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Council Building
2 High Street
Perth
PH1 5PH

31 July 2020

A virtual meeting of **Scrutiny Committee** will be held on **Wednesday, 05 August 2020** at **09:30**.

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

KAREN REID
Chief Executive

Those attending the meeting are requested to ensure that all notifications are silent on their device and other devices are in silent mode.

Please note that the meeting will be broadcast online and recorded. The recording will be publicly available on the Council's website following the meeting.

Members:

Councillor Sheila McCole (Convener) Councillor Fiona Sarwar
Councillor Andrew Parrott (Vice-Convener) Councillor Colin Stewart
Councillor Chris Ahern
Councillor Michael Barnacle
Councillor Harry Coates
Councillor David Illingworth
Councillor Anne Jarvis
Councillor Grant Laing
Councillor Tom McEwan
Councillor Callum Purves
Councillor Crawford Reid

Scrutiny Committee

Wednesday, 05 August 2020

AGENDA

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

- | | | |
|----------|--|----------------|
| 1 | WELCOME AND APOLOGIES/SUBSTITUTES | |
| 2 | DECLARATIONS OF INTEREST | |
| 3 | MINUTE OF MEETING OF SCRUTINY COMMITTEE OF 5 FEBRUARY 2020 FOR APPROVAL
(copy herewith) | 5 - 6 |
| 4 | ANNUAL GOVERNANCE STATEMENT 2019/20
Report by Head of Legal and Governance Services (copy herewith 20/130) | 7 - 20 |
| 5 | COVID-19 RISK MANAGEMENT ARRANGEMENTS
Report by Depute Director (Housing and Environment) (copy herewith 20/131) | 21 - 30 |
| 6 | RECORD OF DECISIONS UNDER EMERGENCY POWERS
(copy herewith) | 31 - 42 |

IT IS RECOMMENDED THAT THE PUBLIC AND PRESS SHOULD BE EXCLUDED DURING CONSIDERATION OF THE FOLLOWING ITEM(S) IN ORDER TO AVOID THE DISCLOSURE OF INFORMATION WHICH IS EXEMPT IN TERMS OF SCHEDULE 7A TO THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973

- P1 HORSECROSS ARTS LTD**
Presentation

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SCRUTINY COMMITTEE

Minute of meeting of the Scrutiny Committee held in the Council Chamber, 2 High Street, Perth on Wednesday 5 February 2020 at 1.30pm.

Present: Councillors G Laing, A Parrott, C Ahern, M Barnacle, H Coates, D Illingworth, A Jarvis, S McCole, T McEwan, C Purves, C Reid, F Sarwar (substituting for Councillor D Doogan) and M Williamson (substituting for Councillor C Purves).

In Attendance: L Simpson, J Clark, F Robertson, S Walker, L Gowans, M Grant, K Johnston, M Terava and D Williams (all Corporate and Democratic Services).

Apologies: Councillors D Doogan, C Purves and C Stewart.

Councillor G Laing, Convener, Presiding.

1. WELCOME AND APOLOGIES

The Convener welcomed all those present to the meeting and apologies were noted as above.

2. DECLARATIONS OF INTEREST

There were no Declarations of Interest made in terms of the Councillors' Code of Conduct.

3. MINUTE OF THE MEETING OF THE SCRUTINY COMMITTEE OF 27 NOVEMBER 2019

The minute of meeting of the Scrutiny Committee of 27 November 2019 was submitted, approved as a correct record and authorised for signature.

4. UPDATE BY ARMS-LENGTH EXTERNAL ORGANISATIONS

(i) Horsecross Arts Ltd.

S Walker, Corporate and Democratic Services, delivered a slide-based presentation updating members on the financial performance of Horsecross Arts Ltd.

N Williams, Chair Executive, Horsecross Arts Ltd., provided a slide-based presentation updating members on audience numbers; budgetary matters; and work undertaken to improve income.

Members sought assurance on matters such as: financial arrangements and budget monitoring; programming; engagement with the tourism sector; and online presence.

The Convener thanked N Williams for his attendance and wished him the best of success. N Williams left the meeting at this point.

J CLARK, F ROBERTSON, S WALKER, M GRANT AND K JOHNSTON ALL LEFT THE MEETING AT THIS POINT.

5. REGISTRATION OF BIRTHS, DEATHS, MARRIAGES AND CIVIL PARTNERSHIPS – INSPECTION REPORTS BY NATIONAL RECORDS OF SCOTLAND

There was submitted a report by the Head of Legal and Governance Services (20/43) commenting on the annual inspection reports from the National Records of Scotland on the provision of registration services in the Perth and Kinross Council area in 2018.

Resolved:

The contents of Report 20/43, be noted.

PERTH AND KINROSS COUNCIL

Scrutiny Committee - 5 August 2020

ANNUAL GOVERNANCE STATEMENT 2019/20

Report by Head of Legal & Governance Services (Report No. 20/130)

PURPOSE OF REPORT

The purpose of the report is to provide the Committee an opportunity to review the Annual Governance Statement (AGS) for the financial year 2019/20, which provides assurance as to the effectiveness of the Council's governance framework and in particular the system of internal control.

1. INTRODUCTION

- 1.1 The purpose of the Annual Governance Statement (AGS) is to give assurance to our stakeholders that we have effective arrangements in place to ensure that, as a Council, we are doing the right things for the right people at the right time in an open, honest and accountable way.
- 1.2 The AGS provides an opportunity to review our rules, resources, systems, processes, culture and values to make sure that our governance framework. In particular we are seeking assurance that our system of internal control is:
 - legally compliant
 - ethically sound; and
 - fit for purpose

Thereby enabling the Council to achieve its strategic objectives and provide high quality services that meet the needs of our communities, in an appropriate, efficient and affordable way. It is important therefore, that governance issues are identified systematically and comprehensively and reported in an open and transparent manner.

- 1.3 The Annual Governance Statement for 2019/20 is attached as Appendix 1 to this report. The AGS is required to be published as part of the Council's Annual Accounts. It has been prepared in accordance with the Chartered Institute of Public Finance & Accountancy (CIPFA) Framework: Delivering Good Governance in Local Government and also advice from CIPFA and the Council's external Auditors regarding the impact of the coronavirus pandemic.
- 1.4 The AGS is normally presented to the Committee for approval prior to its presentation to the Council along with the Annual Accounts. Due to the situation in which the Council has found itself this year, however, this has not been possible and the AGS and the Annual Accounts were considered by the Audit Committee on 22 July 2020.
- 1.5 The AGS is presented here to allow appropriate review and scrutiny by the Committee.

2. GOVERNANCE ASSURANCE PROCESS

- 2.1 Each year in April, the Council normally follows a robust process of gathering assurance about Services from Service Management Teams and about internal controls from specific Officers with the relevant corporate responsibilities.
- 2.2 This year, however, it was agreed with the Council's External Auditors that such a process would be disproportionate due to the implementation across the Council of contingency measures related to the coronavirus pandemic. Instead, and in keeping with advice from CIPFA, it agreed that it was essential to gain assurance that governance during the implementation and operation of these contingency measures was subject to adequate and effective controls. It was also agreed that, for general assurance, it was reasonable to rely on the previous year's evidence, other external evidence available for 2019-20, and assurance that there have been no significant changes to governance arrangements during the year.
- 2.3 The following officers have, however, provided assurance in respect of their assessment of key corporate controls :
- Chief Finance Officer (S 95 Officer)
 - Head of Legal & Governance Services /Monitoring Officer
 - Chief Internal Auditor
 - Corporate Procurement Manager
 - Information Governance Manager
 - Corporate IT Manager
 - Corporate HR Manager
 - Corporate OD Manager
- 2.4 The Council's Arm's Length External bodies (Horsecross Arts Ltd, Live Active Leisure and Culture Perth & Kinross) were able to provide their normal assurance information.
- 2.5 The Perth & Kinross Integrated Joint Board are obliged to produce their own Annual Governance Statement, as are the Tayside Valuation Joint Board and Tayside Contracts. We place reliance on their assurance statements which have been shared with the Council.

3 EFFECTIVENESS OF GOVERNANCE ARRANGEMENTS

- 3.1 The Council has implemented temporary arrangements for the COVID-19 pandemic with appropriate governance arrangements.
- 3.2 In addition, the assurance process demonstrates that the Council continues to have adequate internal controls in place that are considered fit for purpose in accordance with the governance framework.
- 3.3 The Council's identified priorities for the foreseeable future are on recovery and renewal from, and any further response necessary to, the COVID-19 pandemic and its consequences for the people, communities, organisations and business in the area. This will include the adoption of sound governance arrangements appropriate to the circumstances.
- 3.4 Areas previously identified as requiring ongoing monitoring/review or further improvement action will continue to be scrutinised by Service Management Teams and the relevant Council Committees as and when appropriate.

4 RECOMMENDATION

4.1 It is recommended that the Committee:

- (i) Note the content of this report; and
- (ii) Scrutinise and comment on the Annual Governance Statement for the financial year 2019/20 attached

Author(s)

Name	Designation	Contact Details
Lisa Simpson	Head of Legal & Governance Services	legalservices@pkc.gov.uk

Approved

Name	Designation	Date
Karen Donaldson	Interim Chief Operating Officer	20 July 2020

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

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

1. Strategic Implications N/A

2. Resource Implications N/A

3. Assessments N/A

4. Consultation

Internal

- Service Management Teams
- Executive Officer Team
- Corporate Management Group
- Policy & Governance Group
- Chief Internal Auditor
- Corporate Procurement Manager
- Information compliance Officer
- Health, Safety & Wellbeing Manager

External

Staff from the following external organisations have been consulted the preparation of the Annual Governance Statement including:

- Tayside Contracts
- Perth & Kinross Integrated Joint Board

- Live Active Leisure Limited
- Culture Perth & Kinross Limited
- Horsecross Arts Limited
- Tayside Valuation joint Board

5. Communication

- 5.1 The Annual Governance Statement will be published with the Council's Final Accounts for 2018/19

2. BACKGROUND PAPERS

None

3. APPENDICES

Annual Governance Statement 2019/20

ANNUAL GOVERNANCE STATEMENT 2019/20

1 Introduction

- 1.1 Good governance is key to the success of Perth & Kinross Council. It supports better informed decision-making, the efficient use and management of our resources, high quality performance, greater scrutiny and accountability, resulting in better outcomes for the communities we serve.
- 1.2 The purpose of the Annual Governance Statement is to give assurance to the people of Perth & Kinross, our Elected Members, staff, partner agencies and other stakeholders that our governance arrangements are effective and our system of internal control is robust.

