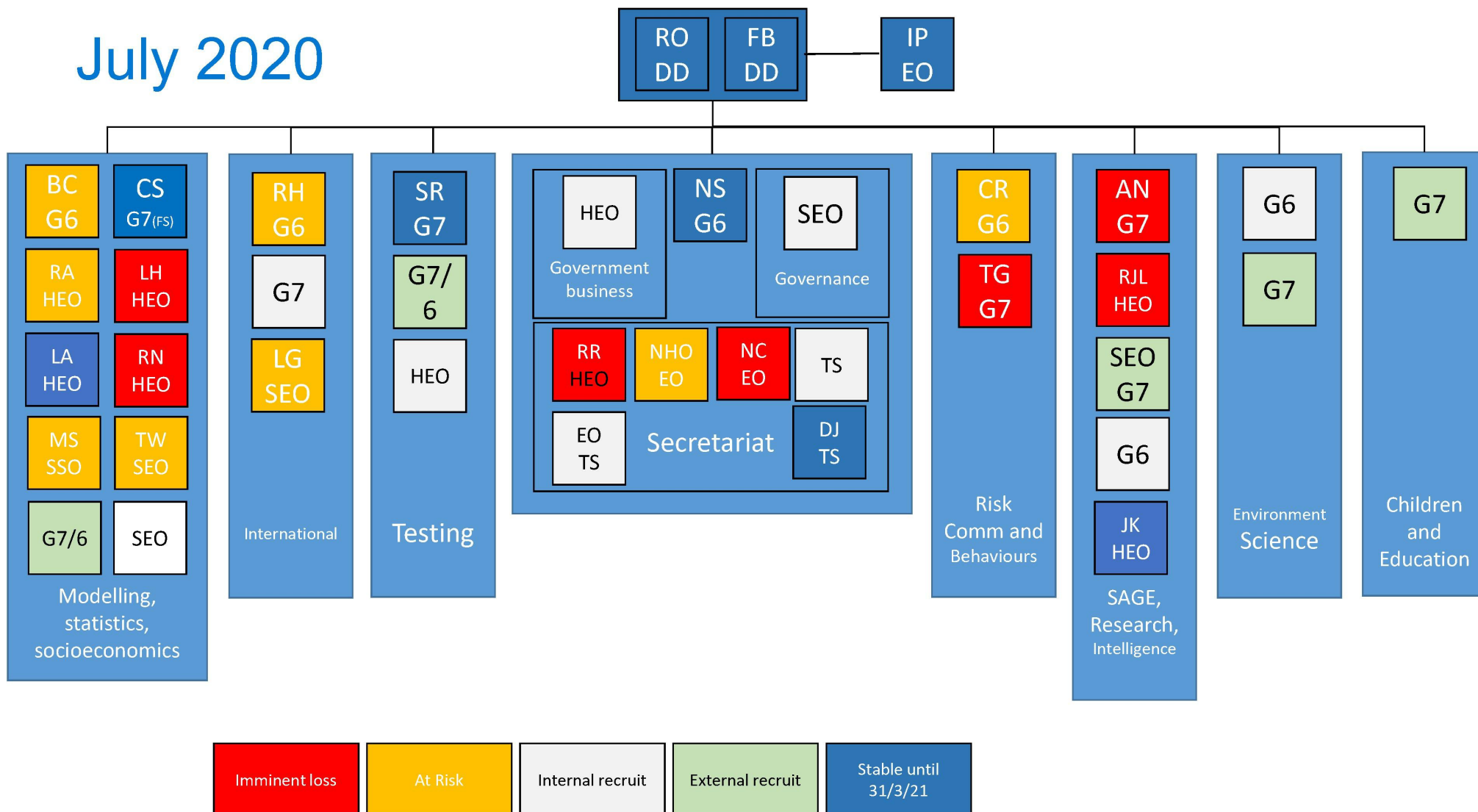
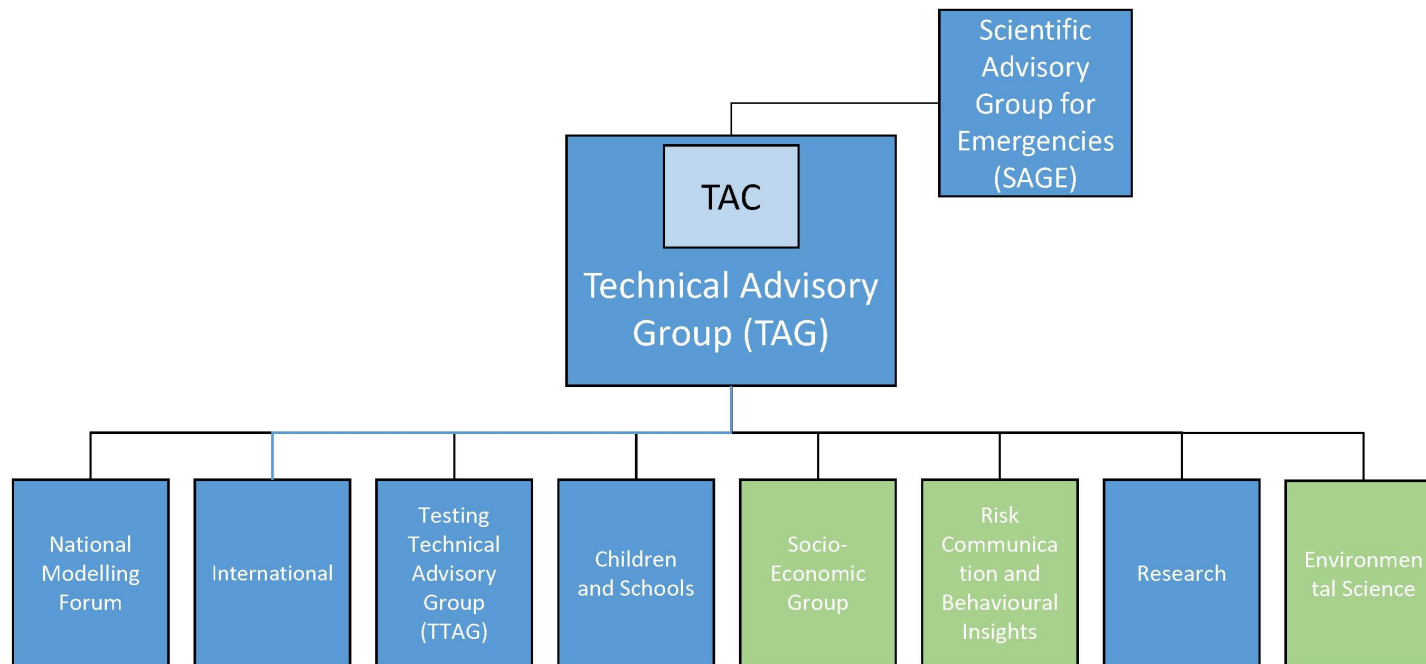


