

Economic Wellbeing Plan for Perth and Kinross

2020 - 2028

Draft for Consultation (August 2020)

RECOVER/GROW



SUPPORTED BY:



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1 Context

- 1.1 COVID-19 and the consequential lockdown is unprecedented because of its significant simultaneous impact on the economy globally, nationally and locally. Restrictions on business operations have severely disrupted certain sectors particularly retail, hospitality and tourism which are very important to the Perth and Kinross economy. This Action Plan sets out a proposed set of actions to assist economic recovery and support growth over time. The Plan will be refreshed regularly as the scale of the economic impact is quantified, and in line with the fiscal response from the Scottish and UK Governments.
- 1.2 Economic recovery will take many months, possibly years, and some businesses may not survive the ongoing requirement to maintain physical distancing that will severely reduce their revenues. The Council, working in partnership with the Scottish Government, Scottish Enterprise, Skills Development Scotland and private and third sector business support organisations, will do all it can reasonably do to protect business and jobs. The scale of the challenge should not be underestimated and impacts of job loss are already being experienced by many families across Perth and Kinross.
- 1.3 Globally, the most visible impacts to date are:
- Financial markets trading at lowest levels since the 2008/9 financial crisis
 - Oil prices falling to an 18-year low (reflecting weak demand)
 - Significant contraction in worldwide business activity
 - Record levels of unemployment in the United States
 - Recession in many economies
 - Business investment predicted to reduce (40% reduction in global FDI)
 - Shift in the pandemic epicentre to Latin America and countries less able to deal with the economic and social consequences
 - Economic output estimated to fall by 6% in 2020 (OECD Outlook, June 2020)
 - Unemployment set to rise to 9.2% in 2020.
- 1.4 The UK Office for National Statistics has published its latest survey-based analysis (ONS, 9 June) of the economic impact across the UK in March, April and May 2020:
- 30% of firms expected their workforce to decrease at the beginning of the pandemic but this has fallen to 10% in the most recent survey, principally due to the positive impact of the job retention scheme.
 - The previous ONS survey reported that 71% of businesses who continued to trade reported turnover was substantially below normal, this has now risen to 75%.
 - Of businesses that exported during the pandemic 76% have reported this has become more difficult compared with 65% in the previous survey.

- 1.5 UK GDP is expected to contract sharply in 2020 with a forecast 13% reduction in 2020. Overall consumer spending has drastically fallen because people are unable to spend to the previous extent. However lower income households have been disproportionately affected, with increased expenditure on food and utilities whereas higher income households report increased savings due to decreased leisure expenditure. One of the longer lasting impacts of the pandemic is expected to be increased income inequality.
- 1.6 The Scottish Government published a State of the Economy Report (21 April) which highlighted the impact of COVID-19 on the economy thus far and the likely longer-term impact. The headlines include:
- Scottish GDP predicted to fall by 33% during the period physical distancing is required
 - The impact of emergency measures and increased public spending will have a significant impact on public finances in the short, medium and long term (less resources for recovery)
 - Recovery may be impacted by possible further waves in rises of infection
 - Sectors most affected initially include – Service sector (especially Tourism, Hospitality & Leisure); Retail; Health & Care; Arts & Entertainment; Manufacturing contracted & suffered supply chain issues; and construction.
 - Consumer confidence has sharply declined (at lowest levels since 1974)
 - FAI Business Monitor reports that 89% of Scottish businesses have seen an impact on Turnover and 54% of firms said they could survive < 3 months; and 32% for 4-6 months
 - Jobs market contracted very sharply in March/April – in Scotland Universal Credit claims up 61,000 in a 2-week period
 - A Scottish survey highlighted that 51% of businesses have seen a reduction in staff available due to the virus; 81% had reduced staff paid hours
 - Commentators believe that there will be a great impact on lower skilled employees, those under 25, women and rural areas heavily reliant on tourism.
 - The most recent Fraser of Allander Economic Commentary (June 2020) highlighted the following:
 - In April GDP in Scotland fell by 19%
 - The key now is the pace of recovery & the scale of damage left behind
 - Huge uncertainties remain due to on-going risks/potential for 2nd wave
 - Real concerns over job impacts once furlough scheme reduces/ends
 - Likely to be a spike in closures & job losses over the coming months
 - 3 likely scenarios for Recovery:
 - > Optimistic with a return to pre-crisis GDP by Jan.22
 - > Gradual/Likely - with a return by Nov.22
 - > Pessimistic/2nd Wave – with a return to pre-crisis GDP by July 24

2 Perth and Kinross

- 2.1 The Perth and Kinross economy has experienced growth in recent years, with higher than average rates of employment (particularly through self-employment), very low unemployment, higher than national increases for VAT registrations and increased earnings. Tourism revenue has also grown, with tourism related employment accounting for 13% of the total workforce. It seems likely that many of these gains will be lost unless the Council and its partners can intervene and support recovery and growth over the next few years. Workforce weekly wage across Perth and Kinross have however been consistently lower than the Scottish average, reflecting an over dependence on traditionally poorer paying sectors such as hospitality and agriculture. Resident weekly wages have been above the Scottish average, reflecting people who live in Perth and Kinross but work elsewhere.
- 2.2 Out of adversity can come opportunity. The Council and its partners already have a bold vision for Perth and Kinross; and across Tayside and North East Fife we have a strategy for economic growth assisted by the Tay Cities Deal. However, Covid-19 has emphasised the need for Perth and Kinross to make a swifter transition to a digital economy, to plan for clean growth and to support businesses to become future focussed.

What do we know so far about the economic impact?

- 2.3 Between March and June, the unemployment claimant count in Perth and Kinross rose by 137% (up 2555 individuals), with the unemployment rate rising from 2% to 4.8%. A number of local business have already announced significant job losses including Fishers Laundry, Ovo, Pitlochry Hydro Hotel, Pitlochry Festival Theatre, Horsecross and the Crieff Hydro Group. In total our estimate to date of redundancies announced is over 550, and we expect this to grow rapidly over the coming months.
- 2.4 The Council issued a specific Covid-19 Business Barometer survey to gather feedback on impacts on local businesses; this closed for responses on the 4th June, and a summary of the initial headline results from over 1000 responses are outlined below:
- A good sectoral mix of businesses responded but most responses were from tourism & hospitality (36%); Retail (17%); Other Services (30%)
 - 85% of responses were from micro business (<10 employees) or the self-employed; 13% from small businesses (10-49 employees)
 - 80% of all businesses reported a loss of income
 - Majority had applied for some sort of support
 - Going out of business was the no.1 concern for >25% of respondents
 - 20% of businesses planning to/had already cut staff numbers
 - >25% want to develop more on-line sales/direct delivery
 - 46% wanted more focus on events & promotion of the area to bring visitors back
 - 43% wanted support to access finance
 - 36% wanted a focus on encouraging local goods and services
 - 26% wanted more investment in digital infrastructure & connectivity
 - Workforce travel to work was a concern going forward

The Perth and Kinross response to date

- 2.5 During the early stages of lockdown from mid-March to the end of April the Council received 500 enquiries from businesses looking for support and advice. The majority of these related to information on the various business grants and loans that were rapidly introduced and administered on behalf of the Scottish Government by the Council.
- 2.6 Over 3500 businesses have received grants totalling £36.32M to date.
- 2.7 The Covid-19 Business Task Force was established comprising the Council, Business Gateway, Scottish Enterprise, Perthshire Chamber of Commerce, Growbiz, Federation of Small Businesses, Perthshire Tourism Partnership and the Perth Traders Association. This Task Force has continued to meet weekly during the response phase.
- 2.8 The Council also developed additional website pages highlighting the support available for Businesses ([Business Support web link](#)), and continues to produce a [Business Bulletin](#), which is circulated to over 1000 businesses and 250 other individuals.
- 2.9 The **Council** has also:
- Supported employers to advertise vacancies
 - Assisted unemployed clients into vacancies
 - Offered Council commercial tenants rent deferrals
 - Promoted local supply chains, goods and services such as home delivery of local produce
 - Developed proposals to make our business and retail environment Covid safe and accessible
 - Supported a number of employers by re-scheduling grant payments to the future when they will need it most
- 2.10 **Business Gateway** has boosted its Survive and Thrive scheme which provides in-depth support to business facing significant challenges. All other Business Gateway products have also been reviewed to offer an online/phone service with series of targeted webinars. **Elevator**, the Tayside Business Gateway delivery partner, has also provided additional business support through sectoral or people focused Accelerator Programmes as well as access to private investment.
- 2.11 **Growbiz** has increased its targeted webinars and opportunities to provide remote 12-1 support as well as sustaining social and business networking opportunities.