2 Scope of Responsibility

- 2.1 As a public body, the Council must act in the public interest at all times. It must behave with integrity, conduct its business in accordance with the rule of the law and demonstrate a strong commitment to ethical values. We must demonstrate and ensure that public money is used economically, efficiently, and effectively to deliver sustainable outcomes for the people of Perth & Kinross
- 2.2 The Local Government in Scotland Act 2003 also places a specific duty on the Council to make arrangements to secure best value and ensure continuous improvement in terms of the services it delivers to our communities.
- 2.3 A comprehensive and robust governance framework is integral to the Council's ability to discharge these responsibilities and deliver good outcomes. The Annual Governance Statement seeks to provide assurance that our governance framework is appropriate, adequate and effective in enabling the Council to deliver good outcomes and manage risk.
- 2.4 As well as providing assurance as to the effectiveness of the governance arrangements in place for the Council, this Annual Governance Statement also covers the six organisations that are included in the Council's Group Accounts.
- Live Active Leisure Limited (subsidiary)
 - Horsecross Arts Limited (subsidiary)
 - Culture Perth & Kinross Limited (subsidiary)
 - Tayside Valuation Joint Board (associate)
 - Tayside Contracts (associate)
 - Perth & Kinross Integrated Joint Board (joint venture)

3 The purpose of the Governance Framework

- 3.1 Our governance framework comprises the rules, resources, systems, processes, culture and values designed to help us achieve our strategic objectives and provide effective, good quality services in the most cost effective way possible. A crucial part of the governance framework is the system of internal control which is designed to manage the risk of a failure to the achievement of our intended outcomes.
- 3.3 The Council manages risk through a continuous process of identification, assessment, evaluation, prioritisation and mitigation. We evaluate risk on the basis of likelihood and impact in both financial and non-financial terms. We do however need to mitigate and manage risk proportionately; recognising that risk can never be eliminated completely and that only reasonable assurance can ever be given.
- 3.4 The purpose of the governance framework, therefore, is to ensure that we are using all of our resources effectively to deliver good outcomes for our communities and to provide assurance that we are indeed doing the right things, for the right people at the right time in an open, honest and accountable way.

4 Our Governance Framework

4.1 We recognise that the following are fundamental elements of good governance within public sector organisations:-

- Leadership, Culture & Values
- Vision, direction & purpose
- Stakeholder Engagement
- Organisational Development
- Effective Decision Making
- Internal Controls
- Scrutiny & Accountability

4.2 These fundamental elements of our governance framework reflect and seek to embed the principles of good governance within the International Framework: Delivering Good Governance in the Public Sector developed by CIPFA and the International Federation of Accountants, now incorporated into the 2016 CIPFA Framework for Delivering Good Governance in Local Government, namely :

- Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law
- Defining outcomes in terms of sustainable economic, social and environmental benefits
- Ensuring openness and comprehensive stakeholder engagement
- Developing the entity's capacity, including the capability of its leadership and the individuals within it
- Determining the interventions necessary to optimise the achievement of the intended outcomes
- Managing risks and performance through robust internal control and strong public financial management
- Implementing good practices in transparency, reporting and audit to deliver effective accountability

4.3 Our governance arrangements are underpinned by the fundamental principles and the requirements of legislation and legislative best practice. They can be summarised as follows:

- Our vision is the achievement of the shared priorities and intended outcomes for the citizens of Perth & Kinross defined in our [Local Outcome Improvement Plan](#) and our [Corporate Plan](#). Building Ambition: Our Transformation Strategy together with our Revenue budget for 2019/20 our Capital Programme, our Housing Investment Programme, and other strategic documents provide the necessary direction to the organisation to enable it to deliver on its vision and achieve its purpose.
- There is effective communication between Members and Management through Leaders Meetings, Convenors meetings, Member Officer Working Groups and all-member briefings where appropriate. There are also regular pre agenda discussions in respect of each scheduled Council and Committee meeting.
- There are effective arrangement in place for the discharge of the following functions:
 - Head of Paid Service
 - Monitoring Officer
 - Chief Finance Officer
 - Chief Social Work Officer
 - Data Protection Officer
- Our culture and values are reflected in everything we do as an organisation. They are determined by our decision-making and behaviours and are reflected in our key corporate and community documents and strategies, our Local Code of Corporate Governance, Elected Member and Employee Codes of Conduct, Whistleblowing and anti-fraud and corruption policies, Elected Member Register of Interests,

Gifts & Hospitality Policy and in our suite of policies, processes and procedures ensuring that as a Council we respect the rule of law, behave with integrity, promote a culture of good governance and demonstrate a strong commitment to ethical values.

- We recognise the importance of good stakeholder engagement in redesigning and reshaping public services and we will continue to actively engage with our communities, partners and other stakeholders to ensure that our services best meet their needs. The Council has a strategy for engaging with communities and has agreed a Statement of Intent with its Community Planning Partners to support a co-ordinated approach to community engagement. Our approach to consultations is based on the [National Standards for Community Engagement](#) and we have established a wide range of [consultation processes and procedures](#). The Community Empowerment (S) Act 2015 provides a framework for improving the quality of engagement and participation which will be reflected in our [Local Outcome Improvement Plan](#).
- We recognise that in an increasingly complex and financially challenging public sector landscape we have to be able to adapt and evolve our services and workforce to continue delivering cost efficient, high quality services. Our people remain are our most valuable asset and as an organisation we will secure the best outcomes for our communities by investing in the development of our workforce and of our leaders to ensure that they have the right skills and have sufficient capacity to deliver. Our approach is outlined Corporate Workforce Plan – Developing Talent and our “Learn, Innovate Grow” philosophy is being embedded across the organisation to create a highly motivated, skilled and agile workforce. There is a programme of leadership development in place for our managers and a comprehensive induction programme is in place for Elected Members. An ongoing training programme will be developed in consultation with Members to ensure that it meets their needs going forward.
- The Council’s Scheme of Administration sets out the role of committees in decision-making and the delegated decision-making powers of individual officers. The committees, boards and panels we have established ensure proper democratic engagement and provide an appropriate mechanism for effective decision making and accountability. As a local authority, the extent of our decision-making powers are determined by statute and regulation. Our report template is designed to ensure that legal and financial checks are carried out before a report is presented for decision. It also provides that appropriate internal and external consultations and where relevant, options appraisals, ensure that decision makers are appropriately informed to determine the best course of action in the circumstances.
- The Council has developed and implemented a suite of policies, procedures and management processes to ensure that there are appropriate **internal controls** in place in respect of:-
 - Workforce Management
 - Financial management
 - Officer /Member relations
 - Performance Management
 - Change & Improvement
 - Workforce Planning
 - Risk Management
 - Procurement
 - Major Investment Project Management
 - Health & Safety
 - Information Management
 - Information Security
 - Civil Contingencies & Business Continuity
 - Anti- Fraud & Corruption
 - Conflicts of interests
 - Gifts & Hospitality
 - Whistle-blowing and reporting concerns
 - Complaints handling
 - Funding External bodies / ALEO’s

- As a public body we must be open, transparent and accountable for our decisions, actions and performance. Our management and democratic structures and processes are designed to facilitate effective decision making and the proper scrutiny of those decisions and their impact in terms of performance and the achievement of our intended outcomes.
- The Council has set a three year budget (years 2/3 provisional). Each budget is allocated to a named budget holder. Budgets are monitored regularly by Service Management Teams and overall financial performance is monitored regularly by the Executive Officer Team. The Strategic Policy & Resources Committee receives regular financial monitoring information as part of the budgetary control framework and provides the required political scrutiny of our financial management and performance.
- Capital spend is monitored by Senior Management through the Strategic Investment & Improvement Board and reported regularly to the Executive Officer Team and the Strategic Policy & Resources Committee as part of the budgetary control framework. The Capital Programme Office monitors project milestones.
- The annual service planning process ensures that Services meet the needs of customers, and that targets for quality improvements are set and monitored. Individual Business Management & Improvement Plans set out detailed actions and outcomes for each Service and include performance indicators. Service performance is reported regularly to the Executive Officer Team and publicly through the Council's themed committees and the Scrutiny committee. Financial performance is publicly reported through the Strategic Policy & Resources Committee and relevant service committees.
- The Council publishes an [Annual Performance Report](#) on its performance against the objectives set out within the Corporate Plan and Local Outcome Improvement Plan.
- The Council's Transformation Programme is scrutinised by Service Management Teams, the Executive Officer Team and the Modernising Governance Member Officer Working Group. Progress is reported regularly to the Council's Strategic Policy & Resources Committee.
- The Council has a published process for dealing with the following and annually reports on performance in this respect of these areas: -
 - complaints from members of the public;
 - requests for access information under the Freedom of Information legislation
 - access information under the Data Protection legislation

5 COVID-19 Pandemic Governance Arrangements

5.1 In light of the COVID-19 pandemic, the Council implemented effective and appropriate civil contingencies arrangements. These have ensured: -

- a clear decision-making framework utilising emergency powers in accordance with the Council's Scheme of Administration;
- appropriate political oversight through an Elected Member Sounding Board;
- an effective operational command structure to deliver essential services and key activities to protect the health and wellbeing of our communities during this time;
- adequate and effective risk management at both a strategic and operational level of existing, new and emerging risks;
- openness and transparency by the recording and reporting of decisions taken by the Chief Executive in exercise of her emergency powers.

5.1 Opportunities to further enhance and improve the internal controls to support the delivery of better outcomes for our communities have been recognised during this period. It is understood, however, that whilst improvement actions can be identified, the focus of the Council will be on maintaining essential

services and managing the response and the recovery work that will be required to minimise the impact of COVID -19 on the communities of Perth and Kinross.

- 5.2 Planning has commenced for recovery and renewal in line with the published Scottish Government framework and a key part of that will be ensuring appropriate governance arrangements are in place.

