

PERTH AND KINROSS COUNCIL

7 October 2020

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

BUILDING AN EVEN BETTER PERTH AND KINROSS

Report by Chief Executive (Report No. 20/181)

This report updates Members of the Council on progress with developing the Perth and Kinross Offer. It provides an interim summary of engagement feedback that will inform our emerging vision, key priorities and approach to recovery and renewal. It also seeks agreement from elected members on the draft Organisational Development plan.

1. Introduction & Background

- 1.1 At Council on 30 July 2020, the Recovery and Renewal Framework and Strategy were approved (report 20/124 refers). Members noted progress made in terms of our response to the pandemic and the 3 Horizons framework (Discover, Design, Deliver), which detailed our approach to consultation and engagement in this initial phase. Council also agreed that an Organisational Development plan be produced to support the approach agreed through the Perth and Kinross Offer and recovery and renewal.
- 1.2 Members noted the clear connection between our response to the pandemic and the Perth and Kinross Offer, acknowledging that the pandemic has evidenced groups and the Council working together to support communities, in a range of ways, to cope with the restrictions of lockdown and the general impact of Covid-19.
- 1.3 The Perth and Kinross Offer is at the heart of the overall approach to recovery and renewal and acknowledges that *'everyone has something to offer'*. As the key driver for our recovery and renewal approach, the Offer will ensure that we build on recent progress and work more closely with citizens and communities to achieve considerable change in how services are co-created and delivered.
- 1.4 This report provides a progress update on;
 - the Perth and Kinross Offer priorities as set out in the Council report (Report No.19/361 refers) in December 2019.
 - The summary overview of feedback gathered through our communications and engagement activity (appendix 1) and explains how this will be used to inform our emerging vision and progress our four workstreams, Equality; Education; Economy and Environment.
 - the proposed Organisational Development plan (appendix 2) which will support staff and elected members to develop the key skills required to embrace and deliver our ambition for the PK Offer.

- draft proposals for the PK Offer in practice (appendix 3) for future consultation and engagement, and which will be subject to plain English edits.
- 1.5 There is a continued need to put arrangements in place to respond to the ongoing pandemic such as the Council's requirements to provide proactive isolation calls and welfare support to those self-isolating. As such, the timescales originally indicated within the December report will require to be amended, especially those for phase 2. More importantly, this will also ensure that as wide a range of individuals and communities can be involved in the development of the vision as possible.

2. Our PK Offer / Recovery & Renewal Approach

2.1 While the 3 horizons framework was agreed as an approach to guide us from where we are now to where we need to be in the future, it was also noted that the language required to be simplified. It was noted that emerging change, such as the current pandemic, will challenge our current assumptions about how things are and how they might be in the future, as over time, many of today's ways of working will become obsolete.

2.2 We have continued to use the framework as an approach to consider the current and emerging situation in Perth and Kinross, and for the Council, and will use this to identify what needs to be different in the future. As previously agreed, this will be undertaken in three phases as detailed below:

➤ **Phase 1 – Discover**

2.3 During the **first phase**, between June and September, we set out to undertake a wide range of engagement activity to understand the impact of the pandemic including community impact assessments, service recovery and renew assessments along with a wide range of stakeholder engagement activities.

2.4 We are now nearing the end of the first phase and although stakeholder engagement will be an ongoing iterative process, we are in a position to fully consider the information gathered and start working towards phase 2 when we will collaborate, engage and work together as appropriate, with our communities, to agree the emerging vision and our key priorities.

➤ **Phase 2 – Vision and Define**

2.5 All the qualitative and quantitative information collated to date in Phase 1 has been analysed and considered with emerging themes and issues identified.

2.6 During phase 2, from October to March (originally December), the approach we will adopt will be one of challenge, with a series of workshops, events and innovation opportunities for staff, elected members and stakeholders. The emerging themes and issues will inform:

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

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

➤ **Phase 3 Deliver**

2.8 Once we have agreed the broad vision and approach for the Offer and any emerging models of operation, we will move to Phase 3 and progress with the designing and delivering.

2.9 Our four 'E' Workstreams (Equality; Education; Economy and Environment) will continue to receive support from HR, finance, business improvement with innovation tools and techniques and finance support. The Organisational Development plan (Appendix 2) will be progressed, and all activity will continue to be underpinned by the ongoing engagement and involvement of communities in the re-design process.

