

PAN WALES COVID-19 LESSONS MANAGEMENT PROJECT BOARD

Lessons Identified Register

Author		Version	Date
NR	JESG Co-ordinator CCNS, Welsh Government	0.210	24 February 202203 March 2023

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Document History

Version No	Date	Reason For Change	Author	Status
0.1	22/07/2020	Document created from existing version, to incorporate and theme recommendations from SCG Debriefs with 10KV recommendations	NR	Active
0.2	30/07/2020	Document updated following Project Board meeting on 30/07/2020		Active
0.3	04/09/2020	Document updated in consultation with: NR		Active
0.4	05/08/2020	Document updated with tracking and performance templates added. PHW added to 6 and 11, as per TC letter to RK.		Active
0.5	06/08/2020	Document updated following meeting with SCG Chairs and PHW on 06/08/2020		Active
0.6	07/08/2020	Document updated following Project Board Support Team meeting, including adding timeframes for completion.		Active
0.7	07/08/2020	Further updates received from JH in relation to timeframes and required actions.		Active
0.8	12/08/2020	Additional target dates for completion added during Project Board Support Team meeting		Active
0.9	13/08/2020	Review and added suggested actions to support completion added during Project Board Support Team meeting		Active
0.10	20/08/2020	Review and added suggested actions to support completion added during Project Board Support Team meeting		Active
0.11	08/09/2020	Added Dyfed Powys SCG Debrief, Exercise BAROD and SCG Chairs Workshop recommendations		Active
0.12	14/09/2020	Included updated comments on progress by PH		Active
0.13	07/10/2020	Updated by Project Board Support Group with progress against actions		Active
0.14	15/10/2020	Updated by Project Board Support Group with progress against actions		Active
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1. Introduction

The Coronavirus outbreak was declared a pandemic by the World Health Organisation Director General on 11 March 2020.

The first reported coronavirus case in Wales occurred on 28 February 2020, which was linked to return travel from Italy, with the first case of community transmission reported on 11 March 2020. The first reported death in Wales was reported on 16 March 2020. Lockdown came into force in the UK, including in Wales on 23 March 2020.

On 25 March 2020 the Coronavirus Act 2020 received Royal Assent, with The Health Protection (Coronavirus) (Wales) Regulations 2020 being introduced by the Welsh Government on 26 March 2020.

Debriefing is a requirement laid out in Emergency Response and Recovery (chapter 4), the non-statutory guidance that accompanies the Civil Contingencies Act 2004. A paper was tabled at the Joint Emergency Services Group (JESG) on Friday 22 May 2020 proposing that an interim operational review (debrief) was conducted within Wales so as to identify and learn lessons during the pandemic to improve the response in the future. JESG is made up of the most senior leaders from across the Welsh emergency services, military, Welsh Government the NHS Wales Chief Executive, as a non-statutory body with an interest in Civil Contingencies and wider collaboration activities.

It was agreed by JESG, Welsh Government and the four Strategic Co-ordinating Group (SCG) chairs in Wales that an Interim Operational Debrief was to be held virtually in Wales on 3 June 2020, just over ten weeks since lockdown was introduced. This event was the first time that a virtual debrief was held in Wales, facilitated by the Hydra Foundation, a trusted partner working with many UK police forces. The UK C19 Foresight Group assisted in this process, supported from an academic perspective by Nottingham Trent University. Welsh Government provided £25,000 to cover the costs associated with the Interim Operational Review, primarily the academic aspect.

On 3 June 2020, a total of 150 participants from 167 organisations attended the Interim Operational Review, at which point 1,371 people in Wales had lost their lives to Covid-19. A Rapid Thematic Report was received in Wales on 17 June 2020, to provide some quick highlights from the review, with the full report arriving on 8 July 2020.

A Covid-19 Lessons Management Project Board (referred to as the Project Board) was established in Wales to oversee the management of lessons identified arising from debriefs conducted into the response so far to Covid-19.

The Project Board was chaired by a Director General at Welsh Government.

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The following were invited to attend / or attended the Project Board.

Name	Role	Organisation
Reg Kilpatrick	Director General	Welsh Government
Dr Andrew Goodall	Chief Executive	NHS Wales
Tracey Cooper	Chief Executive	Public Health Wales
Jason Killens	Chief Executive	Welsh Ambulance Services NHS Trust
Sacha Hatchett	Assistant Chief Constable (SCG Chair)	North Wales Police
Jeremy Vaughan	Chief Constable	South Wales Police
NR	Deputy Head of Community Safety Division	Welsh Government
Patrick Rees	JESG Co-ordinator	Joint Emergency Services Group
Simon Wilkinson	Regulatory and Frontline Policies Officer	Welsh Local Government Association
Craig Templeton	T/Chief Superintendent (SCG Chair)	Dyfed Powys Police
Ian Roberts	T/Assistant Chief Constable (SCG Chair)	Gwent Police
Andrew Jones	Deputy Director	Public Health Wales
Albert Heaney	Director General of Social Services	Welsh Government
NR	Communications Team	Welsh Government
Glyn Fernquest	Superintendent	Gwent Police
NR	Health Department	Welsh Government
Dr Quentin Sandifer		Public Health Wales
NR	Communications Team	Welsh Government
Paul Ridley	Chief Inspector	Dyfed Powys Police
Chris Sims	Service Manager EPRR	Welsh Ambulance Services NHS Trust
NR	CCNS	Welsh Government
Meng Khaw		Public Health Wales
Claire Evans	Superintendent	South Wales Police
Jenny Gilmer	Assistant Chief Constable	South Wales Police
NR	CCNS	Welsh Government

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The Project Board met six times as follows:

- 16 July 2020
- 30 July 2020
- 9 October 2020
- 12 November 2020
- 28 October 2021
- ~~TBC (March / April 2022?)~~

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2. Purpose of Lessons Management Register

The purpose of this Lessons Register is to provide a robust summary and audit trail of how multi-agency pan Wales lessons identified through debriefing in Wales have been managed during the pandemic and how lessons have been shared.