6 Governance Assurance Process

- 6.1 The Council normally utilises a robust process of gathering assurance information from Service Management Teams which concludes with Certificates of Assurance being signed by each Director and the Depute Chief Executive/ Chief Operating Officer.

- 6.2 Due to the implementation of contingency measures related to the coronavirus pandemic, it was agreed with the Council's External Auditors that this process would be disproportionate in the current situation.

- 6.3 Instead, in keeping with advice from CIPFA, it was felt essential to gain assurance from Service Management Teams that governance during the implementation and operation of these contingency measures was subject to adequate and effective controls.

- 6.4 In discussion with the External Auditors, it was agreed that, based on the work they have done during the year, reliance could be placed on the evidence from 2018-19 and assurance that there have been no significant changes to governance arrangements during the year.

- 6.5 Reliance has also been placed on such external evidence as is available from 2019-20. This particularly includes the Council's Best Value Assurance Report published by Audit Scotland in August 2019. Note was also taken of the Joint Inspection Report of Strategic Planning in Adult Care by Health Improvement Scotland and the Care Inspectorate, inspection reports from the Care Inspectorate and Education Scotland relating to specific Council establishments, and from the National Records of Scotland regarding registration in the Council.

- 6.6 Corporate assurance has also been provided as regards the adequacy of the internal controls from the following Officers:

- Chief Finance Officer (S 95 Officer)
- Head of Legal & Governance Services /Monitoring Officer
- Chief Internal Auditor
- Corporate Procurement Manager
- Information Governance Manager
- Corporate IT Manager
- Corporate Procurement Manager
- Corporate HR Manager

- 6.7 For Arms Length External Organisations, reliance has been placed upon:

- unaudited financial statements of the companies (audited accounts will be scrutinised when available);
- assurance self-assessment evaluations
- terms and conditions of Service Level Agreements
- quarterly contract monitoring meetings with Service;
- performance information and financial monitoring reports to Service; and
- presentations to Scrutiny Committee

- 6.8 For Tayside Contracts Joint Committee and Tayside Valuation Joint Board, reliance has been placed upon each organisation's own Annual Governance Statement.

- 6.9 For Perth & Kinross Integrated Joint Board, reliance has been placed on their own Annual Governance Statement.
- 6.10 The draft Annual Governance Statement is usually considered by the Executive Officer Team, Corporate Management group and the Council's Scrutiny Committee prior to inclusion within the final draft Annual Accounts. This year, given the civil contingencies arrangements which are in place, the draft Annual Governance Statement will be considered by Gold Command and and Full Council.
- 6.11 The Annual Governance Statement is considered by the Audit Committee as part of the Annual Accounts.

7 2018/19 Governance Statement : Improvement update

- 7.1 The 2018/19 AGS identified the following areas for further review and/or improvement:-
- Communication and engagement
 - Performance management
 - Community empowerment
 - Information governance
 - Workforce planning
 - Arm's Length External Organisations
 - Integrated Joint Board – relationship governance
- 7.2 It has not been possible to obtain information about progress in these areas. Progress will be scrutinised by Service Management Teams and the appropriate Council Committees as and when possible.

8 Effectiveness of Governance Arrangements for 2019/20

- 8.1 Based on the assurance process outlined above, in terms of effectiveness, the Council's governance arrangements continue to be regarded as fit for purpose in accordance with the governance framework., subject to the areas identified for review or improvement set out in section 9 below.
- 8.2 Our financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2015)
- 8.3 Our assurance arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Head of Internal Audit (2010)
- 8.4 The Council has designated the Depute Chief Executive (Chief Operating Officer) as the Senior Information Risk Owner with the Head of Legal & Governance Services as Depute. Our information security measures have been reviewed in 2019/20 to ensure continuing compliance with the Public Service Network (PSN) requirements.
- 8.5 The Chief Internal Auditor is the Council's nominated Money Laundering Reporting Officer. There has been no relevant activity in respect of Council and its group during the year.
- 8.6 We have structures in place which support constructive challenge and effective scrutiny to our system of internal control and our broader governance arrangements. In particular;-
- Scrutiny Committee
 - Strategic Policy & Resources Committee
 - Audit Committee
 - Themed Committees
 - Executive Officer Team
 - Corporate Management Group
 - Strategic Improvement & Investment Board
 - Policy & Governance Group

- External Audit (presently KPMG)

- 8.7 In addition, the Council has implemented temporary arrangements for the COVID-19 pandemic with appropriate governance arrangements.

9 Opinion of the Chief Internal Auditor

- 9.1 Audit activity and performance will be detailed in the Annual Report by the Chief Internal Auditor for the year 2019/20 when it is presented to the Council's Audit Committee. The draft report contains the Chief Internal Auditor's opinion in respect of the effectiveness of the governance arrangements in place, as follows: -

"In the Chief Internal Auditor's opinion, reasonable reliance can be placed on the Council's risk management and governance arrangements, and systems of internal control for 2019/20, subject to management implementation of the agreed actions detailed in Internal Audit reports."

10 Areas for review /continued improvement action

- 10.1 The Council's identified priorities for the foreseeable future are on recovery and renewal from, and any further response necessary to, the COVID-19 pandemic and its consequences for the people, communities, organisation and business in the area. This will include the adoption of sound governance arrangements appropriate to the circumstances.
- 10.2 Areas previously identified as requiring ongoing monitoring/review or further improvement action will continue to be scrutinised by Service Management Teams and the relevant Council Committees as and when appropriate.

STATEMENT

The Council is legally required to review of the effectiveness of its governance arrangements and to publish an Annual Governance Statement, with its Annual Accounts. The Council's Governance Framework has been in place for the majority of the financial year ending 31 March 2020, but appropriate temporary arrangements were implemented to take account of the COVID-19 pandemic. These contingency arrangements continue to operate and therefore it has not been possible to undertake the usual comprehensive review of our corporate governance arrangements. In accordance with guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA) however, the Council has reviewed the effectiveness of the existing governance framework and in particular, the internal controls.

The review of the effectiveness of the Council's system of internal control and overall governance framework has been informed by different sources assessing risk and providing assurance :-

- Executive Officer Team
- Service Management Teams
- Chief Finance Officer
- Monitoring Officer
- Chief Internal Auditor/ Internal Audit
- Policy & Governance Group
- External Audit
- External agencies and inspectorates.

The Chief Internal Auditor has provided assurance for the year 2019/20 and an Internal Audit plan will be developed for 2020/21 which that will focus on areas which have been identified as corporate or service specific risks in relation to core business and any additional risks which have arisen as a result of the COVID-19 pandemic.

Each Director, who has responsibility within the Scheme of Delegation for the development and maintenance of the system of internal control, have reviewed the current governance arrangements and internal controls within their service area and provided assurance that these are effective.

The Chief Finance Officer has provided assurance that the financial arrangements in place conform to the relevant CIPFA requirements and that our expenditure is lawful. The Monitoring Officer has provided assurance that our governance arrangements ensure compliance with relevant laws, regulations, internal policies and procedures.

We are satisfied that our governance arrangements and in particular, our system of internal control, continue to be regarded as fit for purpose in accordance with the governance framework; any identified improvement actions will continue to be delivered through existing improvement plans and change programmes to avoid duplication of effort.

We have been reassured by the way in which this Council has adapted to the challenges presented by the COVID-19 pandemic. Our governance framework and understanding of key risks have not only ensured that essential services have been maintained but that innovative arrangements could be implemented to meet new and emerging needs as these arose. As we move from emergency response measures to supporting our communities to recover from the impact of COVID-19, our governance framework will continue to be reviewed and adapted where necessary to ensure that we can build back an even stronger Perth and Kinross.

Signed:

Signed:

Karen Reid, Chief Executive
Date

Murray Lyle, Leader of the Council
Date

PERTH AND KINROSS COUNCIL

Scrutiny Committee

5 August 2020

COVID-19 RISK MANAGEMENT ARRANGEMENTS

Report by Depute Director (Housing and Environment) (Report No. 20/131)

The purpose of this report is to:-

- (i) inform the Committee of arrangements in place to manage risks arising from the COVID-19 pandemic; and
- (ii) provide assurance that COVID-19 risks will continue to be considered and monitored in line with the Council's established risk management processes

1. BACKGROUND / MAIN ISSUES

- 1.1 In 2017 the Strategic Policy & Resources Committee approved a new approach to risk management, and the core foundation documents of the risk management framework ([Report 17/63](#) refers).
- 1.2 This recognised effective management of risk in the Council's activities is a vital part of supporting the delivery of positive outcomes for Perth and Kinross, and set out our vision to be a risk intelligent Council.
- 1.3 Since then, and following an internal Audit report on risk, the Audit Committee asked to be appraised of risk management matters, and the Corporate Risk Register ([Report 19/196](#) refers).
- 1.4 In response to the pandemic, and in line with the Council risk management vision, arrangements were made to manage risks arising specifically as a result of the COVID-19 emergency.
- 1.5 These were aligned with the COVID-19 command structure which had been implemented, and with consideration of existing risk registers and processes.
- 1.6 This report is being presented to the Scrutiny Committee as part of its function to review the adequacy of the arrangements and procedures in operation in relation to the assessment and management of risk. The Committee is asked to consider the content of the report and scrutinise it as appropriate.

2. ESTABLISHED COVID-19 RISK MANAGEMENT ARRANGEMENTS

- 2.1 In the initial stages of the pandemic, a dynamic risk escalation process was introduced to ensure that any urgent and important risks were considered and responded to at the appropriate level on a daily basis.

- 2.2 A COVID-19 risk register was established to supplement these arrangements and provide Gold Command with clear oversight of ongoing and emergent key risks arising from COVID-19. This register also detailed controls and actions underpinning the Council's response to the pandemic.
- 2.3 Since inception, the COVID-19 risk register has been reviewed and updated on a bi-weekly basis, with input and scrutiny provided by Silver and Gold Command respectively. As the situation progressed, risks were added, amended and removed from the register. Any decisions taken or actions required were communicated shortly thereafter to the individuals or groups tasked to take action. Individual Services were also asked to review their existing risk registers, to take account of the additional challenges presented by the pandemic.
- 2.4 The most recently considered version of the COVID-19 risk register can be found at Appendix 1.