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

3. Update on the Perth and Kinross Offer priority areas

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

3.2 Five priority areas of work for implementation in 2020 were approved by Council in December 2019, with agreement to update Council in Spring 2020. However, lockdown restrictions in March required an emergency response and redirection of our resources, impacting on many areas of activity, including the PK Offer. Although national lockdown restrictions have begun to ease, local and regional restrictions have been introduced to address or prevent local outbreaks, as was the case in Coupar Angus during August 2020. Furthermore, as control measures continue to be stepped up or eased to respond to the ongoing pandemic, communities are still very much

experiencing the impact of the pandemic, with many staff continuing to focus on response activity.

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

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

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

- 3.4 A communication and engagement plan for our recovery and renewal programme was approved in June 2020 (Report No. 20/107 refers), acknowledging the need to engage and consult with our stakeholders. The Communications and Engagement plan set out how we would engage, involve and listen to our staff, partners, communities, businesses and people with aims to:

- understand how the coronavirus pandemic has impacted on them, how it has affected their health and wellbeing, their family, their community and work
- understand what is different now and what has worked well, but also what has not worked so well
- inform how we recover from the pandemic and what we need to stop, start and keep doing as we return to a new normal
- build an even better Council and Perth and Kinross

- 3.5 The input of individual residents, elected members, businesses and community leaders have been, and will continue to be, essential to build a comprehensive picture of the impacts and what we collectively need to do to support people and communities to recover. Our approach is to listen to, and to act upon the feedback from as many people as possible, building our vision for the PK Offer and ultimately, a better Perth and Kinross. This includes making contact with our seldom heard communities and offering maximum reach in terms of connecting with the people of Perth and Kinross, particularly those who have been most affected by the pandemic. This will be an iterative process and will help us to work effectively in collaboration with all of our stakeholder groups.

- 3.6 The Council has sought and captured information from previous consultation exercises, for example, the work of the Health and Social Care Partnership's Big Conversation feedback, Fairness Commission and Fairer Futures and

tenant feedback. It is likely that much of this feedback is still relevant, and therefore will be an important source of information and reference. In addition, we have been collaborating with our partners such as the HSCP, Scottish Fire and Rescue Service and NHS Tayside to share our collective efforts in gathering feedback from key stakeholders on the impact of the pandemic. We are also taking into account local engagement and research which is available.

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

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

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

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

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

- increased volunteering and mobilisation of community groups
- strong sense of community with greater connections with neighbours and communities
- provision of support to those most vulnerable
- greater use of technology
- developing wider markets
- more online sales and diversification
- children spending more time with family
- learning in a different environment
- quieter roads and more people walking and cycling
- maintenance of open spaces

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

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

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

PK Offer - Developing our Employee Experience

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

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

3.14 The events of the past six months have allowed us to accelerate our learning in these areas, start embedding the behaviours of the PK Offer and develop a greater understanding of how we can utilise these new and emerging skills to progress our vision over the next few years. We have also prioritised a focus

on engaging with our staff to promote and maintain their health and wellbeing during a time which, for many, has been challenging and unprecedented. Below are examples of organisational development work that has been prioritised over the past six months;

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

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

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

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

- 3.17 A range of opportunities such as coaching, resilience and frontline leadership, community capacity building and delivery of the Think Yes! approach have been included within the key themes. Support will also be provided to community members interested in becoming more involved and training, information, support and learning opportunities will be offered to enable effective participation.

PK Offer - Promoting “Quick Wins” / Successes

- 3.18 We made a commitment in December 2019 to promote quick wins in embedding our approach to the Perth and Kinross Offer. Whilst the pandemic has impacted on progress in some areas, it has accelerated progress in many others. We recognise the significant contribution of volunteers and community groups in supporting communities to respond to the pandemic, highlighting the importance of developing and maintaining this strong partnership between communities and the many agencies and services that work with them. This strong partnership approach is more important now than ever and has demonstrated the Perth and Kinross Offer in practice. Examples of what our communities did during this time is detailed below;

- mobilised very early on and provided critical support to vulnerable people
- registered to volunteer with the Council
- delivered and provided an estimated 10,000 – 15,000 hot meals and food packs
- provided information and befriending services and delivered leaflets and prescriptions
- worked in partnership with the Welfare and Community Resilience team
- helped neighbours with shopping, gardening and small tasks
- took a proactive approach to keeping informed about the services available
- managed their income and kept in touch when they were facing financial hardship
- took a proactive approach to supporting children with home schooling and encouraged them to stay in touch with their teacher
- encouraged children to keep active and healthy during the lockdown
- encouraged children to write to our elderly residents to help with social isolation
- undertook minor repairs within their home when we couldn't visit due to restrictions
- took responsibility for dealing with small disputes with neighbours
- helped out by maintaining greenspace within their community
- worked with us to support their business and staff

- 3.19 Appendix 3 provides a recent example of the Offer in practice, based on the summary community impact report. We also have numerous examples of the Offer in practice with teams and communities that have been well established and operating for some years. Examples of these include Community Greenspace activity, Housing and tenant engagement work and our Food Network. Teams are currently working with their communities to more fully develop the work that they do within the framework of the Offer.

