

# Interim Operational Review UK Cross Sector 10kv-Cloud Workshop

Rapid thematic analysis to inform ongoing Response and new Recovery

## C-19 National Foresight Group

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# Introduction

C-19 Foresight Working Group provide time and space for partners to reflect, seek a shared understanding of the C-19 emergency and forward look so as to make timely, collaborative recommendations to the strategic group for early intervention, considering the consequential impact of those, prioritising innovative actions which may save lives and minimise suffering.

Chaired by Shaun West with membership from across government and emergency response.

Interim operational review hosted by the Hydra Foundation sponsored by Chair to support ongoing and future work in response to COVID-19. Aim to provide space and time for reflection and to shape the future response, taking lessons from beyond response into recovery.

# Contents

## Overarching goal

Participants afforded time and space, during the ongoing C19 national emergency, to reflect upon their capacity, capability and sustainability throughout an enduring response. Individual and collective reflective practice designed to shape the future response, taking lessons from beyond response into recovery.

## 10kv Method

C-19 interim operational review was supported using an online model of the 10kv review called *10kv-Cloud*. This system developed by the Hydra Foundation has been used in over 400 debrief and review sessions. This was the first time *10kv-Cloud* has been run and was modified specifically for this review.

10kv creates space for participants to post anonymous comment on questions posed to them. It also encourages reflection and comment on peer thoughts during the review. The contents of the 10kv are normally analysed, themed and shared as a detailed report to the sponsor and participants. A rapid review of the material has been undertaken during this review which is shared with you here. The session parameters, invitees and strategic aims are set out below and were driven by the C-19 Foresight Working Group.



# Questions asked during the review

1. Activity within your Local Resilience Forum	2. Regional Support	3. National Support	4. Concurrent Emergency	5. Forward Look	6. Personal Reflections & Insights
What achievements are you most proud of?	What achievements are you most proud of?	What achievements are you most proud of?	What's your preparedness for a concurrent emergency?	How much space and time are you affording to foresee consequences of C19 and identify legacy issues?	Open question for personal reflection from participants
What didn't go so well?	What didn't go so well?	What didn't go so well?	What are the pressure points?	How well geared are your C3 arrangements to contribute to this?	
What would you change and do differently moving forward?	What would you change and do differently moving forward?	What would you change and do differently moving forward?	What support might you require?	What foreseeable mid to long term consequences might you anticipate as we move from response into recovery?	

## Analysis

A thematic analysis of the data created has been undertaken by a team of five academics at NTU and the Hydra Foundation who have coded line by line all the material produced. Through this coding themes have been shaped which represent the responses across each of the questions. This analysis was grouped into sections 1-3, 4-5 and 6 and then integrated to produce the review you are receiving.

