

OFFICIAL: SENSITIVE

1. Exercise Cygnus demonstrated four key learning outcomes for the UK's preparedness and response capabilities, which are supported by 22 detailed lessons identified against the eight Exercise Objectives.
2. This analysis maps the 22 lessons identified against policy and planning development activities undertaken by the UK Government and Devolved Administrations through:
 - the Pandemic Flu Readiness Board (PFRB);
 - the Pandemic Influenza Preparedness Programme (PIPP); and
 - normal 'business-as-usual' activities of those organisations with a role in pandemic preparedness.
3. An overview is presented against the Key Learning Themes, while specific work is mapped to the individual lessons identified (please note that the Exercise Cygnus lessons informed the PFRB work programme as commissioned by National Security Council subcommittee on Threats, Hazards, Resilience and Contingencies (NSC(THRC)) in February 2017, but they do not match one-for-one).
4. Overall, this analysis has found that:
 - **eight** lessons identified have been fully addressed by Government;
 - **six** lessons identified have been partially addressed by the development of new plans and policies, but some work is ongoing; and
 - work to address **eight** lessons identified is still ongoing.