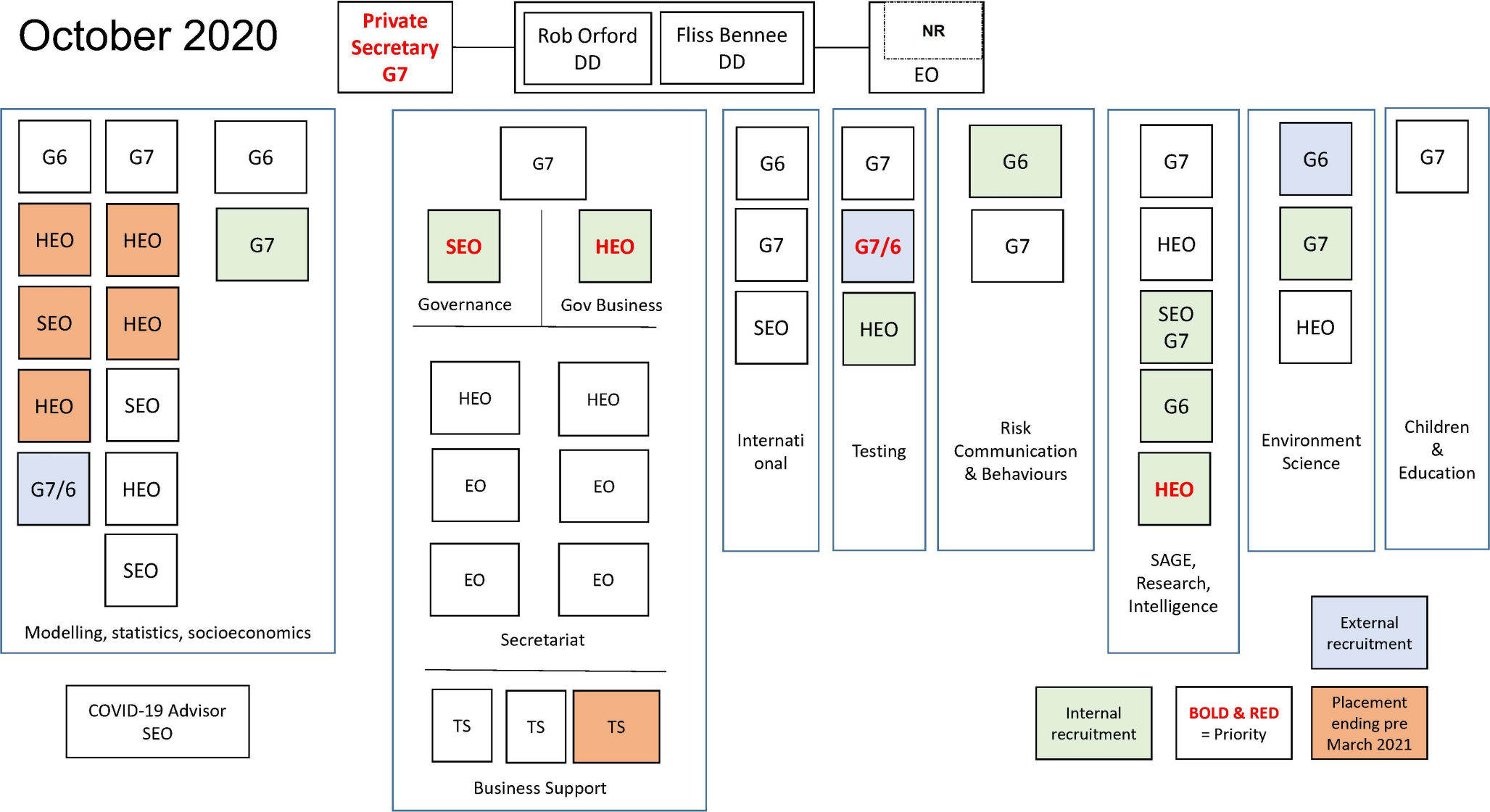
# July 2020