# Review stats

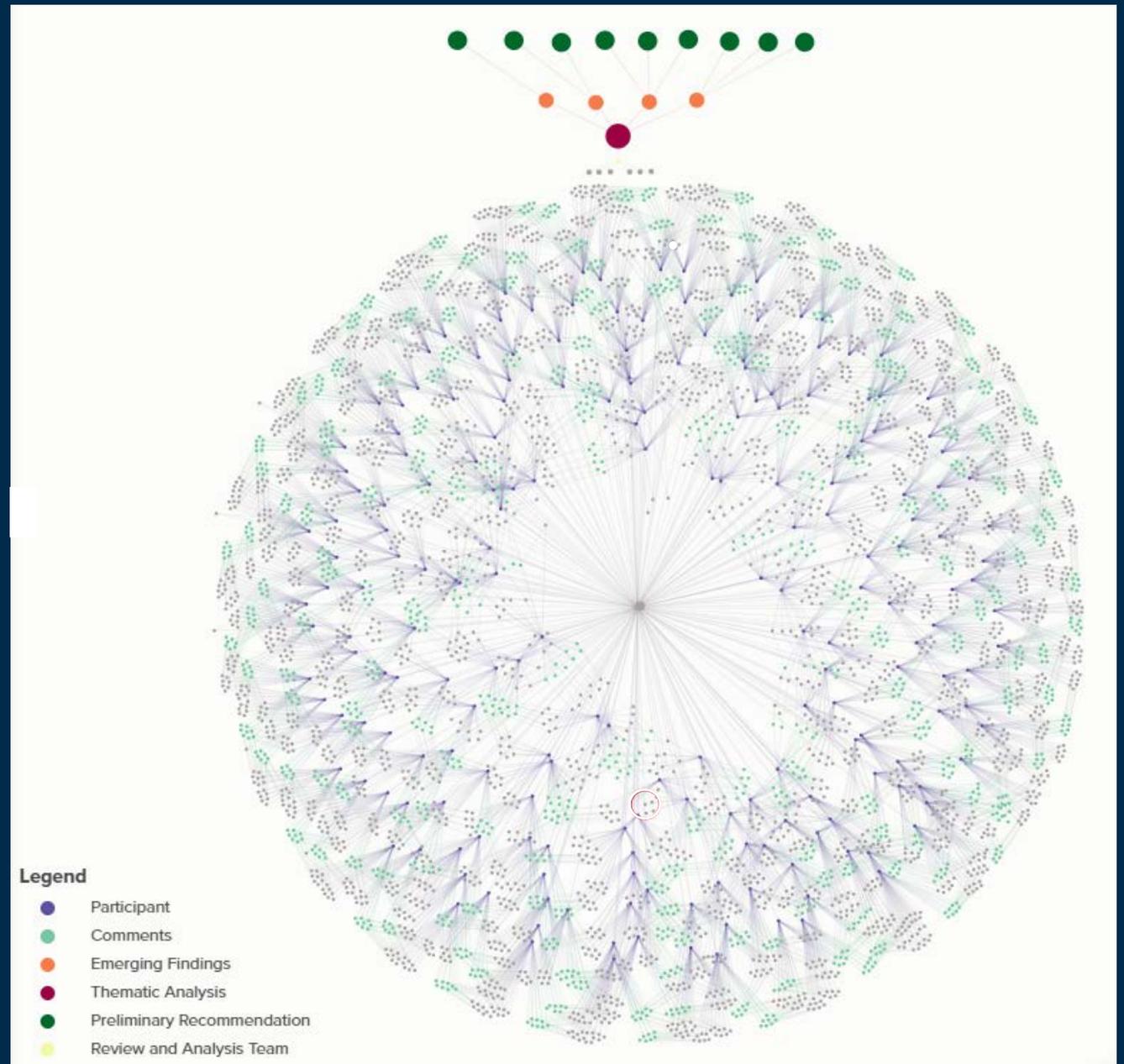
- Review took place on Wednesday 22 April 2020 between 15:05 and 16:15
- During the review over 200 participants logged on via smartphones or laptops
- Over 60,000 words were generated over the 6 question areas
- Over 1,500 comments were made by participants
- The raw data has been rapidly analysed by academics from Nottingham Trent University and the Hydra Foundation to create emerging findings and preliminary recommendations within this presentation
- This is the first time an online review of this kind has been managed at this scale or complexity

# What came up?

## Four emerging findings and nine preliminary recommendations

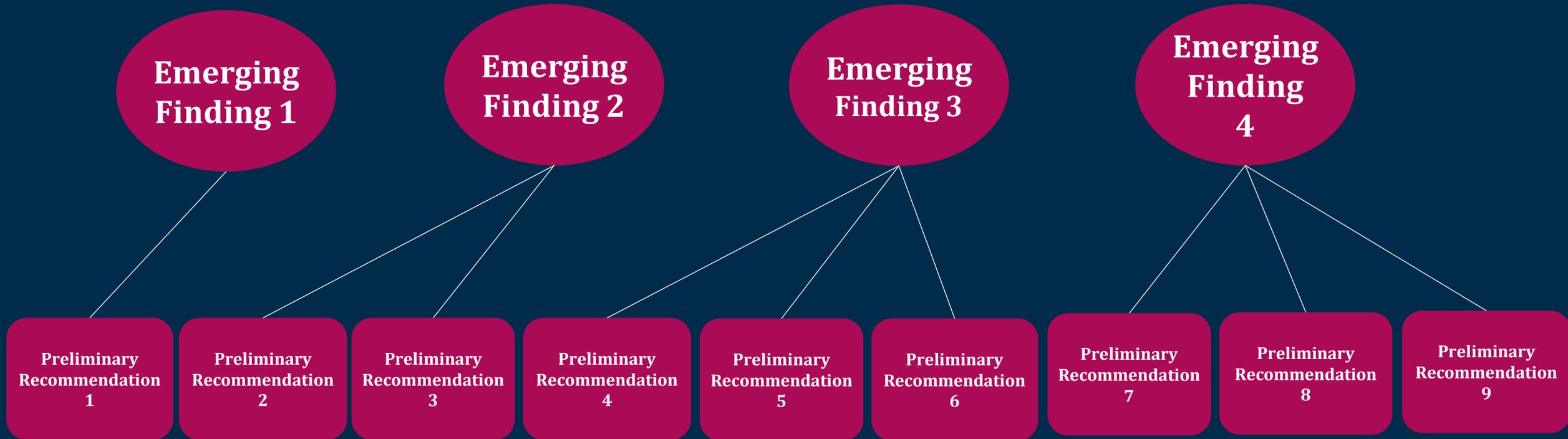
These are:

