

Cabinet – 19 May 2020

Post lockdown: Resetting and Recovery of business

Portfolio: Councillor Bird, Leader of the Council

Related portfolios:

Services: All

Wards: All

Key decision: No

Forward plan: Yes

1. Aim

To think through the transition from emergency response to turnaround and business resetting in the immediate, mid and long-term future.

To develop guiding principles and a framework to position the new ways of working and innovation the council wants to capture and help frame reflections for resetting service delivery.

To set out proposed principles and considerations around governance and next steps.

2. Summary

The policy landscape post Covid -19 is highly uncertain and it is likely that the challenges facing the authority before the pandemic will be further entrenched and inequality increased.

This paper proposes a framework for transitioning from emergency response to business resetting and recovery. It sets out some proposed principles, and considerations around governance and suggests next steps which ensure linkage to the Walsall Proud Programme where appropriate. The paper also recognises the multi-agency approach to reset and recovery and the importance of working with partners as part of the exit strategy.

3. Recommendations

That Cabinet:

- 3.1 Support a two fold approach to the reset objective work, led by CMT, comprising:
 - **Practical reset**

Retain: what we need to do to ensure vital services remain operational

Restart: what we have had to stop doing to focus on the crisis but now need to pick up in some form

Amplify: what we have been able to do that show signs of promise for the future

Let go: of what we have stopped doing that was already or is now unfit for purpose

End: what we did in response to the immediate crisis but is specific to the crisis

- **Proud reset** – how the Proud programme can be adapted to support the practical resetting of services , utilising and embedding aspects of learning / new ways of working and changes made during Covid-19.

- 3.2 Endorse the proposed reset framework, intended to guide our planning, actions and responses over the immediate, medium and long-term future that will encompass lessons learned and experience of good practice during the pandemic period.

4. Report detail

Know

4.1 Context

The council will be entering a fundamentally different social and economic landscape. The council's response to date to the Covid-19 pandemic has been planned and delivered as a crisis response. The council's approach going forward will be to rethink and reset what the council does and how it will operate as a whole system in a more strategic manner. A 'back to normal' response will not be adequate.

The consequences and impacts of the pandemic and aftermath will continue to be felt nationally, regionally and across the borough. The council needs to ensure that it is as proactive in it's approach as possible, taking best practice from others and benefitting from lessons learnt within the organisation and from elsewhere including nationally and internationally, where it is proven to be effective.

4.2 Principles

The framework will be informed by the following principles:

Reshaping and resetting

The council will seek to plan on the basis of a "build back better" strategy - the approach will be an opportunity to rethink, reimagine, reinvent and to capture the innovative practices resulting from this time of crisis and the learning where things could have gone better. The council will not be limited by an aim of going back to 'how it was' or 'business as usual.'

Outcome focussed

The approach will be informed by a systematic review of the impact of Covid -19 on service delivery and learning at service, directorate and cross cutting objectives level. The approach will ensure that the council is aligned to and feeds into the Walsall Proud Programme Outcomes, Service Levels and Delivery models workstream and council wide outcomes.

Building on our strengths

The reset objective work will utilise and build on the Authority's assets and opportunities and the good practice within the council and elsewhere. This will include learning to date at a service level, directorate level and cross cutting level.

Areas for improvement

We will set out in our lessons learnt, those areas of weakness where things did not go so well in. We will prioritise the areas that we know we need to improve our provision and /or resilience now and in the future which may become priority areas for service reset and or service redesign.

Medium and longer term

The emphasis will be on the development and delivery of programmes, projects and activities that address need and impact over the medium and long term and ensuring a focus beyond the short-term emergency interventions associated with the crisis.

Interdependency with Walsall Proud Programme

The approach recognises the interconnectedness with the Walsall Proud Programme (WPP) and the opportunity the current context affords to repurpose the programme, utilise the programme to deliver reset objectives, accelerate WPP activity and solidify / capitalise on the gains made through sustainable new ways of working.

Working with our communities

The council will reset and reshape with our citizens, partners, businesses and communities and will consider how to make this engagement with communities meaningful and aligned to increasing resilience.

4.3 Governance overview

CMT will be the reset board, taking responsibility for the strategic co-ordination of reset activities at service, directorate and cross cutting level. A reset working group, comprising representatives from each directorate, support services and the Proud Programme will report into and take direction from CMT.

The reset objective work will follow all council formal governance procedures and seek approval from the appropriate forums as and when required.

Strategic leadership and co-ordination of regional recovery and reset strategy development and delivery rests with the Recovery Co-ordination Group (RCG) formulated from the WMCA Programme Board.

4.4 Next steps: moving from emergency response to resetting

Appendix Item A outlines the proposed reset framework. The framework will guide the actions we can take to support our response in the immediate, medium and long term. Exact timings will depend on how the pandemic progresses and when movement and work restrictions are lifted. We will use the framework to develop action plans to assist the council to manage the transition from emergency response to service resetting.

The reset objective work will include representatives from all support functions and each directorate – it will meet twice a week initially to form 3, 6, 9 and 12 month plans.

These plans will be shaped by all lessons learned – things that have been done well, things that could have done better and proposals for activities that should restart, stop, continue and amplify.