2.12 **Perthshire Chamber of Commerce** has provided information and support across the business community (online webinars/workshops to all businesses at no cost, 12-1 business support, peer support cross sector and mentoring matches, expert professional help), voiced business issues at Scottish and UK levels (escalation and resolution help (e.g. achieved U-turn on bank decisions on CBILS, CEBILS and overdraft facilities) and is planning to launch a recovery and resilience programme to help business to recover. The Chamber has also opened membership to all businesses at no cost for three months to aid recovery and extended existing memberships by three months.

2.13 The **Federation of Small Business** has increased its targeted webinars and has voiced business issues at Scottish and UK levels.

Vision and current strategies

2.14 The Council and its local partners have previously set out our ambitious vision and Strategy for Perth and Kinross in two key documents – the Community Plan and the Perth City Plan. In addition, we have also recently agreed a Tay Cities Regional Economic Strategy to support the development of the regional economy and drive forward the delivery of projects in the Tay Cities Deal. Many of the underlying economic challenges remain as outlined within these key documents, and are still valid as we seek to recover from the Covid 19 economic downturn:

- The need to diversify our economy
- The need to bring new investment and higher value jobs to the area
- To enhance the resilience of the rural economy
- To retain our young talent
- To improve digital connectivity
- The climate challenge
- Technological change
- The future of retail
- To focus both on our existing key sectors and grow new ones such as low carbon and high value manufacturing.

2.15 The Community Planning Partnership vision is simple and bold. Collectively we want to ***“create a confident, ambitious and fairer Perth and Kinross, for all who live and work here.”*** Our specific economic ambition is ***“that we live in a Perth and Kinross which promotes inclusive economic growth and a thriving economy.”*** These take on a renewed and more immediate purpose in the current circumstances.

Recovery and growth towards a wellbeing economy

2.16 The economic development partners will continue to respond and support local businesses and those individuals who have lost their livelihoods as a result of economic situation however the focus is also now on recovery and longer-term growth. The Covid-19 Business Barometer will become a regular tool to garner intelligence from businesses, listen to their concerns and co-design appropriate responses. Additional partners will also be invited to participate in the Task Force such as Skills Development Scotland and the Department for Work and Pensions.

2.17 The Economic Wellbeing Plan needs to be bold and ambitious to reflect both the significant business and employment challenges ahead but also the opportunity to build a new **Wellbeing Economy**. By wellbeing we mean that the economy should serve people and communities, first and foremost.

2.18 The Scottish Government published on 22 June the report **“Towards a robust, resilient, wellbeing economy for Scotland”** developed by their Independent Advisory Group on Economic Recovery. The report outlined 25 recommendation and includes a **“call to action”** to the Scottish Government, the public sector and our private and third sector partners. A brief summary of the key recommendations is outlined below: -

- an urgent need to access low cost debt requires an accelerated review of the Fiscal Framework, and a significant increase in access to capital investment to support an investment-led recovery
- a Scottish jobs guarantee, in partnership between business and government, should be introduced to address unemployment, with refocused skills strategies and decisive steps to align teaching and learning in universities and colleges to the needs of business
- prioritisation of sector plans to deliver a green recovery, where the coincidence of emissions reductions, the development of natural capital and job creation are the strongest
- critical investment in the country’s digital infrastructure to improve connectivity, reduce inequalities and build the country’s resilience
- urgent action to develop a stronger relationship between business and government on the strategy for Scotland’s economic recovery

2.19 The principle themes of the recommendations and the Scottish Government response published on 5 August are reflected in our own local Economic Wellbeing Plan outlined below.

The **Scottish Government announced on 9 July £100M additional funding for targeted Employment and Training Support** and a commitment to a **Youth Job Guarantee**. Measures include: -

- an investment of at least £50M for Youth Employment
- additional resources for the Partnership Action for Continuing Employment (PACE) programme which supports individuals in redundancy situations.
- A new National Retraining Fund, and
- An extension to the Fair Start Scotland programme for a further 2 years to April 2023.

The **UK Government published a “Plan for Jobs” on 8 July** designed to support jobs by focussing on skills and young people, the creation of jobs via investment in shovel ready projects and green infrastructure, and the protection of jobs through a VAT cut for the Hospitality sector and an Eat out to Help Out dining scheme.

Specific initiatives include:-

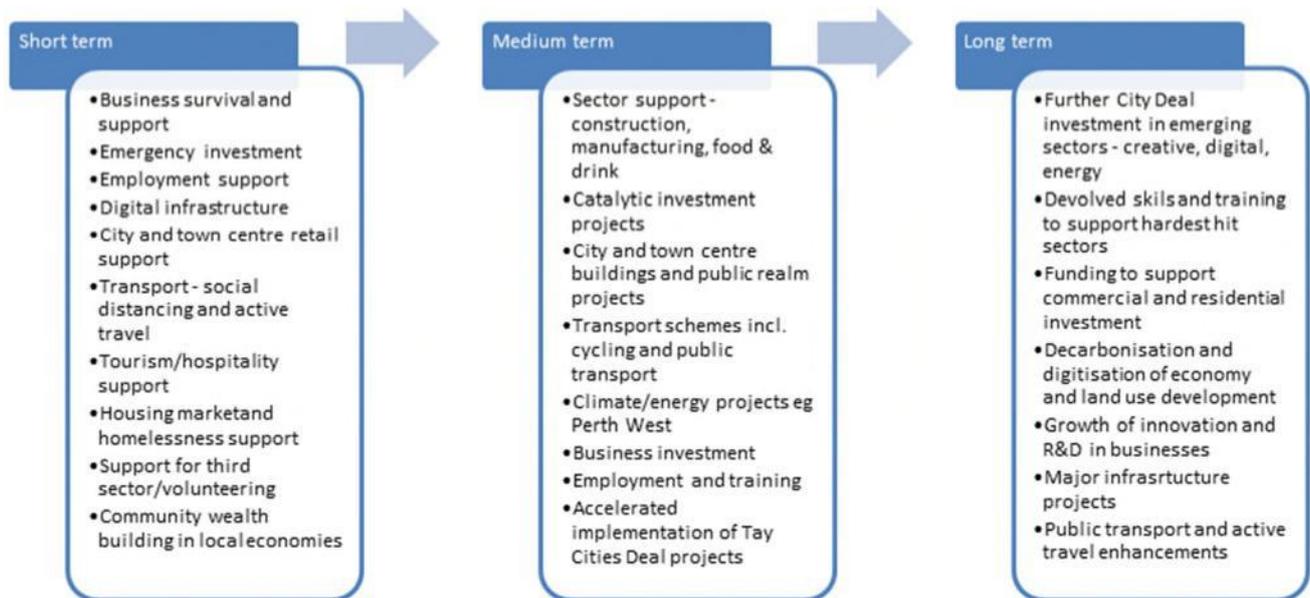
- a Job Retention Bonus to help businesses retain Furloughed workers
- a new £2BN Kickstart Scheme to subsidise jobs for young people 16-24
- additional funding for training and apprenticeships and work coaches.