- Action orientated
- Positive
- Achievable
- Co-owned



# Key review preliminary recommendations

We will walk you through each of the four emerging findings and outline the review data with the nine preliminary recommendations built from these



# Positivity and Pride

“Flexibility and pragmatism of partner agencies and colleagues. Impressive and truly humbling”

“Proud of the speed and quality of implementation of LRF excess deaths plan. With no Govt support (we still haven't seen the national temp mortuaries promised) we built from scratch a mortuary which is live for 750 deceased and scalable for up to 12,000”

“The way organisations from across the LRF have worked well together, based on strong relationships and previous exercises and incidents. In particular the experiences of Brexit made adopting a regional concept of operations and battle rhythm easy”

“Willingness to review, refresh and evolve C3 structures as needed”

“Some excellence leadership by the cell leads with good support from cross agency meaning that we could mobilise and meet any challenges”

# Positivity and Pride

LRF partnerships and the people in them have been swift, flexible, adapting and have used prior planning to activate early and make decisions. Exemplars of: effective multi-agency working; effective practices; effective networks; leadership

1. Given the richness (breadth and scope) of exemplars, there was a clear commitment to capture, learn (in real time), develop, and share, leading and good practice to enhance collective evidence based practice and the ability to save and protect life. This was through debriefs and reviews

# Structure Knowledge, Complexity and Context

Structure Knowledge: “Central Government don't really have a understanding of what an LRF is or what it does. The demands being placed on LRFs by central government demonstrate a lack of understanding of the role of the LRF - LRFs are not legal entities under the CCA and have no statutory responsibilities in response”

Structure Complexity: “Review of the Health structure! with clear delineation of responsibility and preferably in keeping with other local or regional footprints”

Structure Context: “On the whole, the National support has been pushed out with little regard for the differences between areas of the country. Testing sites are a good example where one size does not fit all and local understanding/liaison with local LRF's of those differences may have provided a better service”

# Structure Knowledge, Complexity and Context

The LRF as a dynamic, multi-agency partnership network has performed with strength and flexibility across the board. However there are challenges associated with the structure. These were specified as knowledge, complexity and context

2. The lack of knowledge of the LRF role, function, powers, lack of resource, capabilities needs to be addressed
3. National assumptions should not assume that one size fits all. In a fast changing response mode, national assumptions have often adopted a one size fits all approach. As we approach the other side of the initial peak, there is an opportunity to take a longer term less reactionary view. There needs to be a willingness to articulate assumptions at the local level to ensure effectiveness

# Inclusion in to the Intelligence

This emerging finding contains two distinct areas.

## **Sharing Information & Communication**

The LRFs feel that the national stakeholders are not sharing data, modelling, information, strategy, decisions or knowledge with them. This is seen as a top priority to improve their ability to be effective in managing going forward. Participants also feel that communication with central government is only one way and consists of requests and is only broadcasting. GLOs are a welcome great move, but communication needs to be two way, timely, effective and open

# Inclusion in to the Intelligence

## Sharing Information

“The information sharing is woefully lacking from central government”

“The lack of clear data form MHCLG to inform our planning has been less than helpful. data is being cobbled together from PHE and other sources but remains patchy and fails to instil confidence in partners”

“Disconnect between LRF/SCG being used to dealing with uncertainly of data and making shared decisions with data that is shared but incomplete (as we all have to do during emergency response) and central Govt wanting to check and recheck data before releasing it, and ultimately not trusting LRFs enough to share the data with us anyway (excess death modelling being the obvious example)”

“Good emergency response starts with good quality and accessible data. Our LRF has been slow to develop an intelligence cell, and to ensure that the data generated by LRF partners was properly pooled. But there has also been a disconnect between the available of national data and forecasting and locally-available information”