3. Scope

This document relates to lessons identified through:

- Pan Wales Interim Operational Review (3 June 2020)
- North Wales LRF Debrief (15 July 2020)
- Dyfed Powys LRF Debrief (31 July 2020)
- South Wales LRF Debrief (16 June 2020)
- Gwent LRF Debrief (May 2020)
- SCG Chairs Course Debrief (2020)

The principal focus of this document is on dealing with the 17 recommendations made in the Interim Operational Review, however an assessment of the four Strategic Co-ordinating Group (SCG) debriefs was undertaken, to identify pan Wales multi-agency recommendations that would require the same level of pan Wales oversight. Where these recommendations were assessed as meeting this criteria, they were included within the scope of this document.

4. Project Board

Due to the complexity of Covid-19 and the imperatives to share and learn lessons as quickly as possible, a bespoke Covid-19 Lessons Management Project was established, to oversee the monitoring, implementation and progress of the recommendations, including providing a conduit to share these lessons and progress as widely as possible. The Project Board was chaired by a Director General from Welsh Government. The Project Board membership comprised of the Chief Executives of NHS Wales, the Welsh Ambulance Services NHS Trust and Public Health Wales, the chairs of the four Strategic Co-ordinating Groups (SCG's) in Wales and a representative of the Welsh Local Government Association.

The work of the Project Board was assisted by a small Project Board Support Group, consisting of members of the Welsh Government Civil Contingencies and National Security Team and the JESG Co-ordinator.

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5. Governance

The Covid-19 Lessons Management Project Board approved terms of reference on 16 July 2020 (Version 1.0). The Project Board was originally set to meet as a bespoke oversight board for a period of three months. This decision was kept under review to meet the needs of the process and adequately address the recommendations made to completion.

The membership was set as broadly as possible to capture all key stakeholders, particularly those who are assigned owners of recommendations.

6. Process

The lessons management process overseen by the Project Board can be summarised as follows:

- Agree the scope of recommendations to be overseen by the Project Board
- Assess the recommendations against the agreed criteria for inclusion to the Covid-19 Lessons Management process overseen by the Project Board
- Enter appropriate recommendations into the Lessons Management Register for consideration by the Project Board
- Project Board Support Group to prepare materials for consideration by the Project Board
- Project Board will discuss materials submitted for consideration and provide strategic direction and reach appropriate decisions.
- The Project Board Support Group will maintain accurate records in support of the Project Board and manage communications on behalf of the Project Board

To support the role of the Project Board, a dedicated mail box supported by Welsh Government was established to ensure all inward and outward communications could be managed via a single source. This would assist in managing an effective audit trail. The e mail address is: C19InterimDebrief@gov.wales

A dedicated page on Resilience Direct has been established as a central repository for all material and evidence relative to the work of the Project Board.

7. Document Archive

The debrief material arising from Covid-19 must be recognised as a key aspect of the response and how lessons were identified, learned and implemented will need to be made accessible in a non-volatile format indefinitely. The likelihood of a public inquiry in the future seems highly likely and this document and the supporting evidence referred to within it against all recommendations, will be of significant importance.

A dedicated Resilience Direct page has been established by the Project Board Support Group, on behalf of the Project Board. This is the primary secure source of all supporting material pertaining to the scope of the Covid-19 Lessons Management Project Board. The requirement to maintain resilient records indefinitely

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must be a key consideration as the Project Board ceases to meet. It is likely that the Project Board Support team will work beyond the life span of the Project Board to ensure this aspect is managed appropriately prior to transfer of responsibility and appropriate supporting documentation.

The following are recommended for consideration by the Project Board:

- Maintenance of the Resilience Direct pages beyond the closure of the Project Board
- Suitable secure secondary electronic repository using Welsh Government IT systems
- Hard copy of all material stored on Resilience Direct securely stored and archived by the Welsh Government Civil Contingencies and National Security Team

8. Project Board Closure

In order for the Project Board to sign off this document as complete and authorise the shutting down of the Project Board, recommendations must be agreed as complete and any supporting evidence gathered and stored appropriately, as outlined in this document. Where recommendations are not signed off as complete and require further work, the Project Board will ensure that an appropriate owner is agreed and the necessary communication and assurances are recorded regarding transfer of ownership of specific recommendations.

Furthermore, it is vital that the archived material is accessible to support any subsequent legal processes and that the arrangements to access documents are clear and understood.

9. Data Protection

The management of stored material on behalf of the Project Board must comply with relevant data storage regulations and any sharing of material should also ensure that data sharing regulations are adhered to.

Any Freedom of Information (FOI) requests will be managed by the Welsh Government Civil Contingencies and National Security Team.

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10. Performance Dashboard

Date	27/01/2022	
	No	%
Red	0	0%
Amber	0	0%
Green	54	100%

Total	54	100%
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RAG	Description
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	No progress by project board
	Progress being made
	Agreed as complete

The RAG rating reflects what work the Project Board are doing to progress work recommendations, and does NOT reflect what recommendation owners may or may not have done.

The current status of Lessons Identified is shown on the left. The description of the RAG status is shown below.

11. Grouping and Theming of Recommendations

The Welsh Interim Operational Review delivered a pan Wales multi-agency debrief, which made a total of 17 recommendations. This report has been treated as the primary source of debrief recommendations. The four LRF areas in Wales have conducted their own multi-agency debriefs. Each of these has been assessed to determine which, if any recommendations has a pan Wales multi-agency implication. Where it is judged that they have, they have been included into the scope of the Project Board and this process and therefore shown within this document. These debrief reports are judged to be secondary sources of debrief recommendations.

In order to arrange all recommendations into a logical format, the Project Board used the primary source (Interim Operational Review or 10KV) and sought to group and theme secondary sources (SCG Debriefs) against the primary source. This approach maximised the effectiveness of the work of the Project Board, as one action may result in multiple recommendations being addressed and therefore RAG rated as Green.

