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Subject: RE: Coordination

Des.

I've spoken to **NR** and understand the view on Peter's role, but I'm starting to feel we have a real strategic planning gap across the WG so I will go ahead with the team under Tim, which can also look at the economic recovery plan. We will agree remits and docking points for the different teams at the next ExCovid to make sure we have clarity and neither gaps nor duplication.

Shan

From: Clifford, Desmond (OFM - Director General) <Desmond.Clifford@gov.wales>
Sent: 20 March 2020 13:57
To: Morgan, Shan (PSG - Permanent Secretary's Office) <Shan.Morgan@gov.wales>; Burke, Tracey (EPS - Director General) <Tracey.Burke@gov.wales>; Goodall, Andrew (HSS - DG - NHS Wales Chief Executive) <Andrew.Goodall@gov.wales>; Slade, Andrew (ESNR - Director General) <Andrew.Slade@gov.wales>
Cc: PS Permanent Secretary <PS.PermanentSecretary@gov.wales>; Mason, Toby (OFM - Communications) <Toby.Mason@gov.wales>; Jeffreys, Andrew (PSG - Welsh Treasury) <Andrew.Jeffreys@gov.wales>; Kennedy, Peter (PSG - Corporate Services) <Peter.Kennedy@gov.wales>; Richards, David (PSG - Permanent Secretary's Office) <David.Richards@gov.wales>; Pearson, Natalie (PSG - HR Strategy, OD and Engagement) <Natalie.Pearson@gov.wales>; Evans, Gawain (PSG - Director of Finance) <Gawain.Evans15@gov.wales>; Lentle, Helen (OFM - Legal Services Department) <Helen.Lentle@gov.wales>; Evans, Carys (Office of the First Minister) <Carys.Evans@gov.wales>
Subject: Re: Coordination

Hi Shan

On the **NR** thought, I've discussed with Carys **NR** and this isn't something we'd like to do right now. We're concerned to maintain a tight and slim line of communication around the FM and this space is working ok so far. (That said, very grateful for the offer and it'd be good to hold it in reserve - this is a marathon and we may well need to draw on options over time).

I had a conversation with Jane this morning.., a significant part of the frustration is Ministers falling over themselves to make announcements on an individual basis - Jane's been working with Spads to try bring greater discipline around that. One possible drawback to creating the mooted central policy approach (and I agree that Tim is good at this sort of thing) is that it risks baking in further confusion about accountability lines across the government.? Ie, what would go to the central team as opposed to existing directorate structures. At any rate, it'd make sense for you, Shan, to compare notes with Jane sometime today to explore common ground/ integration of approach.

Final thought, the FM is working with Spads/ Ministers to try and bring some clarity to what non-Coronavirus work should continue and what should be paused. I suspect there'll be an irreducible core of business that he'll want to table for thought and discussion.

Hope this helps

Des

From: Morgan, Shan (PSG - Permanent Secretary's Office) <Shan.Morgan@gov.wales>

Sent: Friday, March 20, 2020 12:29:51 PM

To: Burke, Tracey (EPS - Director General) <Tracey.Burke@gov.wales>; Goodall, Andrew (HSS - DG - NHS Wales Chief Executive) <Andrew.Goodall@gov.wales>; Slade, Andrew (ESNR - Director General) <Andrew.Slade@gov.wales>; Clifford, Desmond (OFM - Director General) <Desmond.Clifford@gov.wales>

Cc: PS Permanent Secretary <PS.PermanentSecretary@gov.wales>; Mason, Toby (OFM - Communications) <Toby.Mason@gov.wales>; Jeffreys, Andrew (PSG - Welsh Treasury) <Andrew.Jeffreys@gov.wales>; Kennedy, Peter (PSG - Corporate Services) <Peter.Kennedy@gov.wales>; Richards, David (PSG - Permanent Secretary's Office) <David.Richards@gov.wales>; Pearson, Natalie (PSG - HR Strategy, OD and Engagement) <Natalie.Pearson@gov.wales>; Evans, Gawain (PSG - Director of Finance) <Gawain.Evans15@gov.wales>; Lentle, Helen (OFM - Legal Services Department) <Helen.Lentle@gov.wales>

Subject: Coordination

All

I'm picking up signals that SpAds and Ministers are getting increasingly concerned about a lack of overall coordination on our policy response to Coronavirus. Andrew Slade made a very welcome suggestion yesterday that he could move some of his senior staff across to a WG-wide role:-

NR to act as a Corvid 19 Private Secretary over in the Bay – the Burns Commission is currently on hold and **NR** is keen to contribute to the Corvid 19 effort. He's a former Private Secretary and I know has the confidence of the FM thanks to his work on efficiency. He could make a very helpful contribution by ensuring there isn't any duplication of ideas and effort across Ministerial portfolios. Obviously Des and the SpAds would have to agree this new role;

- Tim Render to head up a new team responsible for policy response coordination and strategic planning – including a forward look to where we'll be after the virus comes under control. Tim has considerable experience of emergency planning and operations on BSE, Foot & Mouth as well as flooding in the South West. I know Tim's manner can be very direct, but he really does have the skills we desperately need at the moment.

The new team would obviously sit alongside Reg's role on ECC(W), COBR and LRFs/SCGs, Amelia's work on shielding and Jo's role as head of the Preparedness Group. But I'm clear we need some serious forward planning alongside the other excellent teams we have in place.

If you all agree, I'd want to get this in place next week. Let's all think if there are other gaps we should be filling – it's clear that normal life and priorities are now on hold and that we have to harness the talent and energy of the organisation to get us in the best possible position to weather the crisis.

Shan

Shan Morgan

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Ffôn/Tel: **Irrelevant & Sensitive**