
|-----------------|------|-------------|-------------|----------------|----------|------------------------|----------------------|---|----------|
| 1.              |      |             |             | G              | Complete | R                      | Not progressing      | A | On Track |
| Desired Outcome | Item | Key Actions | Target Date | Responsibility | RAG      | Key Outputs / Evidence | Comments on Progress |   |          |
|                 | 1.1  |             |             |                |          |                        |                      |   |          |
|                 | 1.2  |             |             |                |          |                        |                      |   |          |
|                 | 1.3  |             |             |                |          |                        |                      |   |          |
|                 |      |             |             |                |          |                        |                      |   |          |