2.20 The Business Task Force has devised a programme of actions under 3 main headings of support for **People, Business and Place**. There are a range of interventions required that are required to ensure recovery of the local economy. There are short term response measures supporting business survival and keeping people in employment; medium term measures extending support to key sectors and catalytic investment projects to generate employment and confidence; and long-term measures geared towards the decarbonisation and digitisation of the economy. All are designed to support stimulating economic activity; boost productivity and competitiveness; improve connectivity; and ensure that improvements are targeted at those most disadvantaged and suffering from the effects of the economic crisis. Ultimately helping to achieve the vision of greener, stronger, more resilient and inclusive economy.

2.21 There is also an opportunity to carry out a “root and branch” review of existing activity and spend areas; and to think innovatively about new solutions and new ways of working to adapt to a different economic context. Programme themes include:

- Digital – more digital businesses & online sales and customer fulfilment
- Connectivity – a more rapid move to full fibre and more active travel
- Skills – re-skill and upskill individuals with an emphasis on core and advanced digital skills as well as meeting the replacement demand employers have expressed
- Support for Young People
- Entrepreneurship - embedding a spirit of enterprise and community wealth building
- Engagement - a coordinated approach across the partnership
- Focus - fewer but more ambitious projects such as the Perth Eco Innovation Park
- Clean Growth - maximising the economic opportunity Perth and Kinross can grasp
- Natural capital – the basis of our tourism and food & drink industries
- Re-imagining - our city, towns and neighbourhoods through a post Covid-19 lens

2.22 The actions have been classified as short, medium and long term, recognising what we will deliver between now and March 2021, by March 2023 and by March 2028.



PEOPLE – SHORT/MEDIUM TERM RESPONSE ACTIONS (NOW– MARCH 2023)

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
<p>Rising Unemployment and increased volume of individuals looking for support back into work</p>	<p>REACH - Recruitment, Employer And Communities Hub</p> <ul style="list-style-type: none"> • a virtual Hub which encompasses a wide range of services for individuals & employers • On-line support/virtual events Job Fairs/training and advice webinars • Providing tailored vacancy matching and employer engagement • Upskilling and training grant and wage incentives • Joined up employer engagement activity across a range of partners • Some targeted services if specific groups more impacted by the uplift in unemployment – e.g. young people 	<p>PKC but ensuring clients referred to other services/programmes where appropriate</p>	<p>Additional clients supported into work c. 450 Individuals supported over 3 years (150 p.a.) Current services moved on-line as much as possible Increased & more coordinated Employer Engagement activity c. 675 Employers engaged over 3 years (225 p.a.) c. 480 Targeted vacancies sourced over 3 years (160 p.a.) Up-skilling unemployed 75 wage subsidies/training allowances granted over 3 years (25 p.a.)</p>
<p>Employer recruitment Incentive support employers and encourage recruitment of young people aged 16-29 into sustainable employment, including Modern Apprenticeships Rural P&K areas</p>	<p>RURAL EMPLOYMENT INCENTIVE - Existing Provision</p> <ul style="list-style-type: none"> • Provides employers with a financial contribution to the additional costs of recruiting and sustaining a young person in employment. • Where an Employer commits to a new job or new Modern Apprenticeship for up to 52 weeks, it will receive £4500 • Additional payment of £500 will be awarded to the employer if participant is paid the Accredited Living Wage (currently £9.30 per hour) upon completion of the 52 weeks • SME (employing 50 or less) • Eligibility criteria 	<p>PKC</p>	<p>Target 69 Incentives over 3 years (23 p.a.)</p>

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
<p>Rising Unemployment and increased volume of individuals with additional barriers looking for support back into work and progressions through training</p>	<p>NOLB - No One Left Behind - Existing Provision</p> <ul style="list-style-type: none"> • Key work support to individuals to assist in their journey to finding employment all age • funding available for businesses to create new jobs, up-skilling/training up to £4,000 paid at 4-week, 13-week and 52- week trigger points. • Support in vocational and accredited training 	<p>PKC Also work in partnership with ECS and 3rd sector delivery agents</p>	<p>Targets Vocational Training – 30 (10 p.a.) Achieving a qualification – 90 (30 p.a.) Entering FE/HE/Training - 54 (18 p.a.) FE/HE sustainability 13 weeks – 36 (12 p.a.) FE/HE sustainability 26weeks – 12 (4 p.a.) Commenced employment/self-employment – 129 (43 p.a.) Commenced MA – 21 (7 p.a.) Supported by a training allowance 45 (15 p.a.) Sustained employment 13 weeks – 72 (24 p.a.) Sustained employment 26 weeks – 39 (13 p.a.)</p>
<p>Employed eligible parents to progress in current employment up-skilling and re-training and Unemployed parents</p>	<p>FUTURES FOR FAMILIES - Parental Employment Support Fund –</p> <ul style="list-style-type: none"> • 6 Key areas, Lone parents, Person with Disability, 3+ children, Minority ethnic, Youngest child <1 and parent aged<25 • Support in searching, securing and sustaining employment from a designated Key Worker • Training and skills action planning • In-work support to progress, in the form of a Skills and Training Grant - Elev8 Employment and Training Grant. • Promote learning and recruitment for ELC opportunities. 	<p>PKC Working in partnership with ECS 1140 project</p>	<p>Implementation stage grant awarded looking to commence quarter 4 of 2020 Employed parents – 48 parents supported over 2-year project Unemployed Parents - 26 over 2-year project</p>

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
Unemployed all ages at risk of unemployment or unemployed job ready	SKILLS AND EMPLOYMENT INITIATIVES (Formerly The Hub) - Existing Provision <ul style="list-style-type: none"> • Supporting and advising job seeking clients with all aspects of employability and skills development • Engaging with and supporting local businesses in recruiting and retaining staff to aid business growth • Initial needs assessment job ready diagnostics • PACE Partnership 	PKC and Skills Development Scotland but ensuring clients referred to other services/programmes where appropriate	Registrations c. 225 Individuals supported over 3 years (75 p.a.) <i>Could transfer resources to REaCH Project</i>
Unemployed Employed participants with barriers to gaining employment or in work progression	European Social Fund (ESF) EMPLOYABILITY PIPELINE – Ringfenced delivery to EU Funding <ul style="list-style-type: none"> • 5 stage pipeline of support to those most disadvantage/excluded groups Adult, Youth and those with a Health Condition • Removing barriers to support vocational/accredited training • Outreach provision in City Centre North Localities, Blairgowrie, Kinross and Crieff 	PKC Delivery Agents 3rd sector and Open Challenge fund call for additional providers to apply ensuring clients referred to other services/programmes where appropriate	Targets are specific to the EU funded programme 2015 to 2022 and subject to change and therefore targets are for reference only and not additional to proposed new projects. Registrations c. 400 3 years (133 p.a.) 200-2022
Unemployed Employed participants looking for money and debt advice	European Social Fund (ESF) POSITIVE FUTURES! To address poverty – Ringfenced delivery to EU Funding <ul style="list-style-type: none"> • Supporting Lone parents, Workless Household, low income Households. • Benefit checks, priority checks, one-to-one debt advice • Outreach services and money workshops 	PKC Delivery Agents 3rd sector and Open Challenge fund call for additional providers to apply ensuring clients referred to other services/programmes where appropriate	Targets are specific to the EU funded programme 2015 to 2022 and subject to change and therefore targets are for reference only and not additional to proposed new projects. Registrations c. 210 3 years (70 p.a.) 200-2022

