

Appendix 2 - LGA Recovery and Renewal Panel Recommendations/Action Plan – November 2020

Ref	Headline theme	Responsible Officer	Timescale	Recommendation	Action Planned
1	Define, develop, and embed a new relationship with the local community and voluntary, community and faith sector.	Director of Communities Assistant Chief Executive	start Dec 2020 & ongoing review impact 6 monthly	<ul style="list-style-type: none"> In developing the 'St Helens Together' approach, jointly explore the roles that the community, Council, and other partners can play. This includes being clear about the appetite, capacity, and capability of each partner, as well as the type of support they may need Ensure voluntary sector continue to contribute to the Peoples Board and the work of the ICP Co-design can lead to new and innovative ways of working, by amplifying and streamlining individual efforts. Develop a consistent, visible message around the Council's expectation for this way of working Senior members and officers to take an important role in both championing and modelling this. 	<ul style="list-style-type: none"> Development of VCSE Strategy Voluntary sector will have a place on new ICP Board Development of Community Engagement Strategy (including co-design approach) and will build on existing engagement work / forums such as Talkfest, Listen 4 Change forum, Youth Council etc Hold Policy Cabinet and SLT sessions to share and discuss the VCSE strategy, the engagement strategy, and other opportunities for developing a new relationship with our communities Ensure community groups are linked into Primary Care Networks and locality meetings. Ensure that Community engagement and engagement with the voluntary sector support the development of an agreed localities model of working.
2	Address the Council's pressing financial position	Director of Finance	Nov 2020 Jan 2021 Nov 2020	<ul style="list-style-type: none"> Develop an approach of 'preparing for the worst whilst hoping for the best' for 2021/22 budget preparation. For 2021/22, the Council should invest into areas of work which fit with its transformation ambitions – accelerating delivery and increasing the chances of success. This also helps to minimise the risk of overspend in 2021/22. 	<ul style="list-style-type: none"> Budget planning and modelling potential savings for 2020/21 based on worst case scenario Development and Agreement if Capital Investment Strategy for 2020/21 with prioritised projects.

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				<ul style="list-style-type: none"> Value for Money comparisons on a service by service basis should be used to help inform future spending decisions. 	<ul style="list-style-type: none"> Utilise LG Inform to inform Budget savings proposals.
3	Enable and support the types of transformation required	Assistant Chief Executive	August 2020 & ongoing review impact 6 monthly	<ul style="list-style-type: none"> Commit to pursuing innovation (including developing a culture of innovation) Continue to grow skill and confidence with communications Align investment in Organisational Development to support for members and officers to the ways of working the Council is looking to develop. Develop this programme reflecting on the distinctive roles of members and officers in this new way of working, as well as the implications of 'working with' rather than 'working for' local communities at a strategic and operational level. This should include how middle managers, manage mobile teams, and understand their productivity whilst retaining an environment of empowerment. At a strategic level it should include being clear on the distinctive roles of senior members and officers as well as the roles that both Cabinet and ELT play in leading this way of working. Identify the opportunities to share learning (from successes and failure) as well as the impact it has, where possible told through the voices of local people. The Council's skill in using effective communications outside the organisation as part of #sthelentogether campaign can have a useful role, when applying these skills internally with the organisation and across partnerships. Ensure the organisational development plan reflects the pace and requirements of this journey to build and sustain buy in, momentum and consistency. 	<ul style="list-style-type: none"> Continue the planning and delivery of the Organisational Development Programme Align to this develop the co-ordinated programme of member and officer training and development to reflect the cultural change required. Further develop the communications strategy and supporting implementation plan Ensure that the amount and type of capacity is available to make the type of transformation required happen, including both capital and revenue linked projects. Develop a clearly costed Organisational Development plan, with considered milestones.