Where secondary source recommendations could not be grouped against the primary source, these would be shown as stand-alone recommendations.

Primary source recommendations are shown as a reference number, such as 1,2,3 etc. Secondary source recommendations are numbered 2.1,2.2,2.3 etc. These denote that they are secondary source and are grouped and themed against the primary source recommendation number 2. The corresponding Interim Operational Review identifying reference is also included, to allow cross referencing with the Interim Operational Review document.

Recommendations A1, A2 etc. are stand-alone secondary source recommendations that were not able to be grouped and themed with primary source recommendations.

All debrief recommendations have been assessed against the seventeen recommendations that were made in the Interim Operational Review, facilitated by the UK Foresight Group.

Of those deemed within scope, they were included into the process. Those recommendations deemed out of scope were owned by LRF's or sub groups. These are not included in this process. Therefore, only recommendations that were owned by non-LRF bodies were included into the scope.

Where recommendations are aimed at LRF's, it will be the responsibility of each LRF's to decide where these are managed within their respective structures.

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RECOMMENDATIONS

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Ref No	RECOMMENDATION	SUGGESTED OWNER	Origin
1	RAPID Recommendation 1.1: A more collaborative and coordinated approach to the development of guidance is advocated. This approach should articulate clearly where a common four nations approach is adopted, and where there are policy differences. This will support the effective coordination and duality of response and recovery across the UK in the next phase of the enduring management of Covid-19. This should also be considered ahead of time for EU transition and other types of systemic UK wide national emergencies.	WG	10kv
RAG Rating			
			Comments
		√	As the interim review took place during the transition from the planned four nations approach to the individual nations taken their own paths, the new way of working, from an operational response perspective, took time to embed. Learning from this, and the initial difficulties it caused, Welsh Government will factor in the possibility of Wales-specific response management in future planning, and ensure there is early communication with stakeholders and the Welsh public to provide clarity when such response management is being implemented. Recommendation 1.1. Discharged. Agreed by Project Board on 09/10/2020 to move from Amber to Green.
Supporting Evidence	E mail correspondence from Welsh Government Communications Team. Archived on C19 RD Pages and Welsh Government iShare.		

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Ref No	RECOMMENDATION	SUGGESTED OWNER	Origin
2	RAPID Recommendation 1.2: Recognising that devolution may lead to a different approach within Wales, the Welsh and UK Governments should agree a joint strategy on public communications to ensure greater clarity	WG / UK Government	10kv
2.5	The Welsh and UK Government to ensure any divergence in guidance between central and devolved Governments is communicated effectively to the general public in all areas of the UK. NEW 08/09/20	Welsh Government	Dyfed Powys Debrief
2.2	UK and Welsh Governments to ensure clear and effective communications on regulations and cross border variances, which are reflected in UK and Welsh Government public messaging.	Welsh Government	North Wales Debrief
RAG Rating			
			Comments
		√	<p>Linked to 1.1.</p> <p>Whilst recognising any future political differences in approach, where a Wales-specific response is necessary, the Welsh Government will develop a communications strategy to ensure that stakeholders and the general public are kept fully informed on the approach being taken.</p> <p>Agreed by Project Board on 09/10/2020 to move from Amber to Green.</p>
Supporting Evidence	E mail correspondence from Welsh Government Communications Team. Archived on C19 RD Pages and Welsh Government iShare.		

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Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
2.1	Welsh Government to ensure effective and timely communications with SCG's on key related announcements that impact on Wales, to enable sufficient opportunity for the SCG to plan for the consequences of such announcements.	Welsh Government	North Wales Debrief
2.3	WG to involve the SCG (and RCG) at an early stage in planning for any changes.	Welsh Government	Gwent Debrief
2.4	WG to ensure timely engagement of the SCG in government strategies to implement / relax measures relating to COVID-19.	Welsh Government	Gwent Debrief
2.6	Welsh Government to provide advance notice to SCG's around impending key announcements, to enable SCG's to plan and manage the consequences of such announcements. NEW 08/09/20	Welsh Government	Dyfed Powys Debrief
RAG Rating			
			Comments
		✓	Where possible, and where time constraints permit, the Welsh Government will endeavour to keep SCGs fully informed of key policy announcements in order to allow them to prepare accordingly. Agreed by Project Board on 09/10/2020 to move from Amber to Green.
Supporting Evidence	E mail correspondence between Welsh Government and SCG's. Archived on C19 RD Pages and Welsh Government iShare.		

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Ref No	RECOMMENDATION	SUGGESTED OWNER	Origin
3	RAPID Recommendation 2.1 The 22 Local Authorities to assess notable practice in delivering the response to Covid-19 to communities and involving the third sector and share widely.	WLGA / LRF's	10kv
Ref No	SCG CHAIR SUPPLEMENTARY CONTEXTUAL COMMENTS	SUGGESTED OWNER	SOURCE
	Should this also explicitly reference community resilience and approaches to the coordination of volunteering capacity? There was confusion and variance in approaches between Wales and England.	As above	SW SCG CHAIR
RAG Rating			
			Comments
		√	The Project Board will write to all Local Authority Chief Executives to ask them to consider this recommendation and to provide details, by the end of September, on how they intend to take the action forward. The Project Board will consider the responses, and will monitor progress on meeting this objective, when it re-convenes in 12-24 months.
Supporting Evidence	E mail correspondence from Welsh Government to Local Authority Chief Executives, from Reg Kilpatrick, C19 Project Board Chair. Archived on C19 RD Pages and Welsh Government iShare.		