Ongoing activity includes the following:

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

Enhancing our digital engagement platforms

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

suggestions for improvement, while ensuring that the language is easy to read and accessible.

4. Financial Implications

- 4.1 In July 2020, Council requested that a costed report be presented this month following the review of the revenue budget and the setting of the capital budget.
- 4.2 The Council received an update on the 2020/21 Revenue Budget at its meeting on 30 September 2020 (Report No. 20/173 refers). This update set out a gross financial pressure of Covid-19 of between £22.4 million and £26.8 million. A number of potential mitigation measures were identified that could reduce the gap to between £1.7 million and £6.1 million. However, the full impact of Covid 19 on the Council's finances remains uncertain, particularly with regard to the potential cost of education recovery; social care and ongoing welfare support together with increased pressure on the Council's income as well as the cost of recovery and renewal.
- 4.3 The current crisis has impacted upon the Council's ability to deliver previously agreed investment decisions and savings, some of these decisions will require to be reassessed in the context of a challenging financial landscape; new and emerging priorities and changes in operating models and methods of service delivery arising from the Council's response to COVID-19.

5. Conclusion and next steps

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

In terms of next steps, we will:

- use feedback received to date to inform the Council's four Recovery and Renewal Workstreams to assist with the ongoing development and progress of plans.
- now commence phase 2 activity to support the vision setting and priorities for the wider PK Offer.
- continue ongoing communication and engagement to ensure that the Council fully understands the changing situation and on-going impact of COVID-19 as well as promoting and embedding the collaborative approach of our PK Offer.

- commence delivery of the Organisational Development plan.
- continue to consider the financial and resource implications of the ongoing pandemic and our plans for the future.
- commence the Governance Review based upon the International Framework for Good Governance in the Public Sector. This will be led by a Governance Review Member Officer Working Group, which will link into the Perth and Kinross Offer Member Officer Working Group.

6. Recommendations

6.1 It is recommended that the Council:

- a) notes the progress made to date, in terms of advancing the agreed priority workstreams, to support delivery of the PK Offer
- b) notes the feedback received and the emerging themes and issues as detailed in the community impact summary report (appendix 1)
- c) approves the proposed Organisational Development Plan (as attached at Appendix 2) and agrees that this will be subject to further design and plain English edits.
- d) notes and agrees the proposed direction for consultation and engagement on the PK Offer drafts (Appendix 3) and agrees that this will be subject to further design and plain English edits.

Author(s)

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

Approved

| Name | Designation | Contact Details |
|------------|-----------------|-----------------|
| Karen Reid | Chief Executive | |

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications

Community Plan/Single Outcome Agreement

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

Corporate Plan

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

2. Resource Implications

Financial

- 2.1 There are no direct financial implications of this report, although the estimated financial implications of the COVID-19 pandemic to the Council are set out in section 4 of this report.

Workforce

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

- 2.3 Moving forward the Council may seek to continue with the current ways of working, or develop new ways of working, which would undoubtedly have an impact on employees. Furthermore, it is important to note, that there may be an impact on the number of people that the Council employ longer term, which will be driven by the long term financial implications of the pandemic on the Council. In addition, continued requirements to respond to the pandemic as a result of any further outbreaks may mean that priorities change with employees being required to move back into support arrangements. Council also needs to be mindful of the impact on our workforce in relation to winter absence either through ill-health (covid, flu) or the ongoing pressure linked to response, recovery and renewal processes.

Asset Management (land, property, IT)

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

3. Assessments

Equality Impact Assessment

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

Strategic Environmental Assessment

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

Sustainability

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

- in the way best calculated to deliver any statutory adaptation programmes; and
- in a way that it considers most sustainable.

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

Legal and Governance

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

Risk

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

4. Consultation

Internal

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

External

4.2 The Council's approach to Recovery and Renewal has been discussed with the Community Planning Partnership. It will be essential that external consultation and the views of all stakeholders are gathered in the preparation of any recovery and renewal plans or proposals. Ongoing discussions are taking place with ward representatives and elected members.

5. Communication

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

2. BACKGROUND PAPERS

2.1 None

3. APPENDICES

3.1 Appendix 1 – Interim Feedback Analysis Report
 Appendix 2 – Organisational Development Plan
 Appendix 3 – the Offer in practice summary document