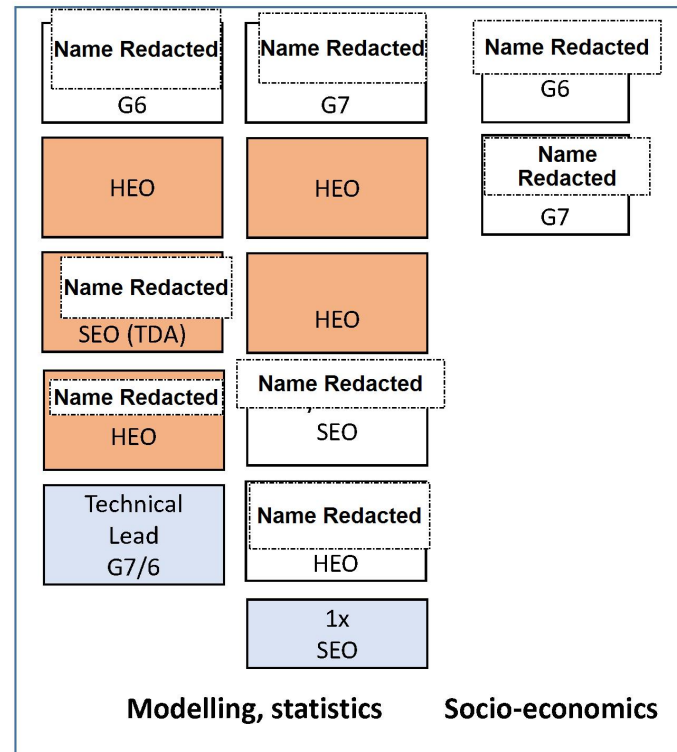
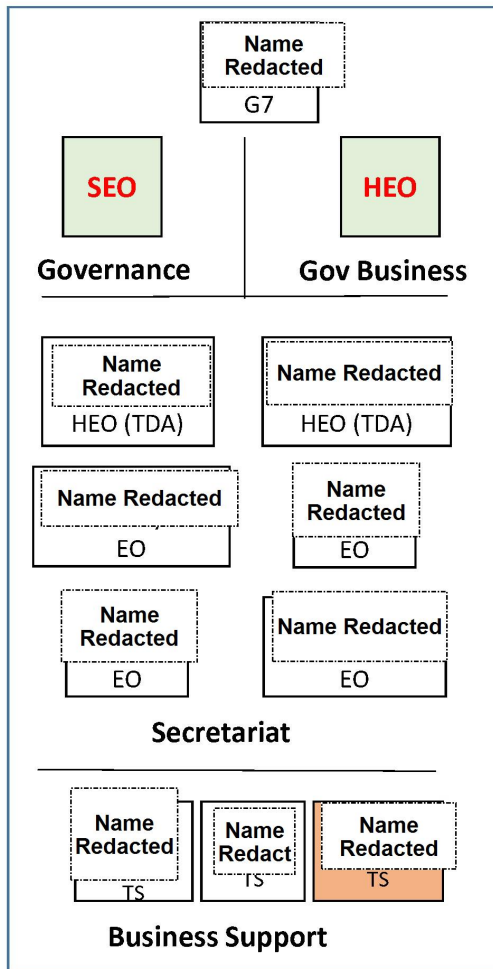