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Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
4	RAPID Recommendation 2.2 All partner agencies to assess the appropriateness of health and well-being support available to front line workers.	LRF's	10kv
Ref No	SCG CHAIR SUPPLEMENTARY CONTEXTUAL COMMENTS	SUGGESTED OWNER	SOURCE
	I would be minded to extend this to commanders / senior leaders involved in the response phase. Concerns surrounding personal fatigue were made by several review participants. Given the decrease in resources through austerity, particularly within civil contingencies, I think a number of organisations were working beyond their capacity for prolonged periods of time.	As above	SW SCG CHAIR
	Do we need to describe LRF in more detail? Is this SCG, RCGs or LRF as a peacetime structure? Some actions may need progression in recovery.	As above	SW SCG CHAIR
RAG Rating			
			Comments
		√	<p>The Project Board has written to the Chairs of the LRFs to consider this recommendation and details have been received on how they intend to take the necessary action.</p> <p>The Project Board has written to the Chairs of the LRFs to consider this recommendation and details have been received on how they intend to take the necessary action.</p> <p>The Project Board will re-visit this recommendation in 12-24 months' time to assess evidence of how effective partner agencies have been in improving the health and well-being available to front line workers.</p>
Supporting Evidence	E mail copy of letter from C19 Project Board Chair. Archived on C19 RD Pages and Welsh Government iShare.		

Commented [PW(-C1P11)]: Given the time lapse in this since the first sentence, could this just say:

'The Project Board has written to the Chairs of the LRFs to consider this recommendation and details have been received on how they intend to take the necessary action.' I presume they have responded now?

You could then add the final line on revisiting it in 12-24 months' time.

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Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
5	RAPID Recommendation 2.3 Organisations to assess their ability to respond to prolonged and concurrent emergencies, including availability to backfill key roles.	All responder partners	10kv
Ref No	SCG CHAIR SUPPLEMENTARY CONTEXTUAL COMMENTS	SUGGESTED OWNER	SOURCE
	Again, I think the wellbeing concern should be referenced and addressed: <i>"with a particular focus on assessing the psychosocial impacts on the wellbeing of staff involved in major incident response and recovery both during and after an emergency."</i>	As above	SW SCG CHAIR
RAG Rating			
			Comments
		√	The LRFs have been asked to take this recommendation forward and provide evidence of the action taken by their member organisations. The Project Board will consider whether the recommendation has been met when it considers the evidence at its meeting in 12-24 months time. The Project Board agreed that this recommendation could be discharged and RAG rated as GREEN on 12/11/2020.
Supporting Evidence	E mail correspondence from C19 Project Board Chair to LRF Chairs and any response received. Archived on C19 RD Pages and Welsh Government iShare.		

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Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
6	RAPID Recommendation 3.1: The Welsh Government, NHS Wales and the LRFs must urgently review the alignment and awareness amongst partners of key roles and responsibilities of the multi-agency and NHS response structures to ensure the maximum integration of these to increase the coordinated enduring management of Covid-19 and other types of future major incidents.	WG / NHS Wales / PHW	10kv
Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
6.1	Review the triggers for the establishment of ECCW, and the response structures for 'Health' emergencies.	Welsh Government	Gwent Debrief
6.2	Multi-agency and NHS response structures need to be better aligned and brought closer to enhance role and responsibility definition and decision-making processes	Welsh Government / NHS	Gwent Debrief
6.3	As the overall response structure for is unlikely to alter during COVID-19, where there are other response structures in place (particularly Health related) ensure there are suitable links / governance into the SCG to be able to provide information, updates, advice and guidance, and for the SCG to be able to task out if necessary.	WG / SCG / NHS	Gwent Debrief
6.4	Publication of CONOPS guidance from Welsh Government in an emergency should be issued without delay. New	Welsh Government	South Wales Debrief
6.5	Prompt establishment of a full ECCW functionality should follow once a public health emergency is declared.	Welsh Government	South Wales Debrief
RAG Rating			
			Comments
		✓	A formal review of the Pan-Wales Response Plan will be undertaken and a task and finish group will be established to take this forward. A formal consultation with the LRFs and others will be undertaken on the potential changes, a draft revision developed, signed off by the LRFs and WRF and then tested in an exercise scenario.
Supporting Evidence	E mail correspondence from Welsh Government to announce and share new CONOPS with LRF's. Archived on C19 RD Pages and Welsh Government iShare.		

Commented [PW(-C1P12): A review of the plan will be undertaken and a task and finish group will be established. A formal consultation will be undertaken. Get rid of the 'shoulds'.

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Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
7	RAPID Recommendation 3.2: All responder agencies should ensure a sufficient trained and accredited cadre of staff are used to continue to support an effective and sustained response and recovery.	Individual LRF Agencies	10kv
Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
7.1	All partner agencies to consider organisational command resilience at strategic and tactical levels, to ensure they have sufficiently trained, exercised and experienced personnel to ease over reliance on individual staff members.	Individual LRF Agencies	North Wales Debrief
7.2	All partner agencies to ensure that attendees at Strategic and Tactical Co-ordinating Groups are appropriately trained and exercised to operate at these levels.	Individual LRF Agencies	North Wales Debrief
7.3	All Category 1 partners to build in to specific job descriptions the requirement to undertake relevant Civil Contingencies/LRF training and exercising and refresher training. This should assist with work force succession training.	Individual LRF Agencies	North Wales Debrief
7.4	All LRF partners' agencies should ensure that they have sufficient numbers of trained and exercised commanders to attend SCG and TCG meetings for a sustained response. NEW 08/09/20	Individual LRF Agencies	Dyfed Powys Debrief
RAG Rating			
			Comments
		√	<p>It is recommended that this matter needs to be included in the review of civil contingencies commissioned by Welsh Government. The review must look at all options to identify national training needs and deliver the appropriately accredited training to ensure all staff, with roles to play in emergency response, are suitably trained to fulfil those roles. This must be a cost-effective, fully funded, enduring solution.</p> <p>A letter was sent from Reg Kilpatrick in his capacity as Senior Co-ordinating Officer of the Project Board, asking the four LRF Chairs to consider the recommendation and to respond to him by Wednesday 9th September. Two responses received and two outstanding on this matter.</p> <p>The responses from the LRFs are to be fed into the discussion on the future of training and exercising under the review. The Project Board could also monitor progress on this when it meets again.</p> <p>Agreed by Project Board on 09/10/2020 to move from Amber to Green.</p>

Commented [PW(-C1P13): Could we add something here about Reg writing to Ffion to ensure that this is captured by the review? Also, the responses from the LRFs to be fed into the discussion on the future of training and exercising under the review. The Project Board could also monitor progress on this when it meets again.