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4.	Capitalising on the opportunities available – health and social care	Executive Director Integrated Health & Care Services	Mar 2021 December 2020 January 2021 November 2020 – April 2022	<ul style="list-style-type: none"> • Build further the strong foundations St Helens Cares. There may be further opportunities to innovate that the Council can capitalise on linked to the integration of health and social care, building on the learning from the COVID-19 pandemic. Opportunities for innovation also exist looking beyond the model of more traditional long-term care, building on examples such as the Brookfield Support Centre. • The People’s Board have committed to a refreshed People’s Plan later this year which will build upon the lessons learnt from COVID-19 and identify a series of priorities aimed at supporting improvements in population health. 	<ul style="list-style-type: none"> • ELT and CCG to explore further opportunities for joint posts, shared teams and shared enabling functions under a review of S75 agreement and St Helens Cares MOU (March 2021) • Review St Helens Cares arrangements and develop a ICP (Integrated Care Partnership) structure (December 2020) • Refresh Peoples plan and develop a plan on a page with agreed outcomes (what good looks like) - January 2021 • Engage in work to move to a larger CCG to ensure Place based commissioning is protected (start November 2020 – April 2022)
5	Adjusting to the opportunities available and challenges presented – Place	Executive Director Place.	December 2020 November 2020 – ongoing January 2021	<ul style="list-style-type: none"> • Capitalise further on the opportunities to influence the strategic direction of the City Region. • Having the clear set of asks and opportunities to take to the City Region will remain important, as will be developing relationships with those in other sub-regions. This includes the opportunities in which the Council can lead, such as for the City Region in housing. • A pipeline of projects based on the Council’s ambitions will always remain important so that as opportunities present themselves, the Council is ready to move quickly in ways which are relevant to the needs of all of its communities. Included within which may be the roles of district centres, should increasing numbers sustain ways of living which keep them closer to home – whether that be for work or leisure. 	<ul style="list-style-type: none"> • Place Directors to support Combined Authority officer groups to maximise influence on the strategic development of the Combined Authority and to promote the St Helens pipeline of regeneration activity. (December 2020) • Promote the Regional and National Scale opportunities within St Helens including developments at Parkside, Bold, Cowley Hill, Glass Futures and foundation Industry and the Town Centre. • Place Board to be formed to provide strategic partnership oversight of all placed based

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			November 2020	<ul style="list-style-type: none"> Continue to take proactive steps to build the relationship further with local businesses. This includes increasing the opportunities for local businesses to support each other and developing the relationship with the St Helens Chamber. The ongoing and increased advocacy of local businesses will be important for realising the Council's economic ambitions for the borough, which means building on the St Helens Ambassadors work. 	<p>economic regeneration activity, the Borough's external promotion (Ambassadors) and a platform for strategic engagement with the People's Board. (Adopted by Cabinet January 2021 recruitment to the Board February 2021 and first meeting by March 2021)</p> <ul style="list-style-type: none"> To adopt an Economic Recovery Plan focussing on three priorities; Business ecosystem, People focussed recovery and Place based green recovery. This will form the foundation for the development of a partnership Sustainable Economic Strategy. (Policy Cabinet development session November 2020, cabinet adoption December 2020,)
	Developing and delivering a compelling vision for localities-based working that takes into account all of the above.	<p>Director of Communities</p> <p>Director of Operations</p> <p>Assistant Chief Executive</p>	<p>January 2021</p> <p>January 2021</p> <p>February 2021</p>	<ul style="list-style-type: none"> Further develop a model of locality-based working. This model may require different forms, in different parts of the borough which are based on the scale and nature of need, the amount of capacity available and the appetite of the local community. Building on the role that ward councillors can play in the locality is a key aspect and may be a feature of the member development programme 	<ul style="list-style-type: none"> To agree a Locality based delivery model that is coterminous with health arrangements. To review and align the Councillor Improvement fund with the agreed Localities Model to ensure full integration with local ward councillors. Director of Communities to be a member of ICP board to ensure health & social care locality agenda and Place locality agenda are complementary and support a shared vision for Place (January 2021)

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			<p>February 2021</p> <p>From March 2021</p>		<ul style="list-style-type: none"> • Primary Care Network Clinical Directors will establish locality Multidisciplinary meetings and include wider community groups to work together to promote independence and wellbeing at a locality level (start Feb 2021) • Develop a locality 'strategy' aimed at maximising the opportunities for people and communities by linking business, leisure, schools, health, social care. Faith and voluntary groups in each locality to improve innovation, wellbeing, safety, and independence • Review all Place based front facing and regulatory functions to establish a geographical Locality based delivery model that is coterminous with health arrangements. The model will be underpinned by intelligence based on need and demand and recognising local differences. Generic service standards will be adapted and tailored to match local conditions.