3. FUTURE COVID-19 RISK MANAGEMENT ARRANGEMENTS

- 3.1 As the immediate response to the pandemic subsides and the Council moves towards recovery and renewal, ongoing and emergent COVID-19 risks will continue to be considered and monitored in line with existing risk management processes. The stand-alone COVID-19 risk register will be integrated into both Corporate and Service risk registers.
- 3.2 Programme and project risks, and resultant impacts, arising from the Council's Recovery and Renewal activity, are currently being determined. These will be considered and incorporated into existing registers also.

4. CONCLUSION AND RECOMMENDATION

- 4.1 This report sets out how the Council has responded to risks as a result of the COVID-19 pandemic, alongside the intended future approach to manage COVID-19 risks.
- 4.2 It is recommended that Scrutiny Committee:
- (i) scrutinises the content of this report and the COVID-19 risk register provided at Appendix 1.

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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	None
Workforce	None
Asset Management (land, property, IST)	None
Assessments	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	None
Legal and Governance	None
Risk	Yes
Consultation	
Internal	Yes
External	None
Communication	
Communications Plan	None

1. Strategic Implications

- 1.1 This report indirectly supports the delivery of the Strategic Objectives within Community Plan/ Single Outcome Agreement 2013-23 and Corporate Plan 2018-2022.

2. Resource Implications

Financial

- 2.1 Not applicable.

Workforce

- 2.2 Not applicable.

Asset Management (land, property, IT)

- 2.3 Not applicable.

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.

- 3.2 This report has been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

- Assessed as relevant for the purposes of EqIA, as several risk actions supported the assistance to vulnerable groups during the very challenging period of lockdown, and shielding.

Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. No further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

- 3.4 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:
- 3.5 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

Legal and Governance

- 3.6 Not applicable.

Risk

- 3.7 This report is entirely related to the management of risk in the organisation during the COVID-19 pandemic. It explains how this relates to the overall Council Risk Management Framework.

4. Consultation

Internal

- 4.1 The Chief Internal Auditor has been consulted in the development of this report.

External

- 4.2 Not applicable.

5. Communication

5.1 Not applicable.

2. BACKGROUND PAPERS

2.1 No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

3. APPENDICES

3.1 Appendix 1 – COVID-19 risk register

COVID-19 RISK REGISTER																
Risk Number	Category	Risk Description (Threat/Opportunity)	Risk Owner	Inherent Risk			Controls	Residual Risk			Risk Treatment	Treatment Actions	Comments	Risk Movement		
				Impact Value	Probability Value	Inherent Score		Impact Value	Probability Value	Residual Score				Change in risk direction from last review	Comment	Risk Status
CORP-001	Strategic: Welfare	Increased Vulnerability in Community	Jacquie Pepper	5	5	<div>25</div> <div></div>	<p>A COVID-19 Public Protection Officers Group established in April 2020 meets 2-3 weekly to ensure multi-agency partnership arrangements and key processes are not disrupted to vulnerable children and adults or to the management of offenders and support for people at risk of domestic abuse and problematic substance misuse. Monitor through local and national networks and reporting to GOLD command. MAPPA, ADP, CPK, VAMP, ADP, MARAC and MATAC processes maintained.</p> <p>GOLD command has identified child and adult protection as essential services and staffing is reviewed regularly to ensure these statutory functions can be fulfilled. Additional legislative responsibilities as a result of the Coronavirus Act 2020 and interim staff guidance produced. Priority given to business support, to minimise negative impacts on businesses.</p> <p>Provisioning work to process business grants, and self-employed hardship grants as quickly as possible</p> <p>Regular updates via business briefings on support available to businesses and their employees</p> <p>Welfare Group established to co-ordinate support for people in vulnerable situations, including distribution of food supplies, and medicines, and co-ordination of volunteering support.</p> <p>Welfare group co-ordinates with national food supply arrangement.</p> <p>Support available via Welfare Team, Hardship Fund, and signposting to other sources of information such as citizens advice, Welfare Rights Steering Group/Universal Credit Action Plan/Parent Areas Management Arrangements</p>	5	4	<div>20</div> <div></div>	Reduce	<p>Maintain increased governance for Public Protection. Monitor performance and data in relation to vulnerable group within command structure. Develop actions as part of Recovery Plan - Scenario plan for required interventions.</p> <p>Equilibria Recovery Group being set up and headed by Care Maller. Development of locality profiles</p>		↑		Open
		Risk of increased vulnerability and risk, homelessness, unemployment and poverty due to impacts of Covid 19 on people, communities and the economy RESPONSE/RECOVERY				There are indicators already emerging around the seriousness of the potential impact of this risk, including such things as significant increases in universal credit and suggestions of off and actual redundancies. One of the first actions of the Equalities and Empowerment Group is to create locality profiles to understand impacts within individual areas. Impact assessments are being carried out and will be compared to existing data, which will also have a bearing on this risk. It is anticipated that some of the Welfare workstream duties will be incorporated into this risk going forward also.										
CORP-002	Strategic: Welfare	Protecting children, preventing family breakdown and providing appropriate support	Jacquie Pepper	5	5	<div>25</div> <div></div>	<p>A COVID-19 Public Protection Chief Officer Group was established on 9 April 2020 with interim governance structure for Public Protection (meeting fortnightly). An Executive Group for Child and Adult Protection was established on 24 March (now meeting fortnightly). Interim COVID-19 Child Protection Guidance has been produced and published on the Council's website. Services for Children Young People and Families will keep under regular review at children and families known to social work services and ensure that there is adequate staffing to respond to a new referral. School staff are clear about responsibilities to ensure children and young people are protected (this is supported by guidance specific to the COVID-19 situation). An additional Bronze Command multi-disciplinary bronze group has been established to oversee the planning and delivery of appropriate services for children and families at risk, statistics on all children on the Child Protection register are being reviewed on a weekly basis and are being seen 'in person' within 14 days, by a professional. Those children who have a multi-agency Child's Plan (and a lead professional who is a Social Worker) are also being monitored on a weekly basis and we are recording those who have received contact, be that telephone, virtual or in person within a week. All of this information is being sent to Scottish government on a weekly basis.</p>	5	3	<div>15</div> <div></div>	Reduce	<p>Innovative approaches to engage with vulnerable children and families to reduce risk will be developed; there is an expectation that children whose names are on the Child Protection Register will be seen weekly and those subject to multi-agency plans as a minimum two-weekly; interim Guidance has been produced for all staff working with children, young people and families; community volunteers will not be asked to carry out tasks with vulnerable children, families or adults; the Child Protection and Duty Team and Out of Hours Social Work Service will have the capacity to respond to all concerns; Planning for increased home visits and re-introduction of formal supervised visits in COVID context;</p>	↔		Open	
		RESPONSE/RECOVERY				There is potential for this risk to reduce following the scheduled announcement by J Swinney by 31.07.20, confirming arrangements around schools returning, due to protective factors being re-instated through children returning to school on a full-time basis. This will require to be balanced against identification and potential increase in vulnerable families caused by this pandemic. Close liaison with the Equalities and Empowerment workstream will need to take place to understand and mitigate any resultant factors and manager of this risk and risk number 1 may take place in time. There has been an increase in numbers on the Child Protection register and this is currently being benchmarked against other local authorities.										
CORP-003	Strategic: Workforce	Managing re-tasking return to ensure no gaps in service delivery	Karin Donaldson	4	4	<div>16</div> <div></div>	<p>GOLD Command on 13 May 2020 approved a new process for returning re-tasked employees to their substantive post, or transfer to another key role. The process is designed to ensure essential services are resourced with consistency and fairness of approach. A review panel has been set up and will make final decisions where there are competing priorities - each case will be considered on its merits. Key principles will govern this work. Tier 2 essential services have been identified and approved by GOLD Command. SMF engaged to encourage a 'one Council approach'. An ongoing re-tasking function has been set up as part of workforce mobilisation group. Process for 'reserve workforce' from re-tasked/re-trained employees established with links to ongoing communications/training; additional staff recruited to supply list for care roles; fixed term appointments to others to increase our capacity to flex the workforce as required to meet demands; investment in corporate funded MA's in social care to develop entry level carers into care to maximise supply chain for the future;</p>	3	3	<div>9</div> <div></div>	Reduce	<p>Communication of new process is important so that all managers and staff understand the arrangements. HSCP developing plans reflecting anticipated needs for winter. Ongoing monitoring.</p>	↓		Open	
		RESPONSE/RECOVERY				We have created a process for a reserve force for those who have been re-tasked, returned to their substantive role but may be required to return to a re-tasked role at a future date in the event that there is a second wave of infection. We have set up support and ongoing communications/training so that they remain aware of social care activities and feel connected to this even when back at their 'normal' job. In addition we have recruited a number of additional staff to our supply list for care roles and offered fixed term appointments to others to increase our capacity to flex the workforce as required to meet demands. We have also invested in corporate funded MA's in social care to develop entry level carers into care to maximise supply chain for the future. A process to support private care settings that was over and above any national campaign, is in place. This has not been required to date but should be necessary can be activated quickly. There is a concern about winter planning and capacity to administer tests for the normal flu vaccination programme and being unable to differentiate between normal flu and Covid symptom flu and where the vaccination will be delivered i.e. in what setting to minimise risk of infection. The health and social care partnership are currently developing plans for winter and this includes whether or not to train more to administer tests or to have a process to re-task again to support this activity. This will continue to be monitored.										
CORP-004	Workstream: Welfare/ Communities	Vulnerable Groups Data	Fiona Robertson / Lisa Simpson	5	4	<div>20</div> <div></div>	<p>The bronze command group monitors the impact and escalation to Silver/Gold as required; Single Point of contact (SPC) for liaison with national food distribution scheme and national group on shielding; Data management team set up to assimilate and analyse data; specialist software being procured and master database of vulnerable clients being established and data channelled; Take account of regular national update briefing information, into our planning to support vulnerable people; Quality assurance sub group established to assess the quality and robustness of our approach</p>	4	4	<div>16</div> <div></div>	Reduce	<p>Purchasing the Microsoft "Helping Hands" software in common with other Councils helps us assimilate data, monitor and manage the numbers of vulnerable people we are supporting, and run performance reports; We have set up a quality assurance processes for handling data with a dedicated sub-group focused on this; Consideration of ongoing service provision requirements to support vulnerable persons (including those not on shielding) is underway via the Renewal and Recovery Workstream, including an interim Transition Plan to move current activities into longer term sustainable delivery arrangements.</p>	↔		Open	
		There is a risk we do not assimilate data on all vulnerable groups quickly or comprehensively enough to ensure they are supported and safe whilst self-isolating, resulting in: Harm to individuals in the community, who have no other means of support RESPONSE				Complexion and definition of vulnerability may change in line with risk 1 and post COVID environment. This may mean incorporating assimilation and management of different data (a shift from shielding and over 70s to those who have been identified as vulnerable as a result of impacts of COVID-19). This will be taken forward by the Equalities and Empowerment workstream and may lead to an increase in this risk as consideration is given to longer term measures. There is also a need for further discussion with IT around data software requirements to support this in the future, eg whether Firststep or Helping Hands is more appropriate.										
CORP-005	Strategic: Welfare/ Communities	Upscaling operations to support vulnerable groups	Fiona Robertson / Lisa Simpson	5	4	<div>20</div> <div></div>	<p>Bronze group is feeding staff requirements into Re-Tasking Group and Workstream membership now at 70+ with residence in place for all key teams and a Transition Plan in place to start standing down existing teams and mobilising reserves/replacements; Master database of 970 community volunteers in place (location mapped across localities) as a reserve capacity; Physical infrastructure, and team, for coordinating food deliveries in place, based at Bell's Sports Centre. This will require transfer to locally based food hubs long term so Bell's can return to B&L; Liaison with national food distribution suppliers ongoing to maintain accurate data on people in Shielding category receiving supplies via S6.</p>	4	2	<div>8</div> <div></div>	Accept	<p>We currently have sufficient physical infrastructure in place/identified to operate at scale. We will remain dependent on staff availability through Re-Tasking to ensure we have enough staff resource to operate at scale. We are replenishing all Foodbanks on a weekly basis. We now have data on community volunteers with appropriate skills (PVG clearance, driving licence etc) to increase local capacity where we need it.</p>	↓		Open	
		There is a risk we cannot scale up capacity of our operations to ensure increasing numbers of vulnerable individuals are supported and safe whilst self-isolating longer term, resulting in: Harm to individuals in the community, who have no other means of support RESPONSE				Whilst there is less risk currently around operations being sufficiently resourced at this time, as complexion and definition of vulnerability may change in line with risk 1 and post COVID environment this will need to be re-assessed as part of emerging needs identified within Equalities and Empowerment workstream.										