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		<p>A process to ensure annual training needs were identified was circulated to key stakeholders on 13/11/2020 to further strengthen this matter going forward.</p> <p>The Chair of the C19 Project Board has written to the Director of Risk, Resilience and Community Safety at Welsh Government in a letter dated 6 March 2023 to ensure that the CCNS Team include this in the aforementioned review.</p>
Supporting Evidence		<p>A copy of the Wales Learning and Development Group (WLDG) Training Needs Analysis, a Central Delivery Unit (CDU) proposal paper for JESG, a copy of the Post Event Reports from Exercise Wales Gold Lite for 2020 and 2021. Exercise Wales Silver Reports. Archived on C19 RD Pages and Welsh Government iShare.</p>

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Ref No	RECOMMENDATION		SUGGESTED OWNER	SOURCE
8	RAPID Recommendation 3.3: Building on the good practice of a single Public Health Strategic Co-ordinating Support Group which provides advice to all levels, the Welsh Government and LRFs should consider where other national level groups of this kind could provide a more effective option than separate LRF groups for Covid-19 and other national emergencies.		WG / LRF's	10kv
RAG Rating				
			Comments	
		√	The Project Board will write to Welsh Government to ask that the use of national groups, and their potential effectiveness, to be fully considered within the review of civil contingencies. The outcome will be considered by the Board in 12-24 months' time.	
Supporting Evidence		E mail from Welsh Government, expressing the position that there was no current appetite to implement this recommendation in other areas. Archived on C19 RD Pages and Welsh Government iShare.		




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Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
9	RAPID Recommendation 4.1: The Welsh Government working with key partners should clearly agree a Covid-19 strategy for Wales. This should be published and reviewed regularly, with and by, response and recovery partners to support and promote a coordinated approach across Wales.	WG	10kv
RAG Rating			
<div></div>	<div></div>	<div></div>	Comments
	<div>√</div>	Coronavirus Control Plan for Wales, 18/08/2020. Released by Welsh Government. Copy of plan to be archived with this action, for evidence. Agreed by Project Board on 09/10/2020 to move from Amber to Green.	
Supporting Evidence	Coronavirus Plan for Wales latest iteration released 14 July 2021. Ensure all iterations are archived and it is made clear the start and end date for each iteration. Archived on C19 RD Pages and Welsh Government iShare.		

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Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
10	RAPID Recommendation 4.2: The Welsh Government should rapidly review the existing decision making structures and (non-formal/alternative) networks to ensure an agile and collaborative approach to decision making facilitates effective decision making and information sharing across Wales and at all levels. This should include an assurance regime to effectively test and embed any new and untested recovery and response structures.	WG / LRF's	10kv
RAG Rating			
			Comments
	✓		<p>It is recommended that this matter needs to be included in the review of civil contingencies commissioned by Welsh Government.</p> <p>The Chair of the C19 Project Board has written formally to the Deputy Director of CCNS to ensure this is captured and included in both the review and the revision of the Pan Wales Response Plan.</p>
Supporting Evidence	Establishment of a Director for Covid Response at Welsh Government, SCG / RCG Chairs Group (Chaired by Welsh Government) / Public Health Wales Strategic Co-ordinating Support Group (Chaired by PHW) were bespoke structures that delivered added value to the response, as well as the Technical Advice Cell (TAC). These structures evolved and sought to address response requirements and such arrangements remained under review, to ensure they remained fit for purpose. Archived on C19 RD Pages and Welsh Government iShare.		




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Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
11	RAPID Recommendation 5.1: To ensure an effective response and recovery the Welsh and UK Government should adopt a transparent approach to sharing scientific data and decision making at all levels and ensure that, where appropriate, this is underpinned by a transparent ethical framework.	WG / UK Government / PHW	10kv
Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
11.1	TAC must ensure that all SCG partners receive timely quality modelling data that is able to be interpreted by the SCG and that is of sufficient granularity to support local planning requirements.	Welsh Government TAC	North Wales Debrief
11.2	The issue of new modelling data should be effectively communicated to all key stakeholders when new versions are released by the TAC.	Welsh Government TAC	North Wales Debrief
11.3	Consideration should be given to provide likely scenario planning to the SCG as well as the Reasonable Worse Case Scenario (RWCS).	Welsh Government TAC	North Wales Debrief
11.4	R – Welsh Government TAC should share RWCS modelling data with SCG partners in a timely manner, including excess death modelling.	Welsh Government TAC	South Wales Debrief
11.5	WG TAC modelling provided to SCG's should be focussed on a local level of granularity, that enables SCG's to make reasonable decisions based on local level modelling. NEW 08/09/20	Welsh Government TAC	Dyfed Powys Debrief
11.6	WG TAC modelling data should be shared with all SCG partners in a timely manner and should be in a format that is easily useable by SCG members. NEW 08/09/20	Welsh Government TAC	Dyfed Powys Debrief
11.7	Welsh Government to consider how advice on interpreting RWCS guidance to SCG's can be supported appropriately. NEW 08/09/20	Welsh Government TAC	Dyfed Powys Debrief
11.8	Welsh Government to consider how advice on interpreting RWCS guidance to SCG's can be supported appropriately. NEW 08/09/20	Welsh Government TAC	Dyfed Powys Debrief
RAG Rating			
			Comments
		√	How scientific and technical advice is provided and shared in Wales during pandemics needs to be fully reviewed. The current arrangements need to take into consideration the concept of a Technical Advice Group in future planning. This should be undertaken as a project under the Wales Resilience Partnership Team and fed into the general review into civil contingencies. Progress on this will be considered by the Project Board in 12-24 months.