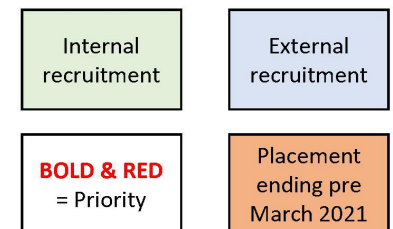
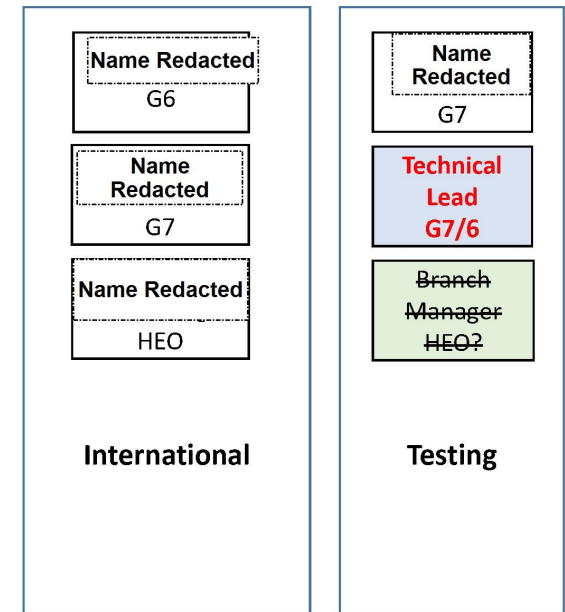
New Subgroup

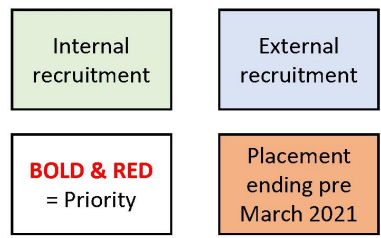
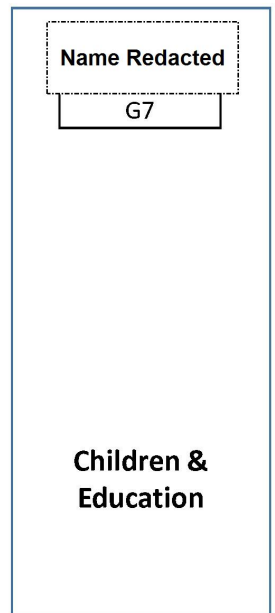
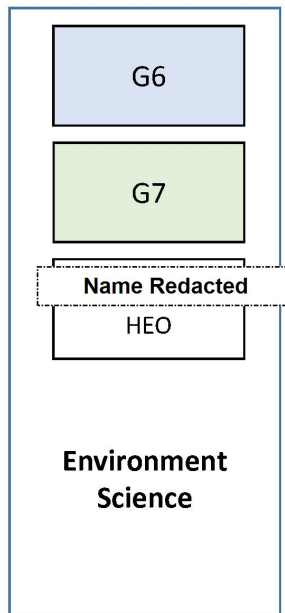
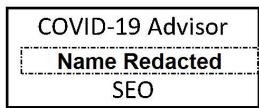
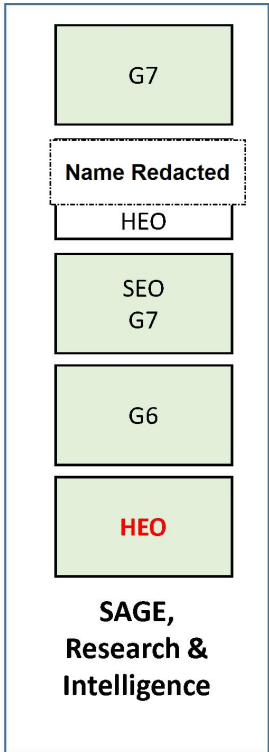
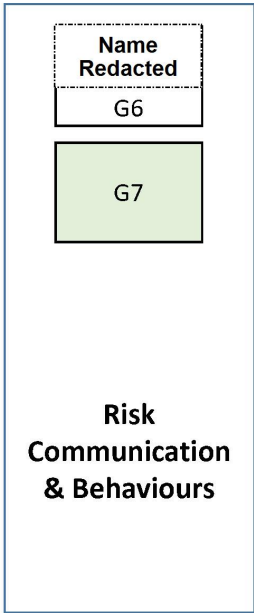
October 2020





