

DG area: PSG**Name of contact: David Richards**

- **Stocktake of Covid 19 response**

The aim of this stocktake is to capture what worked well and identify any lessons learnt so that we can review and adjust our response arrangements to improve how we respond in the future.

Commentary	
General context	Overall I think that we are succeeding in managing the pandemic as effectively as we could. The lessons learnt exercise should be seen against a backdrop of doing even better, not because we need remedial measures.
Key Challenges	Not having enough people to do everything that we feel we need to do is the obvious challenge and we reflect on that and discuss it regularly of course. But ensuring the optimum distribution of the people that we do have is something which we can control so that is a real challenge for us. Resilience and burn-out, and possibility losing the goodwill of staff, is a real risk. And I think that our other biggest challenge is organisational ambiguity – not being sufficiently clear about roles and accountabilities.

- **Response table – please summarise key point(s) under each area to consider heading.**

Areas to consider	Observations: What do you think went well?	Observations: What do you think worked less well? (carry into lessons learned template)
Decision-making context	Overall we have kept up with the need to make decisions at speed and to put them into practice.	I think that the decision-making structures which we have adopted have evolved out of practice rather than having been settled upon at the outset. This is not really surprising giving that this is an unprecedented situation so we have had to learn as we go along. For example. ExCovid was set up with the intention of it being the senior

Areas to consider	Observations: What do you think went well?	Observations: What do you think worked less well? (carry into lessons learned template)
		decision-making and resource allocation body under Ministers, and I think that its terms of reference still reflect that. But we have found in practice that the pace and breadth of decisions needed made it impossible for ExCovid to fulfil that role and instead it acts in a strategic co-ordination and information-sharing role, which works very well; but is not how we envisaged it at the start.
Coordination and communications mechanisms: external	Awesome. Toby and his press team are doing a brilliant job and the regular press briefings have been vital,	Don't know – not my field of expertise
Coordination and communications mechanisms: internal	I think that Shan's regular live sessions with staff have been very effective	As we all get a bit battle-weary I think that we need to do even more to explain to staff the challenges that we still face and why we need further redeployments of staff. I suggest that we should be giving more detail of what the roles are that we are needing to fill and why, at the moment, filling those roles is more important than the work that people are being taken from.
New policies and programmes for responding to Covid19	Nothing useful to add	
Staff resources and resilience	Nothing useful to add	
WG expenditure	I think that the Star Chamber mechanism has been very good and our Ministers have gone about facing up to these decisions in a very responsible way	We will soon (perhaps we are already) need to be thinking about how we will manage in a post-COVID world where we are operation with reduced budgets but in a context where Wales will have become used to the Welsh Government distributing large amounts of extra money very quickly.

Areas to consider	Observations: What do you think went well?	Observations: What do you think worked less well? (carry into lessons learned template)
Legislation and regulations	I think that everyone involved in this area is doing an amazing job. And the FM has helped a lot by being prepared to scale back the rest of the legislative programme.	
Commentary		
Challenges ahead	<p>There are two particular areas that I suggest we should include addressing as part of this lessons learned exercise:</p> <ul style="list-style-type: none"> Who does what and why. I think that we should refresh our schematic diagram of responsibilities but this time include roles, functions and accountabilities. This should include ExCovid, TAC, ECCW, Recovery Team, ExCo and all the other groups. It has evolved incrementally rather than by design and has lead to some tensions at the early stages, particularly between ECCW and policy groups. We can stop these issues developing as we go forward. Management information. Different groups receive, or produce, management information and reports on aspects of the pandemic but again this has evolved on an ad hoc basis and it is not clear to me how they relate to each other (perhaps they don't) or who uses them for what purpose. Of course the statistics on infection rates and related figures should be our main driver but apart from those I wonder if we might struggle to articulate what the management information base was which underpinned our decisions and whether it was consistent. 	
Other Comments		

- Where the response worked less well, what lessons are identified to aid continuous learning and improvement?

Replicate the table below as many times as needed; lessons may be observed where the Covid19 response worked well if wished but lessons must be observed from Covid19 responses which worked less well.

Lessons Learned Template					
Consideration Area (above)	I hope that I have covered these in what I have said earlier on in the form, though I will happily turn them into this more formal template if that would be useful/				
Lesson Learned Observation (above)					
Background Context: Situation / Activity					
Risk if changes are not made					
Recommendation:		Impact:	[colour code]	Timing:	[colour code]
Action Required:		Assigned To:		Target Date:	

Note:

- The risk assessment should inform the impact assessed and the speed of mitigation required.
- The recommendations made and actions required may, or may not, be the same.
- The impact of the observation and speed with which a mitigation is needed should be coded using the key below.
- Actions should have a target date commensurate with how quickly a mitigation is required.

What is the impact of the observation?	How quickly is a mitigation required?
Critical (<i>life and limb</i>)	Immediately (now)
Important	Short Term (1 to 3 months)
Moderate	Medium Term (3 to 6 months)
Minor	Long Term (more than 6 months)