The initial three-month plan will be focussed on assessing the impact of Covid-19 and feed into any refresh of the council's existing long-term strategies. These plans will evolve over time and take into account any national and regional changes as applicable and may have to include prioritisation appraisal criteria to ensure the council is focussing efforts where they are required most. Consideration will also be given to how the services will respond in the case of future lock lockdowns and the service responses.

These plans will be fed into CMT for approval and the relevant directorate for implementation (including the Proud team to ensure alignment to future ways of working and outcomes.)

Council Corporate Plan priorities

- 4.5 The reset objective work is linked to all services and areas of the council and it will be planned and implemented in line with all ten council corporate plan priorities and the Proud Outcomes work stream.

Risk management

- 4.6 There are a number of Walsall Proud Programme interdependencies, which will need to be managed in order to ensure reset is planned in line with future ways of working. The reset objective work will ensure mitigation of this through implementation approach, programme interdependency mapping and ensuring the reset objective is closely aligned to the Walsall Proud Programme. (The reset objective working group will include representatives from the Proud Programme)

Risks will be regularly reported through governance procedures to CMT and Walsall Proud Programme board where applicable, including mitigations and escalations where required.

Financial implications

- 4.7 There are no direct financial implications arising from this reset paper at present. It is however likely that financial implications of recovery or 'reset' will be incurred as planning work results in implementation activity. Any additional spend would need to be covered by Covid-19 Government funds and would require authorisation through the Councils specific Covid-19 decision making process to ensure costs are properly authorised, monitored and managed against these funds.

Legal implications

- 4.8 Input will be sought from Legal services as required, to ensure the compliant completion of any changes required.

Procurement Implications/Social Value

- 4.9 Advice will be sought from Procurement to ensure that any contractual changes associated with the reset objective work are completed in a compliant manner and in line with wider Walsall Proud Programme plans.

Property implications

- 4.10 There are currently no property implications proposed. These will be reviewed in line with the lessons learned during this pandemic – formal approval for plans will include any Property implications.

Health and wellbeing implications

- 4.11 There are currently no health or wellbeing implications proposed – any implications will be considered during formal approval for plans.

Staffing implications

- 4.12 There are currently no staffing implications proposed. During implementation of reset plans, HR will be included within the group and consulted to ensure the objective remains fair, legal and compliant.

Reducing Inequalities

- 4.13 The implications for reducing inequalities have been taken into account and assessed. EQIAs will be carried out on any proposed change activity resulting from the recommendation of this paper.

Consultation

- 4.14 Consultation on any reset plans will be undertaken with key internal stakeholders to allow feedback and the identification of required amendments prior to seeking formal approval.

Any consultations related to HR will be completed if applicable at project level.

5. Decide

- 5.1 The options for how to set up and implement reset throughout the council have been discussed at both Silver and Gold command. Reset was set up as a separate objective due to its importance and requirement for a specific focus with the view to present back any plans for formal approval through the appropriate governance channels.

6. Respond

- 6.1 The reset objective work will lead to the creation of detailed plans for the next 12 months and these plans will be evidence based, consider the implication of any lessons learned, include regional, national and international best practice and any profound economic, environmental or societal adjustments required.
- 6.2 The implementation of these plans will be delivered through the council and where appropriate, partners and wider communities.

7. Review

- 7.1 The reset objective work and outputs will be reviewed both by CMT and where applicable, in line with existing Walsall Proud Programme governance monitoring and benefits realisation monitoring.

Background papers

Appendix A - Reset and Recovery Framework

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Helen Paterson
Chief Executive
11 May 2020



Councillor Bird
Leader of the Council
11 May 2020

Appendix Item A

Reset Framework

1	Context and scenarios <ul style="list-style-type: none">What does the council know already about what the impact is? What are the challenges the Council is facing and will face in the future?What's the exit strategy? Multiple future waves? What are the possibilities for the future?What are all of the factors we need to consider?	Reset Objectives <ul style="list-style-type: none">Business ContinuityProtecting the vulnerableCivic LeadershipHealthcare SupportMitigating Economic ImpactCommunications	
2	Look back <ul style="list-style-type: none">What worked well? How can the Council embed and strengthen those?What didn't work, what needs to change in future to make sure this doesn't happen again?Identify WHAT but also ask WHY that happened and WHY it worked - as well as understanding some of the HOW (enablers etc.)	Immediate future <ul style="list-style-type: none">How does the Council get services back up and running in the context / different scenarios for the future?How do services simultaneously address the backlog of demand, and shore up resilience for future shocks?How do we adapt and repurpose existing transformation to support this?	Forward look <ul style="list-style-type: none">What does the Council want services to look like long term in the future? <i>Let's think radically about this</i>What does the Council no longer need?What needs to shift dramatically?What gaps need to be filled?How does the Council adapt and repurpose transformation to support this?
Frame this in terms of PLACE, PEOPLE, WAYS OF WORKING & DIGITAL			
3	Plan and action <p>How does the Council adapt what it does to meet these needs? What are the priorities and how does the Council prioritise? What capabilities and resources does the Council need? What needs to be done first? What lead time and therefore preparation is needed?</p> <p>How does this feed/change the WPP and our benefits profile?</p>		