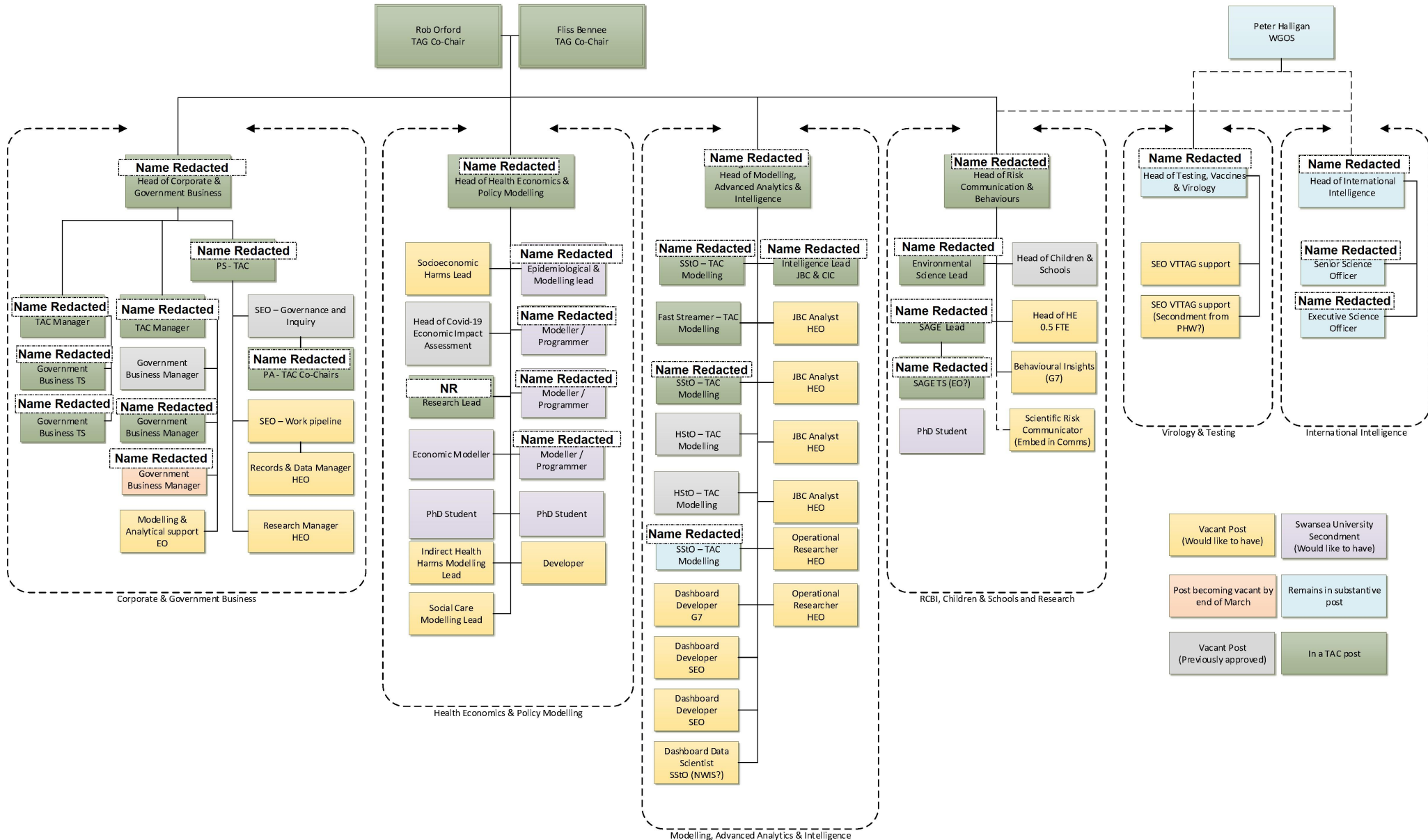
RA leaving in Dec.  
 RN/LA in post until March.  
 3 HEO posts filled outside of GSS route.  
 1 SEO post to be filled via GSS route.

