

## **BID Directorate CCC COVID-19 EMERGENCY PLANNING HIGHLIGHT REPORT**

<b>SERVICE AREA:</b>	Transformation Team
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<b>REPORTING PERIOD:</b>	Week end 10 April

### **KEY ACTIVITY HEADLINES**

**Critical programmes** have been identified and will continue to receive transformation support -

- **Adults Positive Challenge** – Continuing to review savings by workstream to understand potential impacts of disruption caused by COVID-19. Team have developed a list of potential opportunities which are being reviewed.
- **SEND** - SEND Recovery Board held on the 2nd April 2020, identified risks around RAISE savings, resources across commissioning and operational teams have been diverted to COVID-19 ops, will evaluate and look at mitigations for board on 9<sup>th</sup> April.
- **Cambs 2020** - Papworth and Babbage House moves will be continuing, remainder of move consultations have been paused. Civic Hub construction programme is continuing (with safety measures in place) although waiting for updated government guidance re: construction firms. Working closely with NPS/Property Services to re-programme the imminent moves
- **Office 365** – Deployment of teams is continuing for critical teams.
- **Transport** - All work streams are continuing but through delivery of a contingency plan as a result of Covid-19. Savings can still be made (but reduced) if schools return by September,
- **Business Planning** – Line by line review of proposed savings and potential COVID continuing in conjunction with finance. Demand & Demography meetings being booked in for May / June, review of how these meetings can be improved taking place. Proposals on emerging opportunities developed for JMT consideration.

We are also still providing some light touch support to CUSPE and libraries work.

### **RISKS / CHALLENGES (AND MITIGATION)**

#### **Risk 1 Delayed delivery of benefits on business critical programmes –**

- Increased risks around leadership, capacity and focus to deliver business critical (non Covid 19) programmes (in Transformation Team, Service Teams and Corporate Centre)
- Increased financial risk and non-delivery of outcomes.

#### **Mitigation:**

- Working with services and directors to look at streamlined programmes and delivery of critical milestones.
- Critical programmes have been prioritised in case further members of the team need to be redeployed to Covid-19 activity or sickness reduces capacity across the team.

#### **Risk 2: Team resilience**

- Team is now fully deployed to Covid-19 roles or on business critical work. No spare capacity for additional support to the organisation or backfill for existing work if sickness absence in the team increases.
- Head of service currently absent and showing symptoms of Covid-19.

#### **Mitigation:**

- Urgent additional capacity to be added at HoS level across the three BID Directorate teams (currently down to one Head of Service across three teams);

- Team resilience plans have been developed; increased communication and virtual team meetings have been implemented; peer to peer support;
- Agreed processes for work allocation and redeployment with additional support to those team members who have been redeployed.

#### **WORKFORCE UPDATE**

- Around 50% of the team have been redeployed directly onto Covid-19 work including the community hub, commissioning, emergency management and systems.
- A further 20% of the team is deployed onto Covid-19 financial and operational response and recovery work.
- The remaining 30% of the team is working on the critical strategic programmes above.

High Risk Individual – 6

Self-Isolation Due to a Family Member with Symptoms – 0

Showing symptoms – 2

Diagnosed – 0

#### **FINANCIAL IMPACT (increase in costs / reduction in income)**

Delayed delivery of benefits/ savings now included in financial reporting: Cambs 2020, Adults Positive Challenge, Transport, SEND.

50% of Transformation Team are now redeployed to operational Covid-19 delivery functions and therefore must be charged to revenue rather than being capitalised - up to £500k impact

#### **RECOVERY ACTIVITY (plans being considered / future steps)**

As a Council we have been at the forefront of leading the response to the pandemic, diverting most of our effort to ensuring that the public and businesses are supported through what is an unprecedented emergency in modern times. We have a significant degree of influence and accountability for the public's experience of living and working in Cambridgeshire. Our ambition, our relationships with system partners and our significant investment in change and innovation over the past few years, makes us very well placed to contribute to the recovery and redesign that will be required in Cambridgeshire in the coming months and years.

While significant levels of local authority resources are redirected to the front line and current emergency, it will be important to use the insight and specialist capacity in the Business Improvement and Development Directorate to start planning for aftermath and recovery as quickly as possible. We have started to build a framework to support recovery, with the first steps being:

- identifying the risks, both the immediate operational risks and the after-effects that could destabilise organisational and financial sustainability, service delivery, communities and suppliers;
- forecasting the social and economic impact of different scenarios to the council and communities;

Learning quickly as we move through this crisis phase will be critical in enabling us to continue to refine and shape the role we play in the future of Cambridgeshire and so far through this learning, we've identified a number of themes and areas of further innovation that we may choose to explore as we go forward into our 'new normal'. Many of these themes are not new to us but have shifted to bring both new challenges and new opportunities. The following are examples of the work we have started to think about over the last few weeks:

- We know that demand for our statutory services will be different post Covid-19 and that some of the ways we have had to respond may be directly opposed to the demand management strategies we have been building for the last 3 years. We will need to work quickly to capture the positives of the new ways of working and to plan for appropriate tapering off of some the dependencies that have been established (and necessary) during the Covid-19 response. We are looking at the impact of this on our demand led change programmes including Adults Positive Challenge, Best Start in life and SEND.

- Community hubs could become a new model for early intervention and multi-agency locality working and this may lead to an increase in volunteers supporting local public services and reducing pressure on high cost support. However, the transition from their current role as providers of food, medicine and social support needs to be carefully planned as increased unemployment and family pressure post Covid-19 may make it hard to reduce this support and dependency. We will be supporting Adrian and his teams to consider the impact and future direction of the Think Communities approach.
- We have seen the system step away from individual organisational priorities and gather around positive outcomes for the Cambridgeshire population. We have also shown that we play an important role in enabling and supporting partners and the community to work together and that we can create the conditions and environment where change happens at scale and at pace. We are linking with leaders across the system to capture the opportunities for public service reform within a system that is genuinely outcomes focused.
- We may need to take a more active role in areas that are beyond our statutory services and will need to consider our policy role and financial investment in driving up better outcomes across Cambridgeshire's population. We are already thinking about our budget in terms of investments not savings and the current crisis will require us to have an even sharper focus on corporate strategy, strong policies for recovery and investment in outcomes.
- We are likely to see businesses struggling to re-open, rising unemployment, a reduction in self-employment and individual enterprise. This will impact on business rates, council tax base and will increase the demand for many of our services. There is no clarity on the ongoing support from Government after the short term relief and it is important that we model and plan for different scenarios across the County now. Regeneration and commercial support will be key priority post recovery and we need to consider our expertise and capacity for this work.
- There has been a rapid and significant change in the way we work due to home working and social distancing and we are 'testing' the potential of remote working to its extremes. Our IT infrastructure has responded well and we are working with IT and Digital teams capturing learning and to ensure that the benefits can be maintained post Covid-19. We also need to be aware that people will have missed face to face interaction and their colleagues so we may see a dip in motivation to continue with new practices – important that we capture the benefits and opportunities and think about which behavioural aspects we can permanently embed.

## COMMUNICATIONS

- Daily contact with Director, formal reporting to Director weekly
- Daily extended management meeting to deal with issues of the day and resourcing/team resilience
- Weekly Management meeting
- Minimum twice weekly notes to full team with updates (and staff blog)
- Weekly critical programmes meeting to address risk/issues and opportunities on non COVID-19 business
- Continued daily contact with services
- Weekly impact, learning and recovery meetings.