# Inclusion in to the Intelligence

## Sharing Information

This was the strongest theme within the data (both number of people and strength of feeling)

This includes sharing at local/regional level as well as from Government to local stakeholders

This is essential to ensure the ability for local decision makers to plan accordingly and mitigate risk for their communities

4. It is very clear that sharing data, modelling, information, strategy, decisions regarding interventions and knowledge is seen as a top priority to improve the efficacy of the response, recovery and other phases going forward

5. Due to paucity of information and intelligence, LRFs feel isolated from national decision making and unable to effectively plan and strategise response. This is mainly from national Government but also from partners (e.g., health). Better systems/processes are required, and a willingness to share, in order to address this. Especially in light of managing measures and exit strategies at local level. Planning and risk mitigation needs to be empowered at the local level in the context of briefing on the national strategy

# Inclusion in to the Intelligence

## Communication

“Although understandably dynamic, the whole process so far has been peppered with surprise announcements at various tiers of government resulting in partners being on the back foot and having to plan/communicate live rather than prepare (and with stretched resources)”

“Clear direction and notice from Government about what is going to happen in order that planning/preparation can commence”

“Poor national coordination arrangements to allow SCGs to interact properly with govt. A single weekly national teleconference is not responsive enough and the ResCG model should have kicked in by now to allow SCGs to have a more regular 2 way interaction”

“Your requests of us are short notice, extremely disruptive but we get on a do, when we simply ask for guidance material or insight to government thinking we get no response”

# Inclusion in to the Intelligence

## Communication

A unidirectional pattern quickly established in the response, requests for tasks and information were coming out of central Government and to LRF partnerships, but when questions or clarity requests were going back in to MHCLG or other departments, it there was a long delay for answers, hindering the effectiveness of the response

6. The establishment of the GLO is a welcome change by the LRF partnerships. However this needs to be strengthened by creating a consistent point of contact who is informed and knowledgeable about the LRF structure. In addition, a bidirectional, timely, effective communication method between central Government departments and the LRF network needs to be developed and implemented

# Requests for Support: Physical; Financial; People; Guidance

“Recovery is where all the activity will have to take place and learning from Salisbury and Amesbury knows that will fall mostly to LAs and be for a very very long time, so national (USEFUL) support to recovery and a bung of cash is the only option really or all LA emergency planning will be sucked into recovery and there will be no capacity for planning for other issues, or supporting any other response”

“GLO now in place for us and operating very well. An excellent move to get someone in this space for us”

“Mutual aid”

“Continued military support”

“Our SCRG is already established and would benefit from any central governance modelling that is available. We are mindful that we could pull together a recovery strategy only for central government to announce something. The lack of guidance or communication will create duplication. We are just initiating our first learning event to capture the innovation and new ways of working, and trying to encourage all departments to think about a world that continues to have lock down procedures”

# Requests for Support: Physical; Financial; People; Guidance

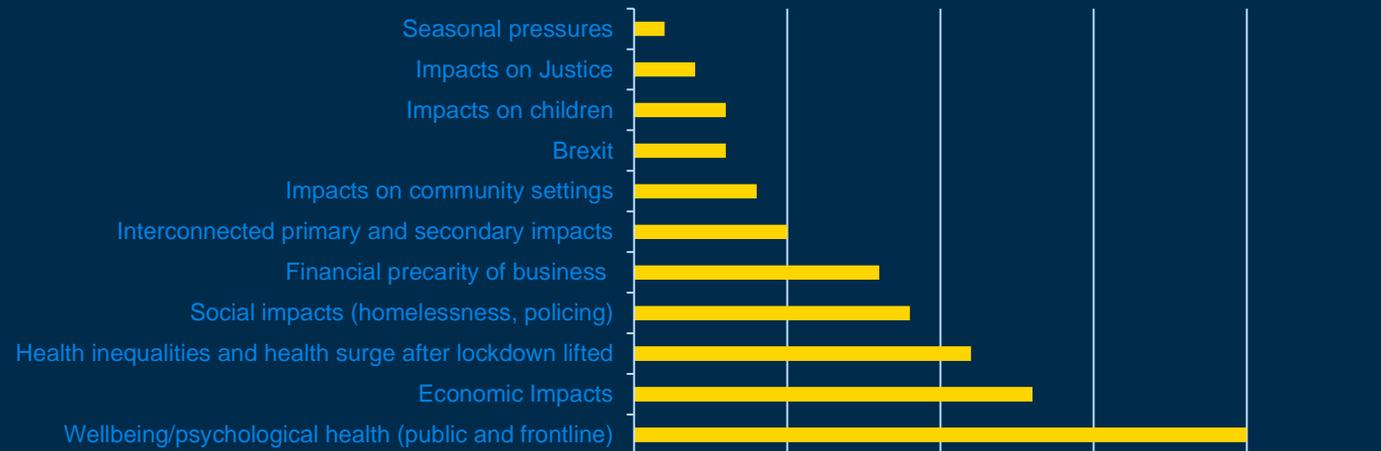
There were some clear asks for support within the data which focus on the need for a sustainable and predictable PPE supply, an ask on the combination of financial assurances and more money for LRF partners both in money spent and future spend. These sit alongside calls for assurance of people, such as military support (recovery work), GLOs, key contacts in central Government and there is a clear request for new guidance defined through policies and thought leadership