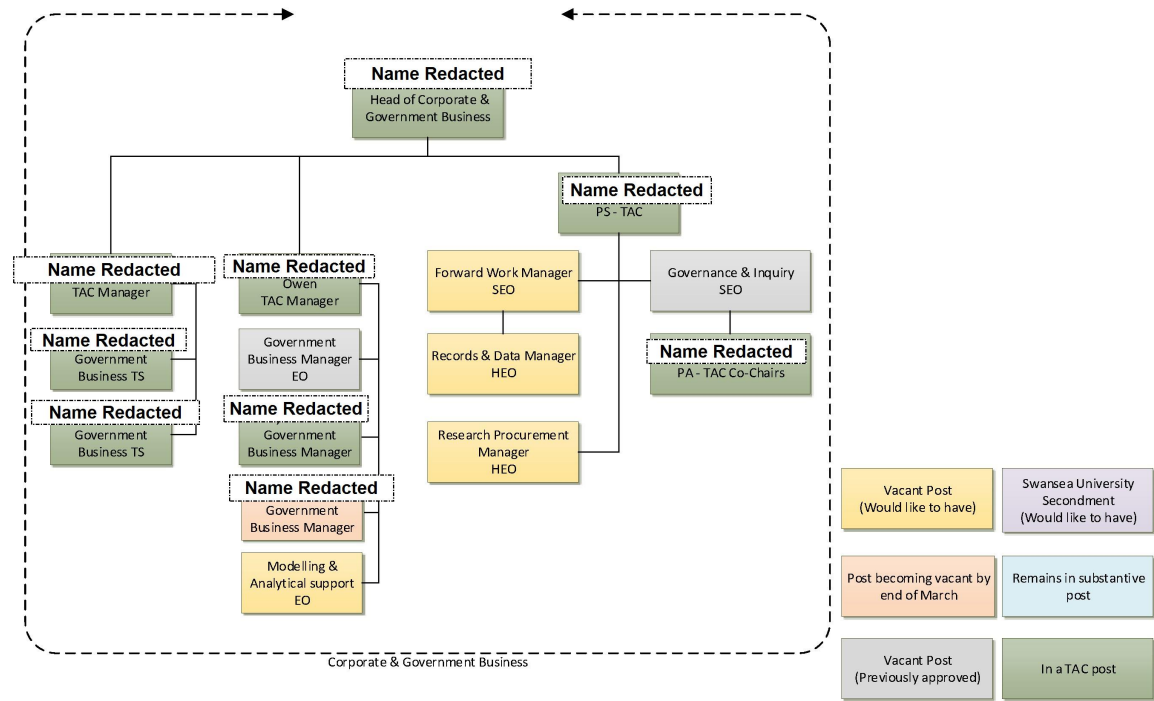




April 2021

## Technical Advisory Cell



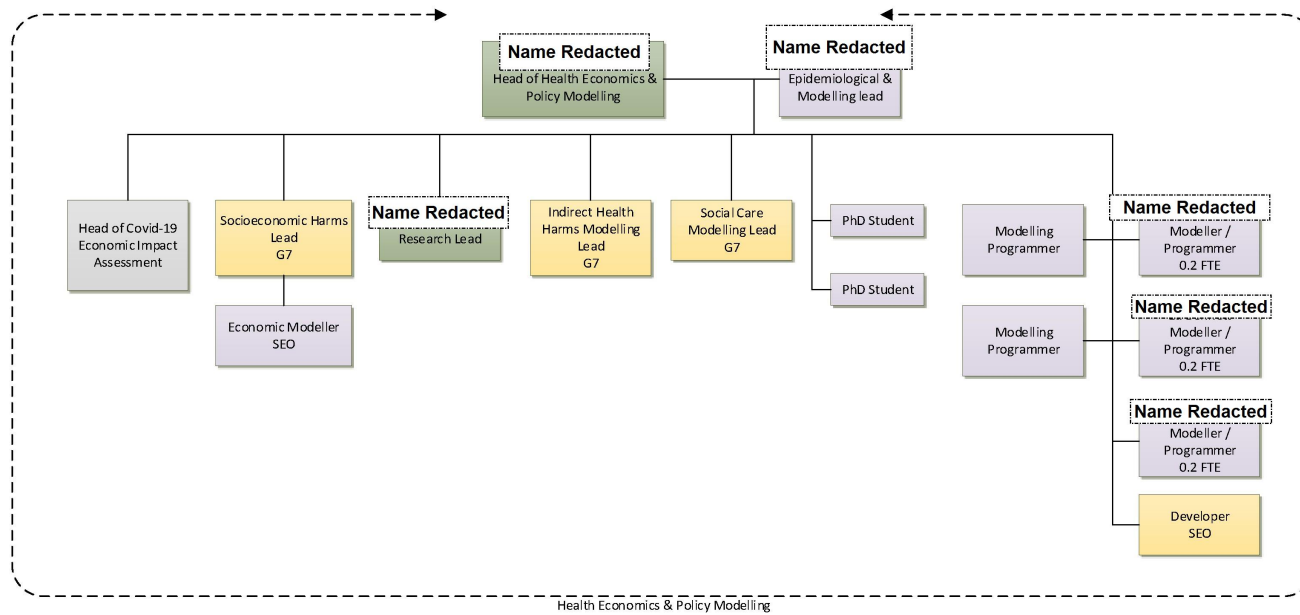


## **Corporate & Government Business**

The Corporate & Government Business team provides dedicated support to the co-Chairs, TAC, the main TAG function and the TAG subgroups. The core tasks for the team are as follows:

- ensure that the Deputy Directors of TAC receive appropriate, timely, high quality and professional advice in respect of governance and government business
- provides a high quality service to Welsh Ministers and manages the relationship with Private Offices through the management of the government business processes, ensuring all correspondence and questions are answered accurately and in a timely manner
- proactively support the relationship between TAC and senior management of HSSG and the Ministers in relation to the TAG secretariat and operation of government business and corporate governance provide a secretariat service to support TAC's advisory role in reducing the transmission, incidence and the implementation of controls related to Covid-19.
- providing full secretariat and specialist support for the Co-Chairs of TAG and the Chairs of the TAG subgroups
- managing the translation and publication of TAC and TAG publications
- managing the commissioning process for TAG from other departments of Welsh Government
- providing briefings and full archiving to Senedd Select Committees
- ensure all advice, publications and supporting information and data are archived in anticipation of future public and/or independent inquiries at Wales and UK level
- provide information management advice and guidance to the wider team
- liaising with key partners including PHW, LHBs and academia.