Inherent Risk														Residual Risk			Risk Movement			
Risk Number	Category	Risk Description (Threat/Opportunity)	Risk Owner	Impact Value	Probability Value	Inherent Score	Controls	Impact Value	Probability Value	Residual Score	Risk Treatment	Treatment Actions	Comments	Change in risk direction from last review	Comment	Risk Status				
CORP-006	Strategic: Welfare/ Communities	Sourcing and maintaining food supplies to support vulnerable groups	Flora Robertson / Lisa Simpson	5	4	20	Links established with local supermarkets; Single Point of contact (PKE) for liaison with national food distribution scheme; Ongoing requests through established national groups and the Local resilience partnership for more detailed information and greater input into the process. Food donations from Fair Share being received and distributed	4	2	8	Accept	Consider how we will continue to facilitate and support in the longer term. Supported by the Equities Recovery Group.		↓	We have managed to source regular suppliers and donations to maintain food supplies and are continuing to work with Fair Share. As with other risks, completion and definition of vulnerability may change in line with risk 1 and post COVID environment. Taken in context that a high number of the food parcels are currently being delivered to those classified as vulnerable through reasons other than shielding. This will need to be discussed and taken forward as part of emerging needs identified within Equities and Engagement workstream.	Open				
		There is a risk we cannot fund or source enough food supplies to ensure vulnerable groups are supported and safe, or we duplicate national activity which will be sourcing food from the same suppliers as us, resulting in: Shortage of food supply Vulnerable individuals having insufficient food																		
CORP-007	Workstream: PE/Health & Safety	Sourcing & Maintaining PPE Supplies	Robert Lyle	4	4	16	Regular ordering including daily calls to suppliers regarding progress with orders by Stores; Daily stock takes of supplies feeding into dashboard of PPE availability and future demand for both PNC and social care; Agreement to assist HSCP shortfalls on 'gold per quo' basis; Hubs set up at 3 locations in PNC for distribution of national NHS supply of PPE; Co-ordination of purchasing between Council and Social Care; Discipline specific scale of equipment issued to all members of staff; Co-ordination of supply and demand between suppliers for H&SC (via NHS) and other Council services (via Scotland Food); Dashboard with M&I status of PPE supplies, current and future demand; Compliance with national guidance on PPE usage; Regular communications and liaison with Trade Unions over PPE; Scale of equipment appropriate for the task; by service function have been developed with the H&S Team, and shared with all members of staff; Thematic, Accurate Risk Assessments going scales of equipment and rationale; Risk assessments available to all staff; Toolbox talks for staff, available to all; Regular communications messages to all staff; PPE matrix in place within stores; Weekly reporting to Gold command re PPE status; Single point of contact issues with suppliers (NHS and Scotland Food); Assessment of PPE/urgent requirements for schools carried out and transportation of goods arranged.	4	3	12	Reduce	Operations manual being created in context of PPE/social distancing; Property colleagues have been contacted regarding ongoing arrangements for accommodating food and PPE stores; Operations have been introduced for provision of PPE to schools in preparation for Education Recovery and schools reporting; Discussions are ongoing to ascertain requirements and responsibility for provision of PPE on school transport services.		↑	Awaiting announcement by Swireby 31.07.20, which should provide clarity on education recovery arrangements which will impact upon this risk. Potential concern raised by central stores over future availability of cleaning products due to widespread demand.	Open				
		There is a risk - due to unprecedented increase in demand - for supply chain failure, lack of knowledge of PPE required due to rapidly changing workforce, stockpiling, demand at manufacturers and being unable to supply equipment alongside prioritization of larger orders could lead to: a failure to meet demand for PPE; Poor employee relations, and industrial unrest; staff frustration / low morale; Unavailability of staff to carry out essential functions																		
CORP-011	Strategic: Workforce	Employee health & wellbeing	Euan Sturgeon	4	3	12	Regular communications via a range of channels regarding health & wellbeing; Support available via counselling, occupational health, HR advice, and links to 3rd party organisations to give specialist advice; Council staff website with a range of support information, and text message service to keep in contact with staff; Appointment of a health & wellbeing champion; Pulse surveys completed and ongoing. A number of initiatives have been introduced to improve the health and wellbeing of our workforce, including Loudoun Lounge; Podcast sessions; Responses to the Pulse surveys, etc. Risk assessments completed; Mobilisation plans for returning employees to work premises in the event of physical or mental wellbeing/welfare concerns by individuals; Continual development and effectiveness reviews carried out	3	3	9	Reduce	Ongoing communications and policy development;		↔	Modelling of personal crisis response suggests that there is potential for a morale dip during this phase. This risk will be reviewed once further clarity is available on new ways of working and impacts. We continue to review our offer for health and wellbeing to ensure regular updates, sign-posting including the provision of support via the Podcast and Wellbeing articles published on the site. We are aware of the stages of response/recovery and impact on employees. We have been promoting this in our communications so that employees are aware that it is normal. We have access to NHS resources/information that can be accessed by employees to maintain wellbeing. Our risk assessments for recovery have also considered how risks can be mitigated. The mobilisation plans have factored in a process for returning employees to work premises in the event of physical or mental wellbeing/welfare concerns by individuals. These will continue to be reviewed for effectiveness.	Open				
		There is a risk that employee morale and productivity are negatively impacted by current organisational requirements and/or the general effects of lockdown and the pandemic																		
CORP-013	Strategic: Finance	Financial resilience	Stewart Mackenzie	5	4	20	Regular Corporate monitoring of income levels; support to businesses through prompt payment of business grants and advice; support to individuals and families through Welfare Rights Team and tenancy support fund and engagement with customers over support available; Maintenance and monitoring of additional costs/ reduced income as a detailed level by the Bronze Finance Group and reported to Gold Command initially on a weekly basis then every 2 weeks from June. Two senior colleagues from the Health & Social Care Partnership represented on the Bronze Finance Group; Information collated from all Councils in a standard CDSIA return and submitted to CDSIA periodically (latest submission being 22 June); Health & Social Care Partnership submitting standardised return (Mobilisation Plan) to the Scottish Government with high level information reflected in the report to Gold Command; Monitoring and lobbying for Councils nationally via C&SIA, SOLACE, and the Directors of Finance Group; Financial Update report considered by Council on 24 June.	5	4	20	Reduce	Development of recovery/renewal plan for the Council to prepare for new post Covid environment through linkage with SDAACE's pressures and savings; Liaison around this will take place with 'renewal' workstream also. Elected member briefing sessions planned for mid August with further sessions in early September.		↔	A report will be submitted to Council on 30 September on the Revenue and Capital budgets. The Scottish Government has recently announced £100m of additional support for Education over a 2 year period and recent UK Treasury announcements will increase consequential funding for Scottish local authorities by a further £50m. Currently awaiting details on how these funds will be allocated.	Open				
		Due to the financial impacts of the lockdown both on businesses and individuals, there is a risk that there will be a shortfall against budgeted income projections and that these, and additional costs arising from responding to the COVID-19 situation, will not be fully met by the Scottish Government. This, combined with the potential downturn in the economy, could further lead to a reduction in the level of financial support provided by the Scottish Government in the medium and longer term. All of these could result in: Insufficient financial resources to fund Council Services, and other financial commitments and; a significant reduction in the Council's level of reserves and future financial resilience																		
CORP-014	Strategic: Finance	Key supplier/supply chain risk	Stewart Mackenzie	4	4	16	Advance payment of supplier's or payment to meet their core costs, where appropriate / justified, and in line with national guidance on maintaining the supply chain; A procurement sub-group of the Bronze Finance group has been established to offer advice and support on this issue; Work with national bodies such as C&SIA and Scotland Food to maximise supplier capacity, at national level; issued guidance to Managers on Supplier payments; financial rep's pre-approval requirement of Head of Finance sign-off on advance payments has been temporarily suspended; key supplier policy statement has been published on PNC website; undertaken to provide Financial Support to Tayside Contracts and ALEOs	4	4	16	Reduce	Continued discussion with ALEOs and Tayside Contracts and other key suppliers		↔	The Scottish Government has announced additional support for social care providers through undertaking to meet certain Covid 19 related staff absence costs. Information is being collated through the Mobilisation Plans to help inform this. The Scottish Government have announced £47.2m of additional funding for public transport which will be paid directly to bus operators. Following recent UK Treasury announcements, £37m in consequential funding is being provided to support Arts & Culture in addition to the £10m previously announced by the Scottish Government. Currently awaiting further information on how this funding will be applied.	Open				
		There is a risk of key supplier (or provider) failure and / or significant changes in supplier (provider) capacity - this applies equally to partners such as the Health & Social Care Partnership - resulting in: the Council being restricted in the services it can provide and/or experience a significant inflationary increase in the cost of services.																		
CORP-015	Strategic: Finance	Revenue Budget & Capital Programme viability	Stewart Mackenzie	4	5	20	Ongoing monitoring and reporting of financial position to Gold Command; Review of current budgets	4	4	16	Reduce	Consideration of wider financial impact and potential corrective action at the recovery stage. Further information has been requested for Elected Member briefings.	Likely to require mid year review of 2020/21 budget in the autumn	↔	Work is underway to review the Council's budgeted income and expenditure together with an assessment of the additional investment required to support Recovery and Renewal. This will include ensuring sufficient resourcing of key commitments such as Early Learning & Childcare; Welfare; Health & Social Care and Economic Recovery going forward. A report on the Council's Revenue and Capital Budgets will be submitted to Council on 30.09.20.	Open				
		There is a risk that the Council will be unable to deliver the approved Revenue budgets for 2020/21 and the 10-year Composite Capital and 5-year Housing Investment Programme budgets. This would require corrective action in the current year and a significant review of future financial planning assumptions; risk of managing expectations in both a public and political setting.																		
CORP-017	Strategic: Economy	Downturn in local economy	David Lintjens	4	5	20	Maintain contact with businesses and developers through business briefings, phone calls etc; Ensure we signpost to support & advice available locally and nationally; Process Business Grants as quickly as possible; Business bulletins issued to give advice/guidance; responsiveness to enquiries; Newly established self-employed grants now being processed; Business barometer survey completed;	4	5	20	Reduce	Consideration of Business barometer survey results; Development of economic recovery plan		↑	Increase in residual risk probability score to reflect the number of business closures recently and further potential of job losses/business failures due to the Job Retention scheme coming to an end.	Open				
		There is a significant risk that due to COVID-19 the likelihood of local business failures and job losses will result in a downturn in the local economy.																		