7. Assurances that central Government are aware of these requests for support and will respond to each request when a response is scoped and formulated
8. National thought leadership or guidance on specific topics (forward look, concurrent event structures and processes (PPE burn and evacuation), approach for recovery and planning, and conversations with the public to create the 'new normal')
9. National thought leadership on the foresight of how C19 primary and secondary impacts are likely to interact and their associated, projected emergent need in the community/society

# C-19 Foresight Working Group forward plan

The C-19 Foresight Working Group will be using the insights from the review to support our ongoing planning and delivery. As an example, we will be exploring how the 11 foresight themes identified by participants map against our own intelligence. They will support us to prioritise future working, including C-19 legacy working assumptions.

Question Five Foresight Count from 10kv-Cloud review



# Risks and Opportunities

# Risks

- Methodological issues in the review process
  - 10kv has been used over 400 times and the analysis conducted (whilst rapid) has been done with academic integrity and method
- Review insights not shared or acted upon - We have given LRFs a voice and it is to our peril if we do not act upon it
  - We have a clear actionable plan to share insights with this group and participants to inform future work and prioritise
- Losing sight of the rich data within the full 10kv-Cloud review process by only acting on preliminary recommendations
  - Action plan in place with NTU and the Hydra Foundation to ensure final report on *10kv-Cloud* review is shared and made available
- A raw data compromise undermines discretionary effort from participants and distracts from the frontline effort to tackle COVID-19
  - Raw data is held securely and compliantly with insights shared with trusted partners

# Opportunities

- This review has afforded us a new and live insight into the operational activity and reflections of our key practitioners from across the UK
- It allows us the ability to modify and enhance our approach to this and future challenges
- It provides a opportunity to acknowledge and recognise the work done by partners during the first phase of the UK's response to COVID-19 by LRFs, partners and government departments

# What we will do with the insight

## Why do this?

- Seek adoption of the emerging findings and preliminary recommendations by the group
- Identify and agree owners for the delivery of the preliminary recommendations
- Develop tracker to ensure we learn lessons, keep trust with practitioners and deliver on strategic objectives to save lives, relieve harm and supporting communities

# Summary

C-19 Foresight believes we must all recognise the pride and achievement of what has been achieved so far. We need to be agile and proactive moving ahead. We are at a tipping point as we move from Response to new Recovery and our actions must reflect this.

## Short Term

We need to learn from our experiences so far and make immediate changes whilst responding, lives are still at stake. To support our people at local, regional and national level. Create a focus on intelligence and data to enhance consistency and clarity from LRF to COBR and back. We should continue to triage the main issues and be mindful of the challenges of concurrency

## Medium Term

There is a clear appetite to co-design and address the new Recovery within the framework of HMG Exit Strategy. There is precious time to do this

## Long Term

This review has highlighted the opportunity for learning, policy and system change that must be developed

**save lives, relieve harm and support communities**

# What next?

- Share with all participants of *10kv-Cloud* session
- Analysis of review to ensure full findings and recommendations are developed and learnt from
- Work with Government and partners (at request of C-19 Foresight Strategic Group) to support the co-design of the new Recovery
- Re-run *10kv-Cloud* review with partners within the next 6-8 weeks (request to host across devolved nations as sponsors has been noted)
- Bring insights to bear and connect with international lessons learnt

# Questions and discussion