

## 6.2. Decision Making

- 6.2.1 Some HSSG decisions taken during COVID focused on minimising the immediate impact and harm. There is concern about the wider impacts and unintended consequences of this short term decision making.
- 6.2.2 Whilst there was a wealth of information being communicated across HSSG, at times, there were challenges in understanding what data and evidence was being used to underpin decision making.
- 6.2.3 It was not always clear as to where the ownership of decision making should lie, who should be involved and where decision making should be escalated/transferred to. It was not clear as to how the HSSG structure fitted with wider Welsh Government ExCOVID structure.
- 6.2.4 The recording of decisions and risk tracking significantly improved after the first review, however, the process of recording minutes, actions, decisions and risks still varies across the group.

### **Points for consideration:**

- *How can we ensure the same pace of decision making and risk taking that was allowed during the pandemic response is maintained whilst ensuring the right governance and scrutiny process is still undertaken?*
- *What is the role of the Information Hub in an emergency? And how can the Hub facilitate the way HSSG uses data and information to inform decision making?*
- *How does HSSG distinguish between decisions in relation to the ongoing Covid response, recovery and regular routine business, including work programme, structures, roles and responsibilities?*
- *Does HSSG need to formally review its response structures and decision making processes to current and future risks specifically through the lens of the 5 harms?*

## 6.3. Governance and Accountability

- 6.3.1 Changes in the establishment of HSSG groups and sub groups were not always communicated to staff effectively. There appeared to be some duplication between the outputs of some of the groups.