Risk Number	Category	Risk Description (Threat/Opportunity)	Risk Owner	Inherent Risk			Controls	Residual Risk			Risk Treatment	Treatment Actions	Comments	Change in risk direction from last review	Comment	Risk Status
				Impact Value	Probability Value	Inherent Score		Impact Value	Probability Value	Residual Score						
CORP-018	Strategic: Renewal/Recovery & M&E SWIFT	Asset Management - funding & maintenance pressures	Mark Butterworth	4	4	16	Consideration of this within recovery phase/future planning for prioritisation; Priority inspections and remedial action still taking place; Duties on Councils fall within a definition of achieving standards which are "reasonably practicable". Crisis response allows us to adjust expectations.	4	2	8	Reduce	Review of capital programme funding underway, to identify funding priorities	Risk reflective of wider economic and infrastructure risk.	↓	Whilst the programme of works is likely to have been set back by approximately 3 months it is not anticipated that impacts will be too significant as major works are being completed in addition, owing to the phased return out of lockdown, and the construction sector coming back online (including the Roads Maintenance Partnership), work is now being resumed. Recommendation from Silver Command for risk this to be managed at Service Level and removed from COVID-19 Corporate register. It is important to note that future budget decisions with regard to the ability to fund the capital programme or a second wave of the pandemic may lead to this risk being re-categorised.	Recommended for Removal
		Deterioration of assets, and therefore increased costs to attain asset standards; Contractors cannot respond within a weather-dependent window, to recover the backlog; Failure to meet Code of Practice intervention levels; Loss of external funding due to not meeting deadlines (eg Cycling Walking Safer Street funding); Negative reactions from residents, media and politicians RESPONSE/RECOVERY														
CORP-019	Strategic: Renewal/Recovery & SWIFT Workstreams	System development programme & funding pressures	Alan Taylor	4	4	16	Existing project boards with Executive Sponsors	4	4	16	Reduce	Consideration of these issue in recovery phase/future planning. An assessment is underway for each of these major projects, and what the impacts are in terms of costs, deliverability, customer impact etc	↔	Swift and LFFN Project Boards now meeting/scheduled to meet on a virtual basis. Potential for this to be managed at Programme/Project level. Due to specific issues with the LFFN project a specific SBAR is being prepared. Data gathering on systems and the impacts on their delivery is underway. A report regarding LFFN was considered by EGT on 02.07.20.	Open	
		There is a risk that planned system development projects (eg SWIFT and LFFN) has been impacted by staff being diverted to coronavirus related activities, resulting in: original targeted timescales and spend are unlikely to be achieved with the potential for activities and costs moving into future years; Not being able to claim the grant funding that was to cover these costs/having to pay the existing providers of systems beyond the current contract because the new system implementation is delayed RECOVERY														
CORP-020	Strategic: IT	Information security	David Adams	4	5	20	Scrutiny / review by IT Management Team working in conjunction with Information Governance Manager; Removal / avoidance of technologies found to be too insecure to support Council business (e.g. Zoom, WhatsApp); Best practice guidance for staff working from home to reduce instances of accidental data loss; Application patching cycles redesigned and to minimise potential disruption for Council's new WPH operating model Application upgrades / supplier access managed on case by case, as required	3	5	15	Reduce	Key data security monitoring roles / responsibilities being identified; regular monitoring routines being developed to meet evolving demands of current operating model	↔	Whilst attacks on information will remain a continual risk to the Council, it is felt that the heightened risk associated with the response phase has seen appropriate action implemented and that this risk has remained fairly static since lockdown. The recommendation from Silver Command, therefore, is for this to be managed at a Service Level	Recommended for removal	
		There is a risk that during the current period of disruption and technology-enabled change, the Council is more vulnerable to cyber-attacks: resulting in an increased volume of phishing / hacking attempts, leading to unwanted data intrusion / compromised data security; loss of availability / confidentiality / integrity of PKC information assets; increased potential for prosecution; reputational damage and financial penalties RESPONSE														
CORP-021	Strategic: IT	Implementing and maintaining technology to enable staff to work from home	David Adams	4	4	16	IT Management Team and emergency planning command structure scrutiny; Creation of additional secure remote access capacity; LYOD enabled; Functions have Business Continuity Plans in place to cover any period when key technologies are unavailable; Regular comes to users user behaviour managed, to spread technology load	4	3	12	Reduce	Dedicated second internet connection in place; anticipated availability July 2020; Critical Service business continuity plans for home workers, e.g. move to restricted working from PKC premises; Increase resilience by staff having multiple ways of accessing PKC information and systems; Files / folders moved to SharePoint on-line, where required, for continuing accessibility; More users moved to LYOD as contingency; Network / system performance monitoring; early intervention in the event agreed triggers are met; Services will be asked to review their business continuity plans, to reflect the changed circumstances, and the heightened reliance on IT, especially as many services are being delivered from home	↔	Availability of Direct Access2 means previous remote access constraints have now been removed. Impact under review however minimal issues to date.	Open	
		There is a risk that with a high volume of staff working from home, our key access technologies (PKC Internet Connections), Security Systems & Remote Access Solutions) fail or become overloaded: resulting in a loss of access to key business systems hosted on PKC network and to SharePoint / P-drive files; loss of access to Microsoft hosted emails / Teams / SharePoint online files from remote PKC laptops/tablets/desktops; untested load / stress on technologies; increased likelihood of lost, slow or unreliable connectivity; increased recovery time, complexity and effort; reliance on ad hoc workarounds, leading to inability to process / access time critical information or work effectively from home; reduction in staff productivity; inability to share information for effective joint working, particularly around shielding / supporting vulnerable citizens RESPONSE/RECOVERY														
CORP-025	Strategic: Childrens Provision	Childrens provision	Sharon Johnston	5	4	20	Childrens Activity Centre for keyworkers and Vulnerable Children supported by multi-agency Partnership group referrals approach; National reporting; Guidance in place for establishments to support wellbeing; Guidance and support mechanisms in place for staff, parents and learners; An established Multi-agency Partnership Group meets regularly to set and review criteria for the allocation of places in CACs and to ensure emerging workforce issues relating to children are shared; Criteria is clear and communicated to the public; Capacity regularly reviewed and flexibility for expansion maintained; Established pipeline for staffing Activity Centres, via retraining and other measures;	4	2	8	Reduce	Learning plan for CYP in CACs. Summer programme for CACs. Plan is underway for how they will operate in August, due to increased demand. Requirement to review existing provision alongside competing demands. Requirement to review costs of childcare.	↓	Awaiting announcement from J Swinney by 31.07.20 around new school term. Childcare hubs look set to be able to provide appropriate provision over the summer months. There is potential for this risk to further develop in context of cost of critical childcare and blended learning in future.	Open	
		There is a risk that we fail to meet increased demand for childcare, particularly of parents who require childcare to return to work, as schools and ELC provision return on a phased basis in August. This could impact on economic recovery due to reduced ability of parents to return to work. RESPONSE/RECOVERY														
CORP-026	Strategic: Governance	Governance & decision making	Barbara Bennett	4	4	16	Gold, silver and bronze command structure documented, agreed with Members, and shared with staff; Sounding Board in place with Elected Members; Regular review of governance by Gold Command; Links with other councils and public bodies to compare their approaches, and adopt good practice; Major decisions agreed by at least two members of Chief Executives Group; Follow national and local resilience partnership guidance; Gold Command considers all UK/Scottish Government policy documents released and directs action to be taken; Revised governance & decision making arrangements agreed by Council meeting - 20/05/20; Schedule of Council Meetings agreed; Review of Bronze / Silver arrangements to take into account the need for recovery and renewal; Weekly meetings of Gold & Recovery Bronze group establish recovery and renewal arrangements; Draft Tydsie Local Resilience Partnership recovery plan under preparation; Compliance and statutory requirements are being monitored and managed by Services in line with COVID regulations and liaison with external bodies/regulators; Draft recovery & renewal proposals being considered at full Council meeting on 24.06.20.	3	2	6	Accept	↔	Any focus at present is on transition from response to recovery. A Member Officer Working Group has been set up and more information on Recovery and Renewal Framework arrangements will be considered at the next Council meeting on 30.07.20.	Open		
		There is a risk that governance is not effective, decisions are not taken at the right level, there is ineffective leadership and the command structure does not evolve to reflect the different stages of the pandemic. There is a risk that we do not plan and adjust effectively for the transition out of response, into recovery, resulting in harm to the community, and lost opportunities that recovery/renewal presents RESPONSE/RECOVERY														