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Supporting Evidence	Each iteration of the RWCS uploaded to the Project Board RD page and archived on iShare. A sample of the minutes from the Public Health Wales Strategic Support Group to be placed in the RD and iShare archive, with a signpost to how further minutes of this group can be obtained. The same principles apply to the SCG Chairs Group minutes. Archived on C19 RD Pages and Welsh Government iShare.
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Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
12	RAPID Recommendation 5.2: Communication between LRFs, Welsh Government and Public Health Wales needs to be immediately enhanced to deliver effective, timely and bi-directional information sharing in an ongoing public health emergency.	WG / PHW / LRF's	10kv
12.1	PHW to assess and review existing suitability of how PH advice and support is provided to the SCG in a timely manner.	Public Health Wales	South Wales Debrief
12.2	The ability to support the SCG to interpret and meaningfully utilise modelling data on a local basis must be supported by a public health expert at the SCG in real time, to ensure the gather information and intelligence element of the joint decision model (JDM) is adequately supported in a health emergency.	Public Health Wales	North Wales Debrief
12.3	PHW to consider how they can best meet the requirements for timely inputs into SCG meetings, particularly in relation to the gather information and intelligence aspect of the joint decision model (JDM). NEW 08/09/20	Public Health Wales	Dyfed Powys Debrief
RAG Rating			
			Comments
		√	<p>The PHW attendance at SCGs was an issue for a prolonged public health emergency on the scale of Covid 19. Work on sustainable solutions for public health emergencies needs to be covered in the revision of the Pan-Wales Response Plan and included in the Communications section, with consideration in the review of civil contingencies in Wales. <u>The Chair of the C19 Project Board has written to the Director of Risk, Resilience and Community Safety at Welsh Government to ensure that the CCNS Team include this in the aforementioned review.</u> The chair of the C19 Project Board has written to the Deputy Director CCNS to ensure this is included in the review of structures in Wales. (Note – added for V.20, letter has been drafted)</p> <p>Agreed and RAG rated as GREEN at Project Board on 12/11/2020.</p>
Supporting Evidence	Public Health Wales support to SCG's was provided via a weekly Friday meeting that all SCG Chairs were invited to. A sample of the minutes from the Public Health Wales Strategic Support Group to be placed in the RD and iShare archive, with a signpost to how further minutes of this group can be obtained.		

Commented [PW(-C1PI4): This also needs to be included in Reg's letter to Ffion.

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Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
13	RAPID Recommendation 6.1: The Wales Learning and Development Group should rapidly develop a common debrief methodology and shared learning mechanism to ensure learning and good practice is captured, shared and acted upon in real time, to both mitigate harm now, and influence the future response, to Covid-19.	WLDG	10kv
Action Required to Discharge Recommendation			Target Date for Completion
The establishment of the Project Board addresses this recommendation in full. CLOSED: Awaiting sign off from the Project Board on 11/09/2020.			Completed on 16/07/2020, as 1 st Project Board met.
RAG Rating			
			Comments
		√	<p>Now that the wider issue has been highlighted by this review, a paper was tabled to the Joint Emergency Services Group (JESG) outlining a proposal to establish a resourced and funded central delivery unit in Wales, to manage training, exercising and management and tracking of lessons identified. This is with the Welsh Government CCNS to develop in partnership with stakeholders and the WLDG.</p> <p>This will be a critical feature of the review of civil contingencies and the Board will use the opportunity to write to the WG CCNS to ensure that the lasting solution to learning lessons, not just for Covid but all emergencies, is fully implemented.</p> <p>This needs to be reviewed by the Project Board in 12-24 months.</p> <p>The establishment of the Covid-19 Lessons Management Project Board as a co-ordinating body to oversee debrief recommendations with approved terms of reference, is the first step towards addressing this recommendation in the longer term. The concept of the Project Board will help inform future approaches and will be included in the review.</p> <p>Check on the date this was agreed Green by PB.</p>
Supporting Evidence	A copy of the minutes of each C19 Project Board meeting demonstrates this action as being completed. Archived on C19 RD Pages and Welsh Government iShare. JESG CDU Proposal paper.		

Commented [PW(-C1PI5)]: Is the CDU to be run as a pilot? If so, it needs to be included here plus the fact that the outcome of its operation will feed into the training and exercising part of the review into civil contingencies. To round it off, the Project Board could consider progress when it meets in 12-24 months.

The final line that the concept of the Board will help inform future approaches and will be included in the review.

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Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
14	Recommendation 6.2: The Welsh Government should review the national training, exercising and competency framework for the management of major incidents to improve the capability, capacity, and sustainability of the multi-agency response across Wales. It should introduce arrangements that provide clear assurance that agencies and individuals at all levels are fully prepared to deliver an effective and coordinated multi-agency response to all foreseeable risks.	WLDG / WG	10kv
14.1	Welsh Government to consider the options to enhance training and exercising compliance in Wales, through available devolved executive functions under the Civil Contingencies Act 2004.	Welsh Government	North Wales Debrief
14.4	The ability to meet the training needs of organisations (quality and quantity) through an appropriately resourced and funded training programme, taking cognisance of current and future training standards, should be considered as part of the Pan Wales Lessons Management Project Board, to ensure a solution is developed for Wales, that complies with relevant training and exercising standards. NEW 08/09/20	WLDG	SCG Chairs Workshop Post Event Report
RAG Rating			
			Comments
		√	<p>This will be addressed through the planned review of civil contingencies structures in Wales, as this is a recurring issue which should be examined thoroughly to find a lasting solution. It should also be carefully considered as part of the Welsh Government exercising their devolved executive functions under the CCA 2004. This has been reflected in a letter from the Chair of the C19 Project Board to the Deputy Director CCNS. (Note – added for V.20, letter has been drafted)</p> <p>WLDG and WG to produce a paper for consideration on the future training, exercising and competency framework for Wales. Paper submitted to JESG, with discussions ongoing between WG and LRF Chairs, to establish a full time resource to deliver pan Wales multi - agency major incident training and exercising and management of lessons identified.</p> <p>Recommend Project Board consider this as complete with the supporting evidence provided at September 2021 meeting.</p>
Supporting Evidence	<p>14.4 A paper was tabled at the Joint Emergency Services Group (JESG) that highlighted a risk around sustainable delivery and a range of solutions were presented. JESG agreed to scope how this may be taken forward and linked with the LRF Chairs Group to progress wider stakeholder support. Evidence to support this includes papers submitted to JESG and minutes of the decisions taken in support of this matter.</p>		

Commented [PW(-C1P16)]: This will be addressed in the review. Include in Reg's letter and the outcome considered by the Project Board. It rounds things off and doesn't leave it open-ended by passing it over to the review without checking on the outcome.

