

points and providing data for CCS reporting - I hope Jo Trott maintains her calm demeanour (well done to her) as the reporting systems are not catching up with level of oversight - Just had to advise earlier that the NHS in Wales cannot in two hours provide data into a template we have never seen before today and with data we don't even collect - so have been clear no point in providing duff data if we can engineer a more informed response within 24 hours. A

[16/03/2020, 01:36:35] **Personal Data** Evening. Am on o'night nursing duty. **Irrelevant & Sensitive**

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days.

[16/03/2020, 01:37:37] **Personal Data** In summary, I agree with Andrew's assessment. As he and Tracey say above, the weekend working has been full-on, and we can see people are already getting tired. HSS colleagues are clearly flat out. Jo T has done a great job over the last week, and needs bolstering (as well as a day off); Reg and Gary are no doubt in a similar position, and ditto Neil Surman. It's early days in terms of full pandemic management, and all uncharted territory, but I think between us we'll need to get a tighter grip on: central command-and-control across WG plc (there are arguably too many cooks at the moment, and those in charge, on rotation, need a full and visible mandate from us); a stronger policy centre in support of the emergencies work (thinking ahead of the 'here and now'); a complete list of identified thematic cell leads, with named deputies (and 'rotatees'), across WG to provide central teams with the necessary subject matter expertise and stakeholder links - pretty much the whole organisation will soon be affected anyway; comprehensive and accepted emergencies discipline - not least so that policy and operational questions can be promptly assigned to clear owners outside of ECCW/CCG, and the latter tasked with sorting them offline; clearer reporting requirements - as today's random CCS request illustrates; and a better handle on how Ministers and SpAds should interface with the contingencies system. (I have now been invited to umpteen different Ministerial daily covid briefings, and seen notes suggesting SpAds will take decisions where Ministers aren't available... It's not clear where the CNV Cabinet Sub-Group now fits into all this either.) To varying degrees, I think sorting all of this stuff is already in hand, but it needs added impetus and resolve.

[16/03/2020, 01:38:14] **Personal Data** In saying that, the next steps really hinge on the FM and Ministers swiftly accepting we are now on a war footing (far more real than anything experienced in No Deal prep) and thus agreeing we can bring the weight of the whole organisation to bear on Covid-19. I spoke with Ken Skates earlier, and he said he agrees with that proposition. (Incidentally, on EU Exit, he is arguing the FM should write an open letter to the PM saying we have no choice but to assume an extended transition or the diversion of effort will put Welsh lives at risk.) KS also felt that Carltona principles should apply more fully so that officials can take emergency operational decisions at pace. And he believed we should be proactively marshalling WG comms and stakeholder effort, with plenty of additional resource around that work, linked more closely to the emergencies operation. KS does not feel government messaging (UK's or ours) is coming across to the citizenry and businesses clearly enough. He was particularly worried about the care, hospitality, and bus sectors. When I pushed him on all this, and on priorities, MET&NW said he accepted that work on EAP, the Economic Contract, the 'Greater Good' campaign, active travel, and "all the other non-essential E&T areas" would simply have to stop. He thought Vaughan Gething was of a similar ('Covid-19 now rules') mindset, but wasn't sure about other Ministerial colleagues as yet.

[16/03/2020, 01:40:01] **Personal Data** I'm not quite sure how tomorrow is going to pan out on the medicare front, but should be contactable if needed. Otherwise, and all being well, I will look forward to seeing you and Des at Quintet on Tuesday. Night all - and sincere apologies, on reflection, if I have woken any of you up... A

[17/03/2020, 19:26:49] **Personal Data** Thanks all for an excellent CovExco. Saw Jane R afterwards. She's concerned about new COBR Ministerial structures and lack of DAs. Also concerned about sudden announcements (Cade, Nat Library), business support initiatives- need for a single point of contact, homelessness announcement by UKG. Very concerned about energy supply resilience - incoherent BEIS paper that doesn't cover rural or infrastructure resilience (mobile, broadband). And v concerned about

SoS Wales letter to AMs and MPs on flood response and coal tips. Wants to check we haven't forgotten we need to tell HMG how much flood money we need (and she mentioned Tylerstown as a potential disaster)

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[18/03/2020, 06:10:08] **Personal Data** I agree - I just downloaded what was on Jane's mind at 1800. I hope it deflects those issues away from the FM. I'm planning to touch base with her every evening.

[18/03/2020, 07:07:14] **Personal Data** Understood. Lightning conduction!

