

**Covid19 Debrief Report Update**

Relevant Portfolio Holder	Cllr P Thomas
Portfolio Holder Consulted	None
Relevant Head of Service	Sue Hanley
Ward(s) Affected	None
Ward Councillor(s) Consulted	None
Key Decision / Non-Key Decision	None

**1. SUMMARY OF PROPOSALS**

- 1.1 No proposal. This report is a summary of the internal incident management debrief undertaken following the first lockdown due to Covid19.

**2. RECOMMENDATIONS**

- 2.1 The Corporate Management team agreed the recommended actions detailed within the debrief report on 19<sup>th</sup> August 20 and an action plan was agreed (See Appendix A). At this of writing this report only 1 of the 18 actions are not yet complete. This particular workstream surrounding vulnerable persons data and data sharing is being progressed as a wider project. Judith Willis is progressing work internally, and there is a parallel workstream within the County Tactical Coordinating Group which will dove-tail together.
- 2.2 With the increase of the infection rate and the move back to Level 4 on the Governments Covid Alert Level and the second lockdown it is likely that there will be another widespread impact on staff and business delivery. CMT understood that it was imperative that all the recommendations were actioned, ensuring we are in a strong position for the second wave of Covid19.

**3. KEY ISSUES**

**Financial Implications**

- 3.1 None

**Legal Implications**

- 3.2 None

**Service / Operational Implications**

- 3.3 Covid-19 is and continues to have unprecedented impact on the Country. As we begin to shape the 'new normal', undertake recovery and transformative actions

it is imperative that we learn from this event. The Government restrictions, the most significant of which was the first 'Lockdown' has been the largest scale test of business continuity ever seen across all sectors of society.

- 3.4 The debrief was carried out 13 weeks following lockdown which is seen as the end of the first wave of the virus, and at the easing of the most restrictive of the societal measures, including the lockdown. The findings within the report are to be contextualised in that the staff are still working in a 'new normal' and are dynamically developing recovery actions.
- 3.5 The debrief was carried out via an online survey which contained 10 open ended questions to capture learning, thoughts and feedback. This method allowed for flexibility for the recipient, as it could be accessed and completed via any device, at a time most convenient for them and it would take approximately 15 minutes in total to complete.
- 3.6 All the members of the Corporate Management Team (CMT), as well as the 28 business continuity plan owners were invited, via email, to participate in order to capture the lessons learned, and were given 4 weeks to do so. Initially this was a period of 2 weeks but this was further extended to encourage participation, alongside reminder emails.
- 3.7 The emails sent encouraged the original recipients to share with their wider teams to capture learning across the organisation. The engagement was at 35% of the original recipients, with a breakdown of 3 CMT members, 10 managers, and 1 member of staff without a specific responsibility within the Corporate response structure.
- 3.8 An overarching and dominant theme the debrief process has highlighted is that there is a need to undertake action to address the culture and view of business continuity planning within the organisation. It is key that there is engagement at the most senior level not only with business continuity planning, but with the complete incident management process. A debrief is as important as the management of the incident itself, and is a statutory duty under the Civil Contingencies Act (2004). It is crucial organisationally we not only celebrate the success of continuing to deliver our services under times of great difficulty and stress but also capture our learning so we can develop our arrangements for future incident management.

**Customer / Equalities and Diversity Implications**

- 3.9 None

**4. RISK MANAGEMENT**

**Audit, standards and Governance COMMITTEE**      **Date 24 Nov 20**

4.1 There are two Corporate Risks in the Corporate Risk Register: -

- Failure to manage the impact of the Covid Pandemic
- Business Continuity Plans fail to operate effectively in an incident.

**5. APPENDICES**

A. Debrief Report Action Summary Table.

**6. BACKGROUND PAPERS**

None

**7. KEY**

N/A

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**BROMSGROVE DISTRICT OR REDDITCH BOROUGH COUNCIL**

**Audit, standards and Governance COMMITTEE**

Date 24 Nov 20

**Appendix A: Debrief Report Action Summary Table**

	<b>Action</b>	<b>Timeframe</b>
<b>F1</b>	Teams to update their business continuity arrangements with that is currently in place, and develop an action plan following a review of resources needed to facilitate alternative ways of working.	Completed
<b>F2</b>	Detail management actions for those who are unable to work from home and include these within the arrangements.	Completed
<b>F3</b>	Increase awareness and communication of the role of CMT and the processes undertaken in incident management to manage expectation.	Completed
<b>F4</b>	Teams to utilise section 7 of their Business continuity plans (Generic Team/ Service Action Card for Operational Level Business Continuity Team Meeting) which provides a prompt to appoint a log keep and start an action/decision log.	Completed
<b>F5</b>	Managers within services to review the scope of roles to manage expectations and assist in incident management.	Completed
<b>F6</b>	Managers to continue the excellent work to maintain and improve staff morale as workloads continue to be high and response fatigue begins to impact morale.	Completed
<b>F7</b>	Teams to include within their arrangements time to review guidance and respond to changes during an incident.	Completed
<b>F8</b>	Formalise a timely process for interagency resident data and information sharing that can be used in incidents going forward.	Ongoing
<b>F9</b>	Ensure that all Corporate Communications are clear and communicated appropriately. Ensure the communications team are included as an essential service within business continuity arrangements.	Completed
<b>F10</b>	Each Head of Service is ensuring their tiered management structure are communicated agreed messages and raising concerns appropriately.	Completed
<b>F11</b>	Consider the best practice suggestion of highlighting the changes in information and signpost staff to their location.	Completed
<b>F12</b>	Investigate alternative methods of communication for those who work operationally and have limited access to the Orb and email	Completed
<b>F13</b>	Each team/service are to consider the development a skills matrix to be included within their arrangements to assist in any future redeployment to support incident response, and reduce the need for training on the job.	Completed
<b>F14</b>	Include a prompt to activate possible vulnerable resident actions within Business continuity arrangements.	Completed
<b>F15</b>	Increase awareness within in the teams that the business continuity arrangement they have completed provide direct, adaptable, concise and relevant information in order to respond to key threats including the loss of; staff; building; utilities; IT infrastructure; and essential suppliers.	Completed
<b>F16</b>	Address through training awareness of the action card for manager use that includes staff welfare and morale. Potentially for each manager to capture learning on how this could be undertaken.	Completed
<b>F18</b>	Provide business continuity testing schedule to raise awareness and allow for greater understanding of how business continuity arrangements can be used in contrasting incident types	Completed