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			The Wales Learning and Development Group (WLDG) have produced a training needs analysis process for LRF's to self-determine training needs, to inform an appropriate training programme. Archived on C19 RD Pages and Welsh Government iShare.		
Ref No	RECOMMENDATION			SUGGESTED OWNER	SOURCE
14.2	SCG Chairs Courses should be run in 2020 to deliver against the appetite expressed in the feedback from this event. NEW 08/09/20			WLDG	SCG Chairs Workshop Post Event Report
RAG Rating					
<div><div></div><div></div><div></div></div>			Comments		
		✓	The WLDG ran an SCG Chairs Course on October 28 th 2020. Agreed by Project Board on 09/10/2020 to move from Amber to Green.		
Supporting Evidence			SCG Chairs courses were delivered in 2020 with plans to deliver these in 2021. Evidence to support this is provided via the 2020 WLDG training plan and associated training documentation and evaluation reports. Archived on C19 RD Pages and Welsh Government iShare.		

Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
14.3	Exercise Wales Gold Courses should resume as soon as is practically possible, to provide training opportunities for attendees (and others) to gain and maintain competence in their role. NEW 08/09/20	WLDG	SCG Chairs Workshop Post Event Report
RAG Rating			
<div><div></div><div></div><div></div></div>	Comments		
		✓	Agreed by Project Board on 09/10/2020 to move from Amber to Green.
Supporting Evidence	Exercise Wales Gold Lite was delivered in 2020 and 2021 as a one day virtual course for strategic delegates. Evidence of these courses having taken place is provided via the relevant training plans and post event reports. Archived on C19 RD Pages and Welsh Government iShare		

Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
15	Recommendation 7.1: Building on the innovative and enabling practices developed in response to Covid-19, the Welsh Government working with stakeholders, should evaluate how they can better support integrated and multi-agency working during a major/national incident and ensure enough resources are made available to support delivery. This should be tracked and evaluated by an appropriate body.	WG	10kv
Ref No	SCG CHAIR SUPPLEMENTARY CONTEXTUAL COMMENTS	SUGGESTED OWNER	SOURCE
	As above, should this apply to WG funded executive agencies e.g. PHW?	As above	SW SCG CHAIR
RAG Rating			
			Comments
		√	<p>This recommendation will be included in the review. This has been reflected in a letter from the Project Board to the Deputy Director of CCNS. (Note – added for V.20, letter has been drafted)</p> <p>Recommend this turns green. Virtual partner's room, training, exercising etc. SCG Chairs weekly meetings, Bird Tables held virtually, SCG's across Wales delivered virtually. PHW Strategic Support Co-ordinating Group delivered virtually. These arrangements evolved organically and are constantly self-evaluated to determine effectiveness and amended as required, via established Welsh Government and Local Resilience Forum structures.</p> <p>For PB to consider at September 2021 meeting.</p>
Supporting Evidence		<ol style="list-style-type: none"> 1. Virtual meetings were held for a variety of forums and groups via MS Teams 2. ECCW designed and implemented a virtual partners room via MS Teams 3. Exercise Wales Connect activation exercises <p>Archived on C19 RD Pages and Welsh Government iShare.</p>	

Commented [PW(-C1P17): Again, include in the letter and round off by consideration of the outcome by the Project Board.

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Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
16	Recommendation 7.2: Building on the ongoing lessons learnt from Covid-19, the Welsh Government should lead a comprehensive review into how civil contingencies is being delivered across Wales at all levels in order to develop an effective, integrated and properly resourced civil contingencies framework that provides the capability, capacity and resilience required to meet current and future challenges in an agile, flexible and sustainable way.	WG	10kv
RAG Rating			
<div> <div></div> <div></div> <div></div> </div> Comments			
	<div> <div>√</div> <p>Welsh Government has given an undertaking to formally review Civil Contingency structures in Wales, through an independent review, which is subject to a tender process and will be completed and report back to the Welsh Government in 2022.</p> <p>For completeness, the chair to write to the Deputy Director of CCNS on behalf of the Board, to ensure that all recommendations identified for the review are taken forward. (Note – added for V.20, letter has been drafted)</p> <p>The Project Board can re-convene at the completion of the civil contingencies structure review to evaluate the outcomes in terms of addressing these recommendations.</p> </div>		
Supporting Evidence	Welsh Government documents showing progress of any review – including terms of reference and minutes. Archived on C19 RD Pages and Welsh Government iShare.		

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Ref No	RECOMMENDATION		SUGGESTED OWNER	SOURCE
17	Recommendation 7.3: The Welsh Government needs to engage UK Government to examine the effectiveness of the civil contingencies legislative framework in the context of learning from Covid-19.		WG / UK Government	10kv
RAG Rating				
			Comments	
		√	Whilst this is out of the scope of WG and is a matter for UK Government, the Welsh Government will press for involvement in any review of legislation. The chair of the Project Board will write to the Deputy Director of CCNS to ensure this is undertaken.	
Supporting Evidence			A letter from the Project Board Chair to the Deputy Director of Civil Contingencies and National Security to clearly communicate the need to engage UK Government on this matter and that any progress is documented appropriately. Archived on C19 RD Pages and Welsh Government iShare. (Note – added for V.20, letter has been drafted)	

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Non Grouped LRF Debrief Recommendations

Ref No	RECOMMENDATION		SUGGESTED OWNER	SOURCE
A1	Publishing standard guidance to completing situation reports in a timely manner should be considered		Welsh Government	South Wales Debrief
RAG Rating				
			Comments	
		√	Revised guidance on situation reporting have been published by Welsh Government. Need date of circulation including evidence and a copy of the guidance to archive with this action. Agreed by Project Board on 09/10/2020 to move from Red to Green.	
Supporting Evidence			A copy of the guidance for completion of a SITREP and a sample of completed SITREP. Archived on C19 RD Pages and Welsh Government iShare.	