				Inherent Risk							Residual Risk							Risk Movement		
Risk Number	Category	Risk Description (Threat/Opportunity)	Risk Owner	Impact Value	Probability Value	Inherent Score	Controls	Impact Value	Probability Value	Residual Score	Risk Treatment	Treatment Actions	Comments	Change in risk direction from last review	Comment	Risk Status				
CDRP-027	Strategic: Communications	Communication	Charlene Guild	4	4	16	Ensuring we have enough resources with the Comms team and access to key information and communication channels, nationally and locally. Overview of strategic and operational situation through gold and silver command structure, including comms messages that should support our priority activities. Comms reps are on Gold and Silver meetings, to support messages, and identify comms opportunities; Regular meetings/ contacts with Trade Unions; Regular updates to elected members via Members briefings, the Sounding Board, and (from May 2020) single Committee. Comms messages are approved by gold command; Regular employee surveys to identify any gaps in comms to staff	4	3	12	Reduce	Development of information and communications channels utilising information from the health & wellbeing survey; recovery and renewal development programme		↔	There is still some risk in terms of resources for Communications however, this is easing as we have stepped back from full day social media rotas etc. F&P and press enquiries still present the same challenges but not unsurmountable at the moment. We continue to engage with staff through the H&W newsletter and staff surveys etc as well as face to face meetings (virtually).	Open				
		There is a risk in not getting accurate and timely information and important messages to stakeholder groups (e.g. general public, staff, Trade Unions, elected members, media), which could result in: reputational damage; Loss of confidence in officers, amongst employees, elected members and the public; Poor employee relations, and industrial unrest; staff frustration / low morale; Unavailability of staff to carry out essential functions; Misinformation to the public and employees, resulting in unsafe behaviours																		
		RESPONSE/RECOVERY																		
CDRP-028	Strategic: Financial/Economic recovery	Arms Length External Organisations	Fiona Robertson	4	5	20	Financial underwriting in 20/21 within PKC's financial constraints. Longer term, development of new delivery model for culture and sport to ensure financial sustainability. Decision was taken at Gold to support ALEOs until October in line with furlough.	4	4	16	Reduce	We are in weekly contact with ALEOs on their financial forecasting/cashflow positions. We have provided some financial underwriting commitments. We are preparing proposals for a new delivery model for culture and sport. We should continue to lobby SG via COSLA/other mechanisms for national emergency assistance, particularly for performing arts which is most at risk.		↔	Awaiting outcomes from restructuring at Horseshoe and detail regarding additional funding announced by UK Government.	Open				
		There is a risk, if our ALEOs are unable to resume service delivery, at least partially, by end of 2020 they will become financially unsustainable once the Job Retention Scheme ends in October and significant redundancies will be required. This also creates a risk to the wider recovery and renewal of our local economy, including the tourism and community offer which the ALEOs deliver.																		
CDRP-029	Strategic: Second Peak Planning	Second Peak of Infection Planning	Faith McKinnon	5	3	15	PKC is a member of the multi agency Local Resilience Partnership and Test and Protect oversight group. This multi agency working monitors infection rates and trends in Tayside, and develops measures to prepare for potential increases in infection. Emerging issues are reported to silver and gold command. We work with our partners over test and protect, contact tracing, and implementing environmental infection controls to minimise the risk of infection spread in P&K. This includes supporting test, trace, isolation and support of people who may be infected; Inspection programme and information service for businesses which have responded, to ensure they meet infection control guidance and health and safety standards - service provided by Environmental Health and Trading Standards; Internal Council guidance and processes to implement controls in Council buildings, and for staff coming into contact with the public	5	2	10		National guidance expected imminently on dealing with localised lockdowns - to be actioned once received, including scenario planning and exercising - either at LSP level, or at council level; Health and social care partnerships are currently developing plans for winter and flu vaccinations in context of COVID-19 and infection control; Lessons learned exercise to be completed in relation to re-tasking. Workforce plan for 'reserve workforce' with links to ongoing communications/training; additional supply staff and Modern Apprentices recruited, and fixed term appointments made to increase our capacity to flex the workforce as required; process in place to support private care settings locally; weekly testing regime for care homes and programme for asymptomatic testing in settings (which in turn will provide early warning indicators).	NEW		Proposed new					
		As a result of a lack of appropriate planning, there is a risk that the Council will be unprepared to deal with concerns related to a second peak of infection, should this arise either nationally or locally. This includes anticipating potential scenarios and implications, such as a lack of appetite from the public to tolerate and comply with any further restrictions imposed and 'localised lockdowns'. This could lead to the Council and partners being unable provide a quick and responsive approach, which could ultimately prolong any restrictions, heighten vulnerability, further damage the economy and stall any economic recovery plans as well as potentially contribute to increased mortality rates.																		

RECORD OF DECISIONS – 27 July 2020

Power Exercised	Date	Reason	Council Function
Suspension of recovery action on Council Tax and Rents Arrears collection for 3 months. This means no summary warrants or wage arrestments will be made and no action will be taken beyond standard reminders being issued	March 2020	Many tenants and council taxpayers across Perth and Kinross will be impacted to some degree by COVID-19 response and may be unable to pay bills timeously or in full. To avoid unnecessary stress for families who may be struggling and potential very negative publicity for the Council it was considered appropriate to temporarily suspend formal recovery action on arrears.	Duty to collect Council Tax and Rent applying all due diligence in doing so.
Closing Registrars Offices to the public	March 2020	To reduce the health risk to staff and public in terms of COVID-19 and in compliance with Government Directions.	Duty to provide a Registrars Service. (Registration of deaths can now be done remotely.)
Closing Council schools	March 2020	To reduce the health risk to staff pupils and public in terms of COVID-19 and in compliance with Government Directions.	Duty to provide Education Services Duty to meet additional support needs.
Closing Council Buildings	March 2020	To reduce the health risk to staff and public in terms of COVID-19 and in compliance with Government Directions.	Duty to provide Council Services.
Closing all Council Recycling Centres	March 2020	To comply with government guidance in relation to the spread of covid 19 by preventing non-essential travel and members of the public from visiting busy sites where social distancing could not be safely implemented.	Environmental Protection Act 1990, duty to provide facilities for the public to deposit their waste.

Power Exercised	Date	Reason	Council Function
Closing all public conveniences	March 2020	Lack of staffing resource and also to minimise the risk of the spread of infection.	No statutory requirement in this case, but seen as an important public service.
Stand down all designated street sweepers	March 2020	Non-essential service. To comply with government Regulations in relation to spread of covid 19 and to protect staff from the risk of infection.	Environmental Protection Act 1990, code of practice in relation to street cleanliness.
Temporary suspension of bulky / special waste collections	March 2020	Lack of staff resource. To allow redeployment of existing resource to essential services.	Waste (Scotland) Regulations 2012.
Suspension of parking charges	March 2020	Lack of staff resource. To allow redeployment of existing resource to essential services and support key workers.	Car Park Traffic Orders.
Reduce road and street lighting maintenance	March 2020	Lack of staff and contractor resource. Non-essential service. To comply with government Regulations in relation to spread of Covid 19 and to protect staff from the risk of infection.	Roads (Scotland) Act 1984 duty to maintain roads and street lighting.
Reduce property maintenance	March 2020	Lack of staff and contractor resource. Non-essential service. To comply with government Regulations in relation to spread of Covid 19 and to protect staff from the risk of infection.	Duty to maintain property.
Changes to school and public transport arrangements/ contracts	March 2020	Changes to school opening times/use as key worker childcare hubs, as per government guidance in relation to spread of Covid 19; Changes to regulated bus services due to lack of contractor	Service Contracts/Traffic Commissioners requirements.

Power Exercised	Date	Reason	Council Function
		resources/passenger uptake.	
Suspension of unplanned repairs except emergency repairs (includes suspension of Right to Repair)	March 2020	Reduce risk to contractors and tenants. Government Regulations require that all but essential work should stop.	
Suspend tenant evictions from residential properties who find themselves in financial or other difficulties as a result of the coronavirus pandemic	March 2020	To comply with new legislation and guidance	
Civic Government (Scotland) Act 1982 Extension of all licences granted under the Civic Government (Scotland) Act 1982 or other legislation for a period of three months.	March 2020	The current circumstances have impacted 1) the ability of licence holders to obtain and produce required documentation (photographs, medicals, Public Liability Insurance); and 2) the ability of staff to process applications and ensure that all relevant documentation has been received.	The processing and granting of licences under the Civic Government (Scotland) Act 1982.
Emergency grant to foodbanks	March 2020		Duty to promote social welfare; power of wellbeing.
Free School Meals Payments to families	March 2020	To ensure alternative mechanism to provide meals and comply with duty.	Duty to provide free school meals to eligible children.
Waiving of the 3% increase for burial and cremation charges for 2020/21	March 2020	To assist with costs at difficult time.	
The setting of reserved places for schools for session 2020/21	March 2020	To ensure that reserved places are retained in schools ahead of determining placing requests.	Duty to set reserved places in schools.
Variation to the School Admissions Policy for session 2020/21 in relation to the	March 2020	To ensure that the amended policy is in place prior to determining	Duty to publish admissions policy;

Power Exercised	Date	Reason	Council Function
criteria for placing requests received from out with the local authority area.		placing requests for the coming school year.	duty to determine placing requests.
Reduce provision of temporary accommodation to high risk groups	March 2020	Reduced availability of temporary accommodation due to suspension of housing allocation policy.	
Funding for community initiatives through Local Action Partnerships	March 2020	In order to speed up requests for funding from voluntary groups, decisions will be made only by Chairperson and Lead Officer of LAP, other than the Kinross LAP.	
Business Grants – agreed that small number of businesses who had applied for grants, but were not registered as rate payers at the start of the year, be given grants, subject to evidence checking by the relevant Council Team.	4 April 2020	To ensure service continuity during the current Coronavirus (COVID-19) outbreak.	
Support for Gypsy / Traveller Communities. Flexibility in approach to negotiated stopping, identification of potential mobile home/holiday sites which may need to be requested to re-open (subject to Gold Command approval), contact to be made with identified sites to ensure no barriers to prevent re-opening. Sites only to be re-opened for the purpose of Gypsy Travellers.	22 April 2020	To provide support to Gypsy / Traveller Communities during the Coronavirus pandemic.	
Pending formal contract negotiations with Stagecoach, local bus service contracts to be paid in line with regular monthly contract payments until June 2020, with a deduction of 13% to reflect fuel usage, in line with the CPT cost index figure, and as a result of the reduced network	22 April 2020	To ensure the continuing provision of local bus services in Perth and Kinross.	