[18/03/2020, 07:08:29] **Personal Data** Necessary I fear!

[18/03/2020, 07:09:31] **Personal Data** Yes, and even more so given recent departures from the 5th floor.

[18/03/2020, 08:11:39] **Personal Data** Quite a download though Shan but best we know it. I totally agree with the membership of the COBR subgroups- we need to be in them even at Official level....Or an immediate readout from them...How best to raise? Tracey

[18/03/2020, 08:13:54] **Personal Data** I have a 3 DAs call this morning I hope and we'll discuss it. I'm also planning to join HoDs by video link and will raise that and the very separate English policy development we're seeing S

[18/03/2020, 08:16:17] **Personal Data** Good. Vital we have any sight of work of these groups - vital.

[18/03/2020, 08:29:24] **Personal Data** Of course! Signs not good so far...

[18/03/2020, 10:04:20] **Personal Data** Yes. And I fear WG describing UKG's Budget Mk II package as "_woefully inadequate_" (even if true...) will not have strengthened our negotiating hand. Even the Scots have kept quiet on that topic.

[18/03/2020, 22:25:12] **Personal Data** video omitted

[18/03/2020, 22:25:15] **Personal Data** video omitted

[18/03/2020, 22:42:02] **Personal Data** Those are fun! This one is doing the rounds in ESNR...

[18/03/2020, 22:43:08] **Personal Data** image omitted

[20/03/2020, 11:51:23] **Personal Data** video omitted

[20/03/2020, 12:50:57] **Personal Data** Any Qs For my phone call with Chris Wormald at 1400?

[20/03/2020, 12:54:06] **Personal Data** From my perspective, his take on lockdown and timing. Lots of intel doing the rounds, but I'm not sure as to the quality or provenance. Would be useful to have/gauge his view.

[20/03/2020, 12:54:41] **Personal Data** **Irrelevant & Sensitive**

[20/03/2020, 13:04:55] Andrew Goodall: Probably worth reflecting on still a public discussion on Ppe -

shortages and who to use and access. As an aside sos announcing Ppe is available for all social care is different from our position - we have issued PPe from pandemic stocks to supplement local supply to be everywhere in wales by Monday geographically distributed - our calculations are that there are finite supplies for the weeks ahead that if we don't have some order in use, would without replenishment at uk level run out - so we need to ensure that thresholds for use are maintained.

The process feels more and more like announcing a concept and working back ASAP in detail and practicalities - this reflects

The speed of events has meant that some of the spirit of sharing has been disappearing so we are finding it happening less simply on speed of decision making and announcements

As we discussed earlier it feels like creeping divergence or rather moves to choose who announces first - don't know how you want to raise but happening all round

Are we ensuring we are learning from what each other are doing

What is **NR** doing to track the announcements with material financial impact - and is this within 5bn announced for health for covid-19 or assuming he's linking to broader uk govt funding

[20/03/2020, 13:12:07] **Personal Data** Yes agree to both Andrews' points and also if London lockdown we are likely to see pressures on public services elsewhere as people leave London ahead of lockdown... Either to stay with family or second homes et cetera. Tracey

[20/03/2020, 14:05:54] **Personal Data** All excellent points but call now postponed. I can cover them at the 1515 Officials' meeting instead. Meanwhile people seem to be running amok on coordination! I still like the idea of a Tim team who could also look at a recovery plan **NR** could join the Tim team. What do you think?

[20/03/2020, 19:59:21] **Personal Data** video omitted

[20/03/2020, 19:59:21] **Personal Data** image omitted

[25/03/2020, 15:07:31] **Personal Data** video omitted

[25/03/2020, 15:08:41] **Personal Data** Pretty much sums it up!

[26/03/2020, 11:00:36] **Personal Data** image omitted

[26/03/2020, 11:05:43] **Personal Data** Ouch.

[09/04/2020, 20:33:15] **Personal Data** Andrew G - hope you're raising a glass of champagne after your performance at today's press conference? Please can we all have a masterclass? 🍷

[09/04/2020, 21:33:29] **Personal Data** Well done Andrew. I didn't see it due to the inevitable buckets full of work... But from Shan's message sounds like it went well. Good for you! Tracey

[09/04/2020, 21:35:29] Andrew Goodall: Thanks both - Glad another one over thanks - it's not my favourite part of the week or role but has become important - Stay safe all A

[09/04/2020, 21:38:10] **Personal Data** You too, Andrew. Very good clip of you on the news. 🍷🍷

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