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
Unemployed needing upskilled/re-skilled or practical support for self-employment	Perth and Kinross SKILLS PASSPORT <ul style="list-style-type: none"> • Subsidised or free access to short vocational training to help clients get back to work or to set up as self-employed • Provide iPads to help clients with job search and on-line training • Include digital skills training such as ECDL 	PKC but could partner with Perth College UHI and local training providers	Between now & March 2021 design & plan the Passport. Target is 500 (over 3 years) Unemployed up skilled to match employer/labour market needs.
Lack of individuals with high level digital skills – cost a barrier for disadvantaged groups	Intensive DIGITAL SKILLS PROGRAMME <ul style="list-style-type: none"> • Subsidised &/or free access to specialist Digital Skills courses delivered by a provider such as CodeClan • Initially could be wholly on-line but in medium term delivered at the Creative Exchange 	PKC in partnership with CodeClan	Target Autumn programme start. 90 people over 3 years (30 p.a.) Unemployed given access to high level digital skills courses, which should make them far more employable.
Lack of Job Opportunities for new Graduates	Perth and Kinross GRADUATE JOB SCHEME <ul style="list-style-type: none"> • Create Graduate Work Placement opportunities in council services/partner agencies • Work with local employers to create Graduate Work Placement opportunities (include opportunity for smaller businesses to share Graduates) 	PKC in partnership with local employers	50 Unemployed graduates (over 2 years) given valuable work placements/experience.
Few job opportunities so encourage unemployed to start their own business or become self-employed.	START UP P&K <ul style="list-style-type: none"> • Provide start up grants • Explore options to boost support – either via re-focussing existing Business Gateway advisers or create a new post to work with unemployed individuals in areas of higher unemployment (North/Central Perth; Blairgowrie/Rattray & South Crieff). For example, enhanced targeted marketing activities to access existing Business Gateway offer ‘Redundancy to Recovery Webinar Series’. • Link to with Chamber of Commerce proposals for ideas Generation & Mentoring Support, access to network of entrepreneurs 	PKC in partnership with Business Gateway/ Chamber of Commerce	Target 50 start-ups p.a. for 2 years (100) Increased start up numbers from disadvantaged areas/areas of higher unemployment

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
Young people are likely to be particularly disadvantaged by the economic downturn.	START UP P&K YOUTH <ul style="list-style-type: none"> Develop a Young Entrepreneur programme to particularly encourage young people to start their own Business including use of existing dedicated Young person Business Gateway adviser Link in with PSYBT and DYW activities and LEADER Rural Youth Group as well as Young Enterprise Scotland (engagement with Schools) and Elevator Challenge Programme Start-up grants Networking & Learning Opportunities including Chamber of Commerce networks 	PKC in partnership with PSYBT/DYW & LEADER/Business Gateway/Elevator/Chamber of Commerce	Increased Youth start ups Target 25 p.a. for 2 years (50)
Young People likely to be more impacted by redundancy & lack of employment opportunities	GET INTO APPRENTICESHIPS <ul style="list-style-type: none"> Review our own provision & actively promote all apprenticeship opportunities (Modern; Foundation & Graduate) 	PKC in partnership with SDS/PC UHI/DYW	Increased nos. & take up of Apprenticeship opportunities & increased engagement with local businesses.
Young People likely to be more impacted by redundancy & lack of employment opportunities	UK KICKSTART SCHEME <ul style="list-style-type: none"> Support the implementation of the UK Government Kickstart Scheme to create high quality 6-month work placements for 16- 24 year olds at risk of long-term unemployment 	DWP	Significant numbers of work placement opportunities for 16-24 year olds
Young People likely to be more impacted by redundancy & lack of employment opportunities	SCOTTISH GOVERNMENT YOUTH JOB GUARANTEE <ul style="list-style-type: none"> Work in partnership with Scottish government, the Third Sector and other local partners to develop and deliver employment support for unemployed young people. 	SCOTTISH GOVERNMENT in partnership with PKC and local partners	Significant numbers of subsidised job opportunities for young people.

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
Smaller local construction companies struggle to recruit apprentices due to lack of on-going/consistent work.	<p>SHARED APPRENTICESHIP PROGRAMME</p> <ul style="list-style-type: none"> • Explore options to either create our own programme or to establish a new Tayside wide partnership in conjunction with Angus and Dundee • The scheme employs the Apprentices direct and coordinated placements with local construction companies • Explore the widening of any apprenticeship scheme to other sectors out with construction 	Shared Apprentice Ltd.	<p>Increased Apprenticeship opportunities - target 15 p.a. for 3 years (45)</p> <p>Greater number of smaller construction/other smaller companies able to take on Apprentices</p> <p>construction/other smaller companies able to take on Apprentices</p>
Tourism sector badly hit by Covid 19 – will need to support to encourage young people into the industry/careers	<p>GET INTO TOURISM</p> <ul style="list-style-type: none"> • Provide employment/training opportunities for young people in the Tourism/Hospitality Sector via: - • Short term scholarship opportunities via HIT (Hospitality Industry Trust) Scotland &/or • Sponsor local companies to recruit via Apprenticeship in Hospitality Scotland Programme (2-3 year courses of practical experience & masterclasses) - current local members include Crieff Hydro, Fonab & Gleneagles. 3-year courses of practical experience & masterclasses) - current local members include Crieff Hydro, Fonab & Gleneagles. 	PKC in partnership with larger Tourism employers & industry bodies	<p>Encourage more young people to see long term careers in Tourism. (Target 100 young people)</p> <p>Provide training & work experience opportunities in the Tourism sector. (Target 50 young people over 2 years)</p>
Care sector will continue to struggle to recruit staff	<p>GET INTO CARE</p> <ul style="list-style-type: none"> • Explore options/potential models with Health & Social Care Partnership • Create a recruitment programme for the Care Sector • Campaign to attract recruits into a pre-employment training programme • Explore opportunities for innovative solutions via third Sector or co-operative/social enterprise models 	PKC with industry partners.	<p>Encourage more people to consider care as a career.</p> <p>Provide training & work experience opportunities in the care sector. Target 250 individuals over a 2-year period.</p> <p>Support the development of innovative alternative delivery models for care employment.</p>

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
High Unemployment & need to re-skill future workforce	REGIONAL SKILLS PROGRAMME <ul style="list-style-type: none"> Work regionally on developing new skills projects attracting funding from TCD Skills Programme – with a particular focus on Digital Skills and Key sector skills. 	PKC with TCD Skills partners	Additional training & re-skilling opportunities - target c.100 P&K individuals re-skilled p.a. for 5 years (total 500)
Lack of modern teaching & training facilities for the Aviation Sector at Perth College UHI	AVIATION SKILLS ACADEMY – PERTH HUB <ul style="list-style-type: none"> Provide short-term PKC financial loan support to enable the project to proceed Link to Engineering Innovation Hub project (to be located within the same building – <i>see Business section below</i>) 	Perth College UHI with support from PKC	New custom-built Aviation & Engineering building at Perth College UHI. Additional capacity/student numbers.

PEOPLE - LONG TERM RECOVERY / GROWTH ACTIONS (2023+)

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
Unemployment and Low Skills Base	<ul style="list-style-type: none"> The partnership approach to supporting Employability & Skills projects will be reviewed as some may only be required in the short-medium term. 	PKC/Partners	To be developed.

BUSINESS - SHORT TERM RESPONSE ACTIONS (NOW – MARCH 2021)

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
Fiscal stimulus			
Anticipated downturn in housing and commercial developments following the end of the furlough scheme	DEVELOPMENT MARKET SUPPORT <ul style="list-style-type: none"> Defer the requirement for Developers' Contributions for Education and Transport Infrastructure for all residential development consented from April 2020 and completed prior to 31 March 2025. Defer the requirement for Developers' Contributions relating to Transport Infrastructure for commercial and industrial developments consented from April 2020 and completed by 31 March 2025. 	PKC	Increase/sustain housing completion rates Incentivise commercial and industrial development in Perth and Kinross.
Provide access to emergency financial support for businesses			
Lack of cashflow during lockdown and due to restrictions after lockdown	PROMOTE GRANT/LOAN SCHEMES <ul style="list-style-type: none"> Business Grants 10K and 25K (PKC) Self-employed (HMRC) Newly Self-employed Hardship Fund (PKC) Creative, Tourism & Hospitality Hardship Fund (SE) B&B/ Serviced accommodation grants (PKC) Business Loans Scotland and Banks 	PKC/partners	Amount of funding distributed (£34m) No. of businesses supported (3,300)
Lack of market access post lockdown	MARKET DEVELOPMENT GRANT <ul style="list-style-type: none"> Promote actively Council's Market Development Grant to access Rest of the UK market (grants of up to 5K) Promote actively support services to access international markets (International Expert Help and association with Scottish Development International's sectoral team, digital internationalisation), Chamber's International Club/International Virtual Trade Missions 	PKC Business Gateway/Elevator/ Chamber of Commerce	At least 15 business supported