Power Exercised	Date	Reason	Council Function
coverage. Payment approach to be reviewed over the next 2 months in light of any developments arising from the continued Covid-19 pandemic including any further guidance issued by the Scottish Government and/or COSLA.			
Guidance on temporary supplier and provider relief. A suspension of part of the Council's Financial Regulations which states that all advance payments are individually approved by the Head of Finance. The Guidance on Supplier and Provider Relief suspends that requirement for an initial period until 30 June 2020 (or earlier if current restrictions are lifted). The revised arrangements provide that the accountable budget holder for the areas concerned retain discretion over and are responsible for all decisions over supplier and provider relief, subject to a general cap of 25% of the annual contract value.	22 April 2020	The Council is dependent upon its suppliers and providers continuing to deliver critical services as part of the ongoing COVID 19 response. Longer term, the Council also needs to protect its local supply chain.	
Further to previous discussions and following agreement with Stagecoach on local bus provision, offer amended to all operators to 100% payment (April to June 2020) where supported services and/or mileages are being maintained at normal levels (to include changes made to cover emergency network) with a deduction of 13% for fuel for any supported services which are currently suspended. This brings PKC into line, in payment terms, with both Fife and Angus Councils. This will ensure contract variations are	29 April 2020	To ensure the continuing provision of local bus services in Perth and Kinross.	

Power Exercised	Date	Reason	Council Function
completed/signed along with supplier relief proposal form for best value and audit purposes (and any retrospective payment assessments). Payment arrangements applied to all operators including community care providers (total payment approx. £50k per month – predominantly Taxi/PHV operators). These payment arrangements to be reviewed in 2 months time and/or when circumstances/local/national guidance changes.			
It has been decided to delay the previously proposed date for the potential closure of Abernyte Primary School from the end of the current academic session to the end of academic session 20/21.	May 2020	This in no way cuts across the work of the School Closure Review Panel, rather it gives pupils and parents/carers clarity about the arrangements for the end of this school session.	
Availability of PKC Environmental Health Officers to NHS Tayside	May 2020	To support Test and Protect initiative, and similar to Dundee City and Angus Councils, PKC providing six environmental health officers to support NHS Tayside if necessary to assist with contact tracing for a 4-6 week period.	
Fly-Tipping Fund	May 2020	Re-introduction of the Fly-Tipping Fund to assist private landowners and community organisations to tackle the issue in the short-term, with a total fund of £20,000.	
PKC School Session 2020/21	June 2020	The Scottish Government have indicated that the new term for all schools across Scotland should commence on 10 August 2020 for staff and 11 August for children and young people (a week	

Power Exercised	Date	Reason	Council Function
		<p>earlier than had been agreed for PKC). To give parents and staff certainty about the dates for the new academic session, Gold Command agreed to change PKC school start dates in line with this. In addition, it was agreed that there be no in-service days the following week (w/b 17 August). SNCT guidance is being agreed on how these changes will relate to terms and conditions. This guidance will be used to reach a local agreement via the JNCT on holiday entitlement etc for teaching staff, and the JCC for non-teaching staff affected by this nationally directed change. This will include negotiation about necessary changes to previously agreed in service dates.</p>	
<p>Payments for Free School Meals</p>	<p>June 2020</p>	<p>It was agreed at Gold Command to continue with the direct payments for Free School Meals (FSMs) to families who are eligible because of entitlement to certain benefits for the duration of the summer holiday period, using the funding available to support "Holiday Hunger" to offset some of these costs. It was also agreed that when attendance at school resumes from August 2020 these direct payments will continue but the fortnightly payment will be adjusted to reflect the pattern of at school/at home attendance e.g. if</p>	

Power Exercised	Date	Reason	Council Function
		this pattern is week about, the direct payment will be half of what it currently is. For any young person who is able to attend school every week, there will be no direct payment for FSMs made. The direct payments will then be reviewed again in advance of the October break.	
Decision not to pursue outstanding Council Tax debt	June 2020	The Sheriff Court has now resumed but decision made not to pursue outstanding council tax debt or the issuing of reminder letters in the usual way.	
Decision to retrospectively charge for those non-residential care services that have been provided.	June 2020	<p>The decision was based on the need to be consistent with the approach being taken in respect of other charges for Council Services, the fact that charges would only be made for services that were actually provided. Also considered was that this would be a very material write-off and also considerations were made regarding benchmarking data with other Local Authorities.</p> <p>Gold Command were very clear, however, that any invoices will need to be issued with a very carefully worded letter that; recognises the impact of Covid-19; explains why some charges were suspended; recognises that individual circumstances may have changed and people might be experiencing hardship;</p>	

Power Exercised	Date	Reason	Council Function
		and offers support and advice in this regard.	
Approved the write off of debt and obsolete stock and the write on of credit balances set out in the report from the Head of Finance dated 11 June, and which will be included within the Council's Annual Accounts for the year ending 31 March 2020.	June 2020	To comply with the legislative requirement to include the write off of debt information in the Annual Accounts for 2019/2020. The Council Financial Regulations indicate that officers are not authorised to write off debt.	
<p>Education Recovery. Gold Command reviewed and provided comment on the Local Phasing Delivery Plan. They noted that the plan had been developed in full accordance with the national Strategic Framework for Education Recovery. All school plans had been subject to scrutiny and challenge to ensure that the principle of maximisation underpinned each school's individual plans.</p> <p>The Local Phasing Delivery Plan and each school's plan remains subject to change depending on any changes to national public health and scientific advice. It will be submitted to Education Scotland (HMle) on Wednesday 24 June 2020 for review, as per Ministerial direction. Feedback will be provided in due course.</p> <p>Gold Command approved the Local Phasing Delivery Plan, noting it would continue to be subject to change as required.</p>	June 2020	Scottish Government requirement for all local authorities to produce a Local Phasing Delivery Plan.	
Gold Command agreed to continue funding for ALEOs at current levels to October 2020	June 2020	To provide funding to assist with the continued	

Power Exercised	Date	Reason	Council Function
at which point it will be reviewed again. It was also agreed to continue funding for Tayside Contracts until 31 July 2020 in line with our two other Council partners.		operation of these services.	
Gold Command agreed that parking charges are reintroduced on 1 August 2020, to coincide with the further anticipated relaxation of lockdown measures in line with the Scottish Government's Route map for recovery. Gold also agreed to invoke the approved 10% increase in parking charges approved by Special Council on 6th March 2020. An appropriate communications plan will be developed through the press and social media to raise awareness of the reintroduction of charges and that a progressive approach to enforcement is applied in the first week after reintroduction.	June 2020	To implement previously agreed charges and provide clarity to members of the public as part of relaxation of lockdown measures.	
Following the request of Scottish Government to standardise the new term to commence on 11 August 2020, Gold Command approved the proposal that the 2021 summer holidays commence one week early on Thursday 24 June 2021, instead of Thursday 1 July 2021 (inclusive).	June 2020	To provide clarity on revised school term / holiday dates following changes requested at national level.	
There is an outstanding matter relating to council tax for unoccupied properties and which has been raised within the Sounding Board and also via MSP queries. This matter is in part covered by a 2017 Policy statement approved by SP&R Committee which gives the Chief Operating Officer delegated authority to apply a discretionary discount of 10%	July 2020	The approach gives a discount to council tax in certain scenarios which would address some of the appeals. In respect of Holiday/Second Homes, it would ensure consistency of approach across Councils while this matter continues to be debated at national level. And it allows appropriate consideration of other	

Power Exercised	Date	Reason	Council Function
<p>with certain conditions being met. Report 7 17/155</p> <p>The Council has prioritised the release of funds through payment of business grants and then preparation for NDR billing which happened at the end of June. The Council Tax Team have now worked with Finance colleagues on a PKC approach to council tax for unoccupied properties in light of the Covid-19 situation and which has now been considered by the Chief Executive under Emergency Powers. There are number of different types of scenarios. The intention is to apply the following -</p> <p><u>Long Term Empty Properties -</u> A 10% discount be awarded for a 6-month period (with the option to review) or until the works are completed, sale of property is completed, or lease has started. No engagement with the Vacant Property Team required at this time. There are a number of appeals/queries for which would be addressed by this.</p> <p><u>Holiday/Second Homes – Covid -19 -</u> Properties classed as second/holiday homes would not be considered for any discretionary relief due to Covid-19. This reflects the national position and if SG issue revised guidance, then PKC would change their position at that time. There are a number of appeals on this point.</p> <p><u>Unoccupied Properties – Other Circumstances</u> - the approach will be an ongoing review of</p>		<p>scenarios which will emerge via council tax recovery runs.</p>	

Power Exercised	Date	Reason	Council Function
other circumstances by the Council Tax team who will retain a watching brief over appeals/queries and if not covered by any other exemption, these matters will be referred to the Interim Chief Operating Officer in the first instance for consideration of the application of the 10% discretion as provided within the Policy statement.			