- manage the TAC responses to freedom of information requests and First Point of Contact correspondence
- taking an active role in UK-wide COVID-19 scientific groups such as SAGE, National Core Studies groups and the 4 Nation Modelling groups to support subject specific TAG leads

The structure represents core functions for each role but the C&GB team are a flexible resource that responds to meet the wider needs of TAC and provides relevant services at the point of demand.



Vacant Post (Would like to have)	Swansea University Secondment (Would like to have)
Post becoming vacant by end of March	Remains in substantive post
Vacant Post (Previously approved)	In a TAC post

## **Health Economics & Policy Modelling**

### **Why do we need a policy modelling team going forward?**

So far policy modelling has been useful for Welsh Government in terms of understanding the potential impact of different types of restrictions in controlling the pandemic. With vaccination roll out, the future horizon is a lot more positive but ongoing modelling is required, especially with new variants and restrictions being gradually released. This team will work closely with other teams within TAC and HSS. Although Welsh Government has carried out integrated impact assessments of covid restrictions, more technical expertise could better model the trade-offs between the costs and benefits of covid control measures, for example in terms of health harms, educational harms etc, or in terms of ongoing costs of testing, PPE and infection control to prevent spread of covid which has an opportunity cost in using scarce health resource that may be better spent on other diseases as we move out of the pandemic.