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
Insufficient working capital due to restrictions after lockdown	TOURISM BUSINESS RESILIENCE LOAN FUND <ul style="list-style-type: none"> Offer interest free loans of between £10,000 and £50,000 to Tourism and hospitality businesses to ensure liquidity is maintained. To be re-paid over 1-5 years (revolving fund). 	PKC	Ensure survival of 10-15 tourism and hospitality businesses.
Stimulate local demand to support local businesses			
Lack of demand for local products and services during lockdown and post-lockdown due to restrictions	BUY, SHOP & EAT LOCAL CAMPAIGN <ul style="list-style-type: none"> Expand the current 'Buy Shop & Eat Local' social media campaign backed up by Ambassadors and Business Support Task Force Partners promoting local food and drink sourcing by consumers and businesses https://www.smallcitybigpersonality.co.uk/food-drink-outlets-open-delivering-in-Perth-Perthshire-Kinross-during-lockdown 	PKC/Chamber in partnership with Small City Big Personality	200 local businesses registered (base 100)
	<ul style="list-style-type: none"> Run a Mi Reward Scheme marketing campaign to increase the number of users and retailers joining the scheme including a competition open to all Council tax payers (or households) to win 1000 Mi Reward cards with £10 credit. 	PKC with Task Force Partners	120 businesses registered (base 80) 3000 users registered (base 2000)
	LOCAL SUPPLIER DEVELOPMENT WORKSHOP <ul style="list-style-type: none"> Run Supplier Development workshops to facilitate access to Council's contracts to build more local, sustainable and resilient supply chains and linking to/supported by Chamber's 'Love Local' initiative 	PKC/Chamber of Commerce	Run 2 workshops
Boost Intelligence, Communications and Coordination			
Lack of business confidence due to restrictions post lockdown and uncertainty	POSITIVE P&K MESSAGE <ul style="list-style-type: none"> Develop new positive recovery message with Business leaders to be promoted online and via social media 	Ambassadors Task Force partners	1 weekly positive case study promoted online/social media Increase level of social media activity New bulletin launched 1800 subscribers (base 1250)

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
Lack of business confidence due to restrictions post lockdown and uncertainty	RECOVERY BUSINESS BULLETIN <ul style="list-style-type: none"> • Launch a fortnightly Recovery Business Bulletin (learning from Covid Bulletin) focusing on recovery phase (including images) as well as aligning use of Invest in Perth branding, website and social media 	PKC with Task Force Partners	Positive message/increased business confidence
Need to understand impact of COVID 19 on the Economy	BUSINESS BAROMETER & ECONOMIC BULLETIN <ul style="list-style-type: none"> • Build on our first Covid 19 Business Barometer by repeating on a quarterly basis Do follow up additional surveys with larger businesses (not well represented by initial Barometer)/key sectors (with the support of Chamber of Commerce) • Explore Regional model potentially • Produce regular Quarterly Economic Bulletins • Produce an Annual Economic Statement/Review 	PKC	Improved intelligence to help shape Recovery Actions Bi-monthly barometers initially Monthly Economic Bulletins
Lack of co-creation opportunities between local agencies and partners	BUSINESS SUPPORT ONE-STOP-SHOP <ul style="list-style-type: none"> • Building on the work of the Covid Business Support Task Force, create a Business Recovery Group and develop a one-stop-shop approach, but not a 'one-size-fits-all', to Business Support Services (e.g. weekly/monthly business forum, joint signposting, agreed customers' data management) including review of the Business Gateway contract • Streamline Planning and Licensing 	Business Support Task Force or successor	Business Recovery Group created One-stop-shop approach agreed Improved coordination of activities Less duplication Improved business/customer experience

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
Promote and maximise existing Business Support schemes			
Lack of support/business planning during and post lockdown	RURAL MICRO-ENTERPRISES SUPPORT – Existing provision <ul style="list-style-type: none"> • Support to rural micro-enterprises (focusing on online delivery) via 1to1, webinars, networking and peer support 	Growbiz	400 individuals supported
	CHAMBER NETWORK SUPPORT– Existing provision <ul style="list-style-type: none"> • Peer to peer/mentoring support via Chamber of Commerce • Support start-ups via Innovation and ideas Hub • Support businesses facing difficulties/looking for opportunities via Solutions Centre 		
Lack of digitalisation to access e-commerce	BUSINESS GATEWAY – Existing provision <ul style="list-style-type: none"> • Business Gateway Support to SMEs (focusing on online delivery): • Start-ups Services (1to1, workshops, research) • Early Stage Growth Services (1to1, workshops, research) • Medium/High Growth Services (1to1, workshops, research) • Survive and Thrive (S&T) mainstream scheme and Covid scheme (Specialist support designed for businesses who see their operations challenged by COVID impact) • HR support and other specialist support • Support Group & Networking: Women in Businesses, Go network and masterclasses • Digital Boost Support Programme – suite of digital masterclasses (16 topics) and 93 days for 1:1 support with a digital specialist. 	Business Gateway	180 business start-ups/growth 60 businesses supported through S&T

BUSINESS - MEDIUM TERM RECOVERY ACTIONS (APRIL 2021 – MARCH 2023)

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
Help businesses to help themselves (Business-led actions)			
Lack of development funding to start and grow businesses	BUSINESS CROWDFUNDING P&K <ul style="list-style-type: none"> Support Crowdfunding campaigns (businesses with 10 and over employees) to support investment in at least 36 businesses and community enterprises creating stronger links between consumers/businesses. £1 provided by PKC for £1 raised through Crowdfunding up to £5,000 per business (Crowdfunding platform already in place - learning from 'RBS Back Her Business' scheme). This would also involve advisory support to businesses on how to run successful campaign. 	Chamber/Elevator with PKC	Support investment in at least 36 businesses
Lack of development funding to start and grow businesses	ANGELS SHARE <ul style="list-style-type: none"> Run Angel's share workshop to provide private investment to start-ups. The Angel's Share is primarily for established businesses seeking finance to grow. They will have a need for capital but possibly also expertise, contacts and experience. The Angel's Share can assist businesses in finding a business angel that matches their needs. This will link to Accelerator Programmes and Business Support Services. 	Private investors with PKC/Elevator/ Business Gateway	1 workshop per annum

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
	<p data-bbox="470 212 1232 245">ENTREPRENEUR COACHING P&K</p> <ul data-bbox="470 252 1232 531" style="list-style-type: none"> Support entrepreneurs (including people experiencing redundancy) via an advanced mentoring/peer to peer/coaching support pipeline and people focused acceleration programme (e.g. Grey Matters) to support business idea generation and development with a focus on digitalisation/e-commerce/ homeworking <ul data-bbox="548 464 1232 531" style="list-style-type: none"> - 10 employees and over & urban micro/self-employed - Less than 10 employees (rural micro/self-employed) 	<p data-bbox="1254 284 1514 384">Chamber/PKC/ Elevator/ Growbiz</p>	<p data-bbox="1536 256 1872 284">Support 500 entrepreneurs</p>
	<p data-bbox="470 539 1232 572">MARKET DEVELOPMENT GRANT</p> <ul data-bbox="470 579 1232 786" style="list-style-type: none"> Double market development grant to provide at least 30 businesses with better access to Rest of UK/export market with a focus on digitalisation/e-commerce (link to previous ref. To grant) linking to support to access international markets (BG/SDI/Elevator), International Club (Chamber) 	<p data-bbox="1254 579 1514 679">PKC BG/SDI/Elevator/ Chamber</p>	<p data-bbox="1536 579 1906 606">Support at least 30 businesses</p>
Target Invest in Perth			
<p data-bbox="203 847 425 948">Lack of focus to attract businesses and investors</p>	<p data-bbox="470 844 1232 877">RE-FOCUS INVEST IN PERTH – LIVE LIFE WELL</p> <ul data-bbox="470 884 1232 948" style="list-style-type: none"> Focus ‘Invest in Perth’ activities on ‘Clean growth and wellbeing economy’ USP 	<p data-bbox="1254 884 1310 906">PKC</p>	<p data-bbox="1536 884 1973 911">Clear USP developed and promoted</p>
<p data-bbox="203 997 425 1061">Lack of high value jobs</p>	<ul data-bbox="470 997 1232 1203" style="list-style-type: none"> Run a targeted media campaign based on ‘Perth, live life well’ to attract at least 100 Professionals working within the ‘professional, scientific and technical activities’ category (SIC ‘M’) to come and live in Perth and Kinross via social media (e.g. LinkedIn), Ambassadors and relocation services 	<p data-bbox="1254 997 1514 1061">Ambassadors/PKC/ Chamber</p>	<p data-bbox="1536 997 1906 1061">100 Professionals attracted via relocation services</p>

