

COVID RECOVERY ROADMAP

Background: We recognise that key to recovery from the challenges of COVID, is the need for leaders to listen to, engage with and to coproduce plans with stakeholders.

The combination of our 2021 - 2022 high impact plan that cascades from our 2021-2026 plan, and our three phase COVID roadmap of **Regroup, Repurpose, Reclarify**, provide a blueprint that enables us to provide direction, define key milestones for success and to deliver an approach that from the outset requires engagement with those concerned.

VUCA: To ensure our leadership team are aware and responsive to the dynamic environment in which we operate, we have adopted the VUCA model, which received board support on 14 April 2021. The model enables the ET to consider the impact our individual and collective leadership has in an ever-changing landscape. Collectively the SMT and ET have been supported through a change management programme delivered and facilitated by Changing Point. The following table defines the behaviour and outcomes associated with leading effectively through volatility, uncertainty, complexity, and ambiguity which as a leadership team we wish to emulate in the delivery of our plans.

<p>Be Reliable in Volatile situations</p> <p>Leaders who follow through on what is said and agreed to will accelerate positive momentum</p>	<p>Be Understandable in Ambiguous situations</p> <p>Leaders who demonstrate purpose, direction and responsibilities will empower others</p>
<p>Be Trustworthy in Uncertain situations</p> <p>Leaders who invest in people, keep teams engaged, involve partners, seem to understand, speak to be understood, act with respect always</p>	<p>Be Direct in Complex situations</p> <p>Leaders who demonstrate transparency in information communicated and received will gain mutual trust and collaborative efforts</p>

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1. STEP ONE: REGROUP

1 APRIL TO 30 JULY: core themes - recovery, kindness, compassionate listening, review, our position, our COVID journey to date: scope and predict/propose.

Finance and sustainability:

1. Establish cashflow, strengthen balance sheet and confirm service budgets
2. Define all income streams
3. Begin scoping IT road map including use for improving reach to people we serve
4. Develop insight into short - and medium-term risk and opportunities
5. Engaged and sustained commissioning contact at financial and operational levels
6. Review of service frameworks, new business opportunities and tenders and retender exercises
7. Scope and maximise grant funding options - Adapt and Thrive Funds
8. Departmental reshaping to ensure structures / processes can support organisational activity and ambition
9. Scope 2021/22 winter contingency plans i.e. Influenza vaccination, wellbeing programmes, potential programmes of covid booster vaccination, planning for emerging variants of COVID.

Workforce and Organizational development:

1. Revise communication map and strategy to underpin COVID blueprint provide plan for short- and medium-term.
2. Support rollout of vaccination of colleagues and teams and develop programmes of support regarding future pandemic.

3. Policy in response to evolving approaches to pandemic, epidemic and public health.
4. Conduct analysis of CovidWEL and WELL programmes - develop a COVID recovery policy that places the physical and emotional health of colleagues at its heart.
5. Define mandatory and specialised training needs and map needs to dynamic training programme that reflects COVID landscape.
6. Set out a series of engagement events and approaches to make sure our colleagues and teams are connected, supported, and actively heard.
7. Revise and refine leadership programme presenting a clear concept of what a positive, effective, and empowering leadership team looks like.
8. Scope a 21/22 plan for blended learning ensuring flexibility is incorporated to reflect dynamic requirements.
9. Develop a hybrid workplace environment reflecting the significant changes to working life, opportunities, and anticipated requirements of our workplaces in the medium to longer term.

Operations and Compliance and Quality

1. Devise action plans to address services that are at financial risk.
2. Combined Finance and Ops monthly meetings with commissioners.
3. Conduct a quality management review of 20/21 performance:
 - KPIs
 - Internal governance
 - Review serious incidents
 - COVID data
 - Care Inspectorate
 - Contract monitoring

- Surveys of stakeholders

4. Communications' plan for the people we serve and their families, demonstrating we are actively listening and responding.
5. Consider the health and wellness needs of those we serve and our wider communities - scope how wellness programmes can benefit all.
6. Develop dynamic local, regional, and organisational processes that support vaccination programmes, winter contingency and planning and uncertain and volatile public health requirements.
7. Test, review and refine hybrid approach to internal governance that is reflective of dynamic landscape and COVID context
8. Develop organisational policy in partnership with those we serve, families, stakeholders and regulators that underpins open with care practice .

2. **STEP TWO. REPURPOSE & ORGANISE: July 2021 – March 2022:**

Key themes: lessons learned, hypothesise, test, revise and share, partnership, network & community measurements, assess, listen, and adapt

1. Take short term actions to strengthen IT infrastructure
2. TOLERANCE FOR AMBIGUITY- communicate changes in plans
3. Monitor deployment against measurements of 2021/22 high impact plan and present to AGM in Sept 2021
4. Engage through a series of scheduled events with staff to check feedback against plans
5. Engage with people we serve and other stakeholders to check feedback against plans
6. Use you said, we did mechanism for update and communication

7. Makes sure winter planning is confirmed by August 2021
8. Ensure delivery of service and configuration of contracts are aligned with priorities and funding
9. Ensure we are consolidating our resources (IT, knowledge, networks, national group membership, local community networks and connections, people) and skills to enhance service, improve efficiency and extend our connection

3. STEP THREE, CLARIFY: December 2021 - 31 March 2022:

Understand our journey: planning with information, knowledge, experience and with compassion; VUCAS- anticipating and predicting the unpredictable; being brave, presenting a direction and leading

1. Systematically collate and analysis YTD data to inform performance picture
2. Check in with groups and people to begin to triangulate and understand what has mattered, does matter, and still matters
3. Identify, showcase, and capture innovation and forward plan development of this
4. Confirm plans and priorities for 2022/23 and make sure these are discussed with commissioners, regulators people we serve
5. Set out ambitions and targets for 2022/23 and to do so in a way that makes sure these are defined and set through partnership