### **Some areas of focus could be:**

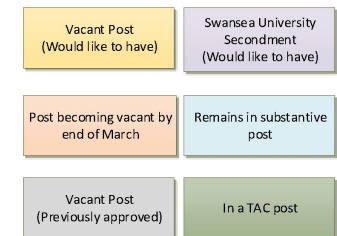
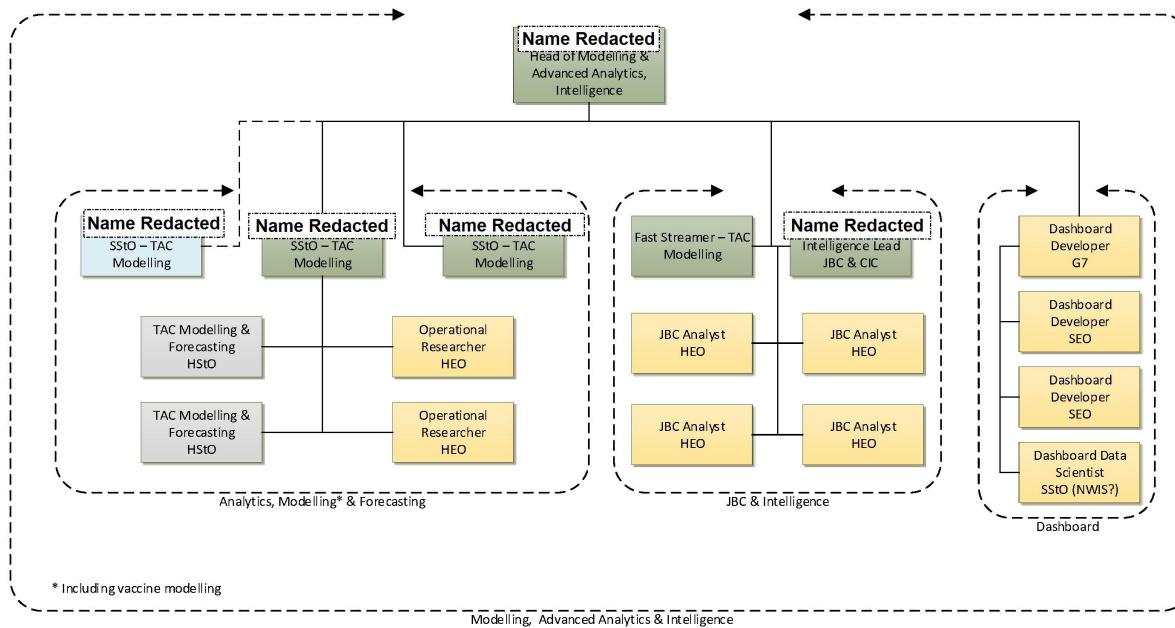
#### **1. Expanding Covid modelling –**

We would plan to have more visualisations, and have a user interface where decision makers can interact with the model in close to realtime, longer term modelling for if covid becomes an endemic virus with continuous mutations and resurgence every winter.

Depending on how important it is in future, we could model care homes and nosocomial in more detail, model demand for CPAP and HFOT, model resources (eg staff, consumables etc) in more detail. We could do more retrospective modelling to understand how the pandemic happened to better plan for future pandemics, especially if we are not in a once in a century pandemic but are at the start of an epidemiological transition where infectious diseases will start to be big killers in western countries again.

#### **2. Thinking beyond covid**

- More modelling of four harms of covid – indirect health harms, socioeconomic harms, long term QALYs and costs lost from missed education.
- Supporting modelling educational harms and mitigations
- Modelling social care demand and costs
- Modelling to support H&SC recovery
- E.g. prioritising elective procedures, understanding what resource is required – working with a VBHC approach
- Modelling long term conditions eg diabetes, CVD
- Modelling social care demands & costs over next ten years
- More modelling of Welsh Government policies (beyond health) and interactions between policies



### **Modelling, Advanced Analytics and Intelligence**

We will develop skills in **Operational Research** which are essential in optimisation modelling and decision science. This will include:

- Continued development and maintenance of the vaccine distribution model, developing alongside vaccine policy development;
- Population level protection modelling; and
- Optimisation of Non-Pharmaceutical Interventions based on differing priorities.

The group will also offer support for TAG groups with modelling evidence, notably behavioural and adherence evidence and Children and Schools.

The **Joint Biosecurity Centre (JBC)** is looking to deliver a large volume of analysis that is tailored to Welsh Minister's needs. One of the distinct barriers at the moment however is availability, understanding of and use of Welsh data. The team would support analysts in developing analysis for each of the priorities identified at the JBC prioritisation panel by the DG for Restart and Recovery. We will share learning with colleagues across Wales to develop modelling capability in Wales. We will also develop deliver coherent briefings of JBC analysis supporting its use within the Welsh Government, and providing a clear process for analysis.