BUSINESS - LONG TERM RECOVERY / GROWTH ACTIONS (2023+)

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
Invest in Clean Growth innovation			
<p>Lack of high value jobs and reliance on low growth sectors</p> <p>Lack of R&D investment</p>	<p>PERTH ECO INNOVATION PARK</p> <ul style="list-style-type: none"> Deliver Perth Eco Innovation Park to create 25 ha of employment land, create over 1,000 jobs; attract new businesses and R&D (logistics, smart energy systems) linking to Perth Innovation Highway/Mobility 2020-2030. This will also support the creation of Perth West Eco-Village. This will link to Accelerator Programmes and Business Support Services. 	PKC and Strategic Partners	Phase 1 completed (10ha of employment land) by 2024 1,000 jobs attracted by 2030
	<p>PERTH SMART ENERGY CITY PROGRAMME</p> <ul style="list-style-type: none"> Develop Perth Smart Energy City Programme to attract £50m private investment (learning from Bristol experience) in clean energy and technologies at city scale as well as transforming Council's assets (Perth High School, PH2O). This could link to training and skills activities with the Energy Skills Partnership and academia research (e.g. University of Edinburgh). This will link to Accelerator Programmes and Business Support Services. 	PKC and strategic Partners	Business cases identified and developed £50m of private investment attracted by 2030
	<p>CIRCULAR ECONOMY/WASTE HUB</p> <ul style="list-style-type: none"> Support the Circular Economy/Waste hub at Binn Eco-Park around Project Beacon (plastics recycling) & attract £10m private investment. This will link to Chamber's Circular Tayside initiative, Accelerator Programmes and Business Support Services. 	PKC and strategic Partners	Project Beacon Full Business Case approved Wider masterplan approved £10m of private investment attracted by 2025

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
Lack of supply chain to support clean growth	SELF-BUILD HOUSING <ul style="list-style-type: none"> Support the development of the self-build housing & energy efficiency markets and local supply chains (e.g. financing feasibility studies, preparing non-statutory guidance). 	PKC and partners	Non- statutory guidance approved No. of feasibility studies
Lack of resilience. Sector requires revitalisation	PERTSHIRE RESPONSIBLE TOURISM DESTINATION <ul style="list-style-type: none"> Develop Perthshire as a Responsible Tourism Destination and related products/services focusing on slow and green tourism (e.g. EV tourist route, responsible practices amongst businesses, residents and tourists) in line with a revised Tourism Strategy & Action Plan 	PKC and Tourism Partnership	Revised strategy & action plan (aligned with Regional Tourism Strategy). Specific initiatives developed and implemented re cultural/heritage, activities, food and drink. Green tourism destination accreditation for Perth & Kinross
Invest in Manufacturing/Engineering innovation			
Lack of high value jobs and reliance on low growth sectors Lack of R&D investment	FOOD AND DRINK/AGRICULTURE INNOVATION <ul style="list-style-type: none"> Support Food and Drink/agriculture/bio-economy innovation at James Hutton Institute (Tay Cities Deal) linking to Perth Food and Drink Park – and attract £5m private investment. This will link to Accelerator Programmes and Business Support Services. 	PKC and strategic Partners	Full Business Cases approved £5m investment attracted by 2025
	ENGINEERING INNOVATION HUB <ul style="list-style-type: none"> Support an Engineering Innovation hub at Perth College/UHI linking to Aviation Academy/Tayside Engineering Partnership projects. This will link to Accelerator Programmes and Business Support Services. 	Perth College UHI/PKC/Strategic Partners	Full Business Cases approved Additional Investment attracted

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
Invest in Housing Construction through innovative partnerships			
Inability to fund the opening up new housing or mixed-use sites due to upfront infrastructure costs	OPEN UP NEW HOUSING AND MIXED USED SITES <ul style="list-style-type: none"> Examine options to set-up a revolving fund to finance upfront infrastructure to open up new housing and mixed-use sites (including traditional developer contributions, joint ventures or acquisition of land) in return for investment focused on Perth city and rural sites which are key to the delivery of the LDP strategy. 	PKC / Developers / Landowners	No. of sites opened
Ensuring an adequate supply of housing across all tenures	ACCELERATE HOUSING PROGRAMME <ul style="list-style-type: none"> Accelerate delivery of affordable housing programme through work with developers and RSLs to identify opportunities to accelerate the programme via a range of pipeline projects, purchase of off shelf units from developers, and shared equity options to respond to the availability of Scottish Government finance and the potential use of pension funds. 	PKC / RSLs & Developers	No. of programmes started
	STIMULATE MARKET RENT <ul style="list-style-type: none"> Reduce developers' contributions and affordable housing credits to stimulate Market rent opportunities by offering, where required, reduced developer contributions and affordable housing credits. 		No. of programme started

PLACE - SHORT TERM RESPONSE ACTIONS (NOW – MARCH 2021)

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
<p>Need for social distancing and transport alternatives</p>	<p>COVID SAFE Perth and Kinross - Make Perth City Centre, rural Town Centres neighbourhoods, and tourist attractions Covid Safe through: -</p> <ul style="list-style-type: none"> • Monitoring and survey of travel patterns and demand for access to workspace, shops, food and drink, hospitality, services & recreation in collaboration with businesses. • Relaxation of regulatory framework and temporary alteration of road space, parking, public realm and signage for pedestrians and cyclists to increase safe access for employees, residents, shoppers and visitors by active travel choices to & within Perth city and rural town centres and neighbourhoods. • Collaboration with shops, hospitality, food and drink businesses and markets on temporary alteration of road space, parking & public realm to enable enhanced occupation for alfresco dining & business use. • Promotion of Covid 19 premises safety guidance in relation to property adaptation of business premises. • Promotion of options for customer digital pre-booking & click and collect services in collaboration with businesses and tourist operators • Safe travel choices and options in collaboration with TACTRAN, transport operators and national and local representative bodies in relation to pedestrians, cyclists and the disabled. 	<p>PKC</p> <p>PKC</p> <p>Business/ Market operators</p> <p>PKC</p>	<p>Enhanced temporary pedestrian and transport routes to improve retail trading environment and access to workplaces</p> <p>Enhanced space for business and community occupation and use to increase capacity to trade or for recreation while maintaining social distancing</p> <p>Consistent approach to adaptation of business premises and digital options for customers Marketing and promotion of transport routes and alternatives</p>