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Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
B1	Welsh Government to issue clear guidance on Sitrep reporting to all SCG's in Wales that is developed and understood collectively. NEW 08/09/20	Welsh Government	Dyfed Powys Debrief
RAG Rating			
			Comments
		√	<p>There have been many variations of the suggested solutions but none of them fit all emergencies and all have been short-lived. This should be captured in the review of the Pan-Wales Response Plan where a more flexible, agile solution needs to be found or at least the development of a process to determine the format and guidance for each emergency.</p> <p>The chair of the Project Board will write to the Deputy Director of CCNS to ensure that this is included. (Note – added for V.20, letter has been drafted)</p> <p>Revised guidance on situation reporting have been published by Welsh Government. Need date of circulation including evidence and a copy of the guidance to archive with this action.</p> <p>Agreed by Project Board on 09/10/2020 to move from Red to Green.</p>
Supporting Evidence		A copy of the guidance for completion of a SITREP and a sample of completed SITREP. Archived on C19 RD Pages and Welsh Government iShare.	

Commented [PW(-C1P18): Letter and review outcome to round off the process.

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Ref No	RECOMMENDATION		SUGGESTED OWNER	SOURCE
A2	The Welsh Government, working with key partners, including the NHS, should work to enhance supply chain resilience (PPE), to meet current and future demands, based on RWCS modelling.		Welsh Government	North Wales Debrief
RAG Rating				
			Comments	
		✓	THIS MUST BE RAISED WITH WG HEALTH (DG) TO AGREE A FORM OF WORDS THAT ARE ACCEPTABLE	
			Agreed by Project Board on 09/10/2020 to move from Red to Amber.	
Supporting Evidence		Search for evidence via WG Health Team – David Goulding?? Archived on C19 RD Pages and Welsh Government iShare.		

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Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
A3	The turnaround time for test results needs to be improved to meet specified targets.	Public Health Wales	North Wales Debrief
RAG Rating			
			Comments
		√	It was reported that although test numbers are higher, a new Lighthouse Laboratory opening in Newport (UK capability), with test turnaround times in North Wales reported as over 95%. Agreed by Project Board on 09/10/2020 to move from Red to Green.
Supporting Evidence		Search for evidence via WG Health Team – David Goulding?? Archived on C19 RD Pages and Welsh Government iShare.	

Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
A4	Testing of patients prior to discharge from hospitals to Care Homes should be undertaken as a matter of routine, to manage risk appropriately to care home environments.	Public Health Wales / Health Board	North Wales Debrief
RAG Rating			
			Comments
		√	THIS MUST BE RAISED WITH WG HEALTH (DG) TO AGREE A FORM OF WORDS THAT ARE ACCEPTABLE There is a policy in place from Welsh Government, outlining this requirement clearly. Agreed by Project Board on 09/10/2020 to move from Red to Green.
Supporting Evidence		Search for evidence via WG Health Team Recommend diligence in securing evidence. Consider additional evidence such as was the policy followed?? If so, how was this measured or assessed?? Archived on C19 RD Pages and Welsh Government iShare.	

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Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
A5	In order to ensure appropriate level of representation at SCG and TCG, all partner agencies to ensure that they communicate annually, their training requirements for strategic and tactical roles, to enable training plans to be developed to reflect the needs of partner agencies. NEW 08/09/20	LRF Partner Agencies	Dyfed Powys Debrief
RAG Rating			
			Comments
		√	Agreed by Project Board on 09/10/2020 to move from Red to Amber.
Supporting Evidence	WLDG Chair has written to LRF Chairs, Chair of WRPT and WLDG to outline the requirement for the annual identification of training needs, to enable the production and delivery of an annual pan Wales training and exercising programme, to meet the needs of LRF's in Wales. This was done on 13/11/2020, with a cut-off date for feedback set for December 11 th 2020. Archived on C19 RD Pages and Welsh Government iShare. The Project Board will review this in 12 – 24 months.		

Commented [PW(-C1P19): And outcomes reviewed by Project Board in 12-24 months time.

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Ref No	RECOMMENDATION	SUGGESTED OWNER	SOURCE
A7	COVID-19 Project Board to collate and share lessons identified from other regions of the UK and make recommendations on how these lessons should inform Welsh arrangements for COVID-19. NEW 08/09/20	TBC	Exercise BAROD Debrief Final Report (04.09.20)
RAG Rating			
			Comments
		✓	RECOMMEND OUT OF SCOPE – MOVE TO GREEN. The process and capacity to manage lessons identified and notable practice will be included in the review of civil contingencies in Wales and how such lessons can be shared beyond Wales. This has been included in the letter from the Chair of the Project Board to the Deputy Director of CCNS. (Note – added for V.20, letter has been drafted) Agreed by Project Board on 09/10/2020 to move from Red to Amber.
Supporting Evidence		C19 Board meeting minutes archived on C19 RD Pages and Welsh Government iShare.	

Commented [PW(-C1P110)]: Would this also be covered by the remit of the CDU. Worth mentioning here if that's the case.

Glossary

Term	Definition
All Responder Agencies	Relates to all partners that may have been or are likely to be involved in the response to Covid-19 (over and above category 1 and 2 responders, as defined in the CCA).
Local Resilience Forum	Based on Police Force areas, LRF's are the planning structures described in the CCA.

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