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
<p>Need for better data to support Perth city and town centre recovery Perth City and the town centres are already suffering from the online shopping trends; and Covid 19 will potentially have a dramatic impact on the High Streets.</p>	<p>GRADUATE APPRENTICE DATA SCIENCE</p> <ul style="list-style-type: none"> Take on a Graduate apprentice in data science to develop data to support the recovery of Perth and other town centres. Data will be an important part of the recovery – footfall counters, Wi-Fi usage, retail spend data, mobile phone tracking etc – will all be important to track customer behaviour and inform interventions including public realm enhancements and land/property purchase and re-purposing. 	<p>PKC/Stirling University</p>	<p>Improved information base for decision-making on city/town centre recovery post Covid-19 Target – create 1 graduate apprenticeship post Improve data analytics & support local businesses to utilise data to inform business practices.</p>
<p>No one single source of advice within PKC for retailers</p>	<p>RETAIL BUSINESS SUPPORT</p> <ul style="list-style-type: none"> To provide dedicated business support via procurement of specialist retail advice on retail adaptation, promotion and customer care via web-based information and 1:1 support for retailers (providing advice on Planning, Licensing, Legislation, Events, Digital Services etc) 	<p>PKC</p>	<p>Improved business knowledge</p>
<p>Lack of visitor knowledge and information of new and available services. Need to stimulate consumer demand to visit and support sector recovery</p>	<p>COME TO PERTH AND KINROSS - place based destination marketing of area</p> <ul style="list-style-type: none"> Promote accommodation and local visitor attractions/outdoor recreational opportunities, in collaboration with Visit Scotland, operators and HES, FC, SNH, PKCT, PKHT 	<p>PKC/Visit Scotland</p>	<p>Digital campaign to promote the destination. Impact measured by audience reach and engagement.</p>

PLACE - MEDIUM TERM RECOVERY ACTIONS (APRIL 2021 – MARCH 2023)

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
Changing role of city and town centres and neighbourhoods. Need to provide guidance & support to adapt and develop existing and new uses in city and town centres and neighbourhoods, through property conversion and improvement	FUTURE THINKING - Reimagining our city, town centres and neighbourhoods through <ul style="list-style-type: none"> Business and community engagement through webinar, and digital surveys/toolkits to promote innovative development and design to inform development and masterplan frameworks with initial focus on Perth city centre with input from Dundee University, Academy of Urbanism and Urban design Council 	PKC	Revised planning and supplementary guidance and promoting accessible, sustainable low carbon development
	ADAPT YOUR PROPERTY - Promote and support property adaptation and vacant site development through <ul style="list-style-type: none"> Procure specialist commercial advice to assess current consumer and business demand for commercial and retail services and property requirements. To revise development guidance, prepare site development briefs, targeted property support mechanisms and promote and engage with agents, developers and investors Property inspection, repair, conversion and improvement grant to support repair, reuse and investment in speciality retail, all housing tenures, commercial property/office adaptation, social enterprise, creative industry use through deficit funding and joint ventures 	PKC PKC/PK Heritage Trust	Revised evidence of consumer expenditure and demand, floorspace requirements promoted and matched to business and retail demand Funding to support surveys, specification and redesign, repair and development of property for existing and new uses – c. 20 properties per annum
	OCCUPY YOUR PROPERTY <ul style="list-style-type: none"> Provide advice and funding for meanwhile/temporary leases to allow occupation of spaces and buildings by creative start up and social enterprises as alternative or in advance of commercial occupation 	PKC	Funding to promote pipeline of occupation of creative and social enterprise use supported by Creative Exchange, PKAVS and charities circa 5 properties per annum

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
	<p>EXPAND STAFF TO SUPPORT PUBLIC/PRIVATE PROPERTY USE AND IMPROVEMENT</p> <ul style="list-style-type: none"> Recruit new/additional commercial surveyor to help re-configure the High Street through planning and property advice and support, the development of joint ventures and or asset transfer/disposal. <p>Initial development guidance to be prepared to support redevelopment of Thimblerow and Bus Station/marshalling yard sites for mixed tenure use high density/high quality urban living.</p> <p>Initial funding support to be targeted to support the conversion and development of eyesore properties (e.g. the Y centre on Atholl Street to support conversion to mixed use housing, business and training facility, the acquisition of the former Clachan bar for mixed use development, and potentially mixed-use developments at Strathearn and Crieff Hotels, and the Drummond Arms.</p>	<p>PKC</p>	<p>Additional capacity to provide advice and development support and codesign/production with developers and investors</p>
<p>Lack of capacity and resources to move from temporary support to more permanent infrastructure investment supporting changing role of roads and public space to move from car dominated use to enhanced use by other forms of transport and people</p>	<p>PERTH PEOPLE PLACE – initial projects/Capacity Building</p> <p>Promote and invest in people and environmentally friendly spaces</p> <ul style="list-style-type: none"> Procure design services to prepare detailed designs for the route to /from rail station/bus station to city centre in tandem with masterplan of area Procure design services to prepare detailed designs for George Inn Lane Recruit 2 additional staff (urban design and transport planning) to provide specialist advice to refine urban design & transport frameworks for Dunkeld Rd corridor and additional routes corridors as part of the Perth People Place project. 	<p>PKC</p> <p>PKC</p> <p>PKC/ SUSTRANS</p>	<p>Enhanced pedestrian route and public realm supporting development of adjacent sites and enhanced connectivity between transport interchange and the city centre</p> <p>Enhanced public realm and occupation of space adjacent to tourist attraction and accommodation</p>

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
	<ul style="list-style-type: none"> Recruit 1 additional staff member (place engagement) to establish evidence of revised travel demand & create consultation and digital platforms and business and community engagement to support codesign and production. 	<p>PKC</p>	<p>Development of strategic transport corridors providing for access to, from and within Perth by car, bus and bike</p>
<p>Lack of access to alternative transport choices at transport hubs and within urban areas</p>	<p>CLEAN GREEN ACCESS - Provide alternative transport choices at transport hubs and within urban areas</p> <ul style="list-style-type: none"> Provide support for development of private hire/clubs for hire of electric vehicles, electric bikes/bikes in partnership with private vehicle hire companies or social enterprises as well as option for smart lift sharing scheme 	<p>PKC/PRIVATE</p>	<p>Increase in temporary hire/use of environmentally friendly vehicles and cycling as alternative to car ownership, improving transport choice and access and improving air quality</p>
<p>Lack of access to environmentally friendly vehicles to support logistics/distribution networks for supply of local goods and services</p>	<p>CLEAN GREEN DELIVERY - Provide alternative transport choices for local distribution of goods</p> <ul style="list-style-type: none"> Provide support for development of logistics and use of electric vans and cargo bikes for use by local businesses for delivery of goods in partnership with logistics /delivery companies or social enterprises. 	<p>PKC/PRIVATE</p>	<p>Increase in use of environmentally friendly vehicles for delivery, reduced HGV use in urban areas and improving air quality</p>
<p>Lack of public transport body to invest in services and infrastructure to support rural/urban routes and night time services</p>	<p>PARKING PAYS – Promote and invest in enhanced public transport infrastructure/services and local on demand services through increased public/workplace parking levies to support regional/local transport partnership</p> <ul style="list-style-type: none"> The development of park and ride sites and additional public transport services with regional/local transport partnerships funded from capital programme/SG funding and increased parking charges and workplace parking levy 	<p>TACTRAN/ PKC</p>	<p>Enhanced public transport services and infrastructure to support access to city and rural towns and cultural and evening economy</p>

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
Lack of appropriate facilities and management systems to address the growing motorhome & campervan market and problems associated with rough camping.	CAMPING PERTH AND KINROSS - Invest in transport and waste infrastructure to support growth of motorhome/campervan market <ul style="list-style-type: none"> investment in car park infrastructure (similar to the “aire” approach in Europe) and associated waste facilities, signage etc and collaboration with landowners/managers in this regard. 	PKC	Promotion of facilities for the motorhome/campervan market & investment in key car park sites for dedicated space and waste disposal (potentially through extended provision at PNR site around Perth and provide additional facility at Council car parks in Highland Perthshire.
Lack of entrepreneurial skills and approach to the development of robust, deliverable and sustainable local place plans and investment	COMMUNITY WEALTH - Building community enterprise and wealth <ul style="list-style-type: none"> Community Wealth Action Plans - develop Local Place Plans with focus on building community enterprise, wealth and resilience. Additional procurement of specialist consultancy services would be required to extend current work. Consultants would provide further training & facilitate support to communities to enable them to develop plans with a focus on collaboration and partnership to support investment in local businesses, social enterprises, services and management of assets in the area. Between 8 & 10 plans per year until complete. 	PKC/Local Outcome Partnership	Prioritised place and funding plans, developed by the community that covers all aspects of their geographical area including enterprise, health, safety, place, public realm, green space and or potential asset transfer/ capital requirements or buy outs.
Lack of local grant funding to support business and community enterprise to help stimulate and attract additional investment or service re-design	COMMUNITY AND BUSINESS PLACEMAKING GRANT <ul style="list-style-type: none"> Grant funding to support ideas from local business and community organisations to support additional investment in localities - one-off revenue grant for each eligible town or village linking with participatory budgeting and crowdfunding and allocated according to size. 	PKC	Increased community funding to secure additional investment and develop sustainable social enterprises and development and management of assets

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
<p>Increased capacity to monitor consumer expenditure and behaviour to inform investment frameworks and business offers from real time data captured from use of mobile and expenditure data</p>	<p>CONSUMER EXPENDITURE AND BEHAVIOUR BAROMETER</p> <ul style="list-style-type: none"> Enhance and develop live impacts and trends using data analytics developed from enhanced Perth & Kinross Mi Rewards scheme (with support from the Scottish Futures Trust). Commission geocaching services 	<p>PKC/Business</p>	<p>Real time data on consumer expenditure and behaviour to allow retailers and businesses target product promotion and services to meet demand, predict future property demand requirements. Support assessment by the Council of event impacts and promotion of commercialisation opportunities.</p>
<p>Lack of gigabit capable digital connectivity infrastructure preventing business digitalisation and access to e-commerce</p>	<p>DIGITAL CONNECTIONS PROGRAMME</p> <ul style="list-style-type: none"> Deliver Gigabit Capable Full Fibre Broadband Infrastructure Project (2021/22) with DCMS and TCD grant to 145 Council premises and ensure that full fibre is extended to businesses and homes beyond these with the support of DCMS Rural Gigabit Vouchers, DCMS Broadband Upgrade Fund, R100 Programme and BT Small Business Support scheme Enhance Rural digital connectivity by continuing the Rural Broadband Fund for another 12 months supporting groups of rural businesses/residents to improve connectivity in remote rural areas through the DCMS Rural Gigabit Connectivity Programme, Openreach Community Fibre Partnerships, local wireless schemes and other appropriate technology utilising DCMS Rural Gigabit Vouchers and accessing new rounds of UKG funding for gigabit connectivity Town Public Wi-Fi: Following the launch of Perth city Wi-Fi the towns of Aberfeldy, Auchterarder, Blairgowrie, Crieff, Dunkeld, Pitlochry and Kinross are now being provided with free public Wi-Fi. Kinross remains to be 	<p>PKC/Strategic Partner</p> <p>PKC with Businesses/Community Groups</p>	<p>Improved digital infrastructure across PK via public sites/Improved business connectivity, turnover and productivity Improved connectivity to individual premises in remote rural areas/ Improved business connectivity, turnover and productivity</p> <p>Improved internet access for shoppers and visitors to P&K towns</p>

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
	<p>surveyed and installed. Other towns/villages such as Coupar Angus, Scone, Alyth, Comrie may also wish to be considered.</p>		
<p>Need to enhance public safety in Perth and towns via CCTV/City Operations Centre</p>	<p>CITY OPERATIONS CENTRE</p> <p>There will be a continued need to monitor vehicle & people movements in Perth city centre and town centres to assist logistics and help event management, occupation of space and community safety. A City Operations Centre is being established in Perth to bring together public safety CCTV, community alarms, car park and housing CCTV and further town CCTV and potentially traffic monitoring together. This project is part ERDF 8th City funded but requires match funding from PKC.</p>	<p>PKC/Police Scotland/Fire & Rescue Service</p>	<p>Improved logistics, space management, public safety, building and car park management, social care and traffic management in city and town centres.</p>

PLACE - LONG TERM RECOVERY / GROWTH ACTIONS (2023+)

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
<p>Infrastructure to support growth of city and future development of housing and employment areas. Congestion and lack of network capacity on trunk and principal roads network causing impacts on access to city, new development and air quality areas. Lack of city centre road space and therefore ability to provide significant measures for sustainable travel modes and placemaking due to lack of alternative route for drivers.</p>	<p>CROSS TAY LINK ROAD and P & R sites at Luncarty and Walnut Grove</p> <ul style="list-style-type: none"> • New major road infrastructure, crossing of the River Tay, and Park & Ride sites • Includes provision of active travel route and Park & Cycle facility • Direct link to National Cycle Network and links communities 	<p>PKC</p>	<p>Improved inter urban/rural journey times and air quality and increased network capacity and to support growth of city, access, distribution and investment in public transport and active travel alternatives within Perth. Stimulate economy for construction industry. Contracts will achieve significant social value, focussing on community benefits, training and mentoring, employment and the PKC Offer.</p>
<p>Lack of transport choice for commuting in and out of area to access employment or services. Lack of inter modal transport links between car, bus, bike and rail to link Perth, rural towns with national rail network</p>	<p>PERTH RAIL AND BUS INTERCHANGE / Rail Station Improvement</p> <ul style="list-style-type: none"> • Development of enhanced car and bike parking, bus access and waiting facilities and improvement and adaptation and development of station and adjacent sites for commercial, residential, retail and leisure use 	<p>Network Rail/PKC</p>	<p>Improved inter urban/rural journey links and access to improved national rail network and station facilities by car, bus and bike</p>

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
Lack of permanent infrastructure investment supporting changing role of roads and public space to move from car dominated use to enhanced use by other forms of transport and people	PERTH PEOPLE PLACE <ul style="list-style-type: none"> Development of Glasgow, Edinburgh and Dundee corridors for enhanced use by bus and bike and improvements to Tay St, South St and Mill St for bikes, pedestrians, alfresco use and events linked with conversion and development of buildings, pop up and temporary structures, tree planting, water features, lighting and public art installations to animate space and support evening and winter economy. 	PKC	Enhanced intra urban accessibility by all transport modes and vibrant people focused public space
Lack of sustainable high-quality mixed-use neighbourhoods	<ul style="list-style-type: none"> Encourage and promote creation of better living space/well-being neighbourhoods through planning and innovative partnerships with landowners and developers (e.g. Perth West Eco-Village) (see Business section above) 	PKC/ Landowners	Housing development/enhanced urban living
Lack of major cultural and visitor attraction	PERTH CITY MUSEUM AND GALLERY - Cultural Transformation <ul style="list-style-type: none"> Development of enhanced cultural offer focused on areas history and national and local cultural and art collections and touring exhibitions 	PKC/CulturePK	Enhanced cultural offer attracting additional visitors to city and surrounding area
Lack of working heritage and heritage skills	PERTH CITY MILLS <ul style="list-style-type: none"> Development of heritage attraction focused on working waterpower and resource centre; & office space to support development of heritage skills 	PK Heritage Trust	Enhanced cultural offer attracting additional visitors to the area and additional facilities and capacity to support development of heritage design and construction skills through reinvestment in heritage asset
Limited quality hotel offer	PERTH CITY BOUTIQUE HOTEL <ul style="list-style-type: none"> Support for conversion of historic Council offices at 1-5 High St to enable development as quality boutique hotel 	Private/PKC	Additional quality hotel offer to support growth of visitor market and reuse of heritage asset.

ISSUE/PROBLEM	PROJECT IDEA	LEAD	OUTPUTS/OUTCOMES
Lack of resources to maintain and manage key built and natural heritage attractions impacting on tourism experience	<p data-bbox="539 212 1288 276">PLACE DESTINATION MANAGEMENT - Built and natural heritage</p> <p data-bbox="539 284 1288 598">Review of funding support and opportunities to reconsider approach and resources to sustain and enhance active management and maintenance of key built and natural heritage assets in collaboration with local and national agencies. This would seek to apply principles from European best practice on management and funding regimes to support and identify resources to proactively manage heritage and outdoor recreation on a sustainable and responsible basis.</p>	PKHT/PKCT/NTS/HES/FE	Proactive management of built and natural heritage assets to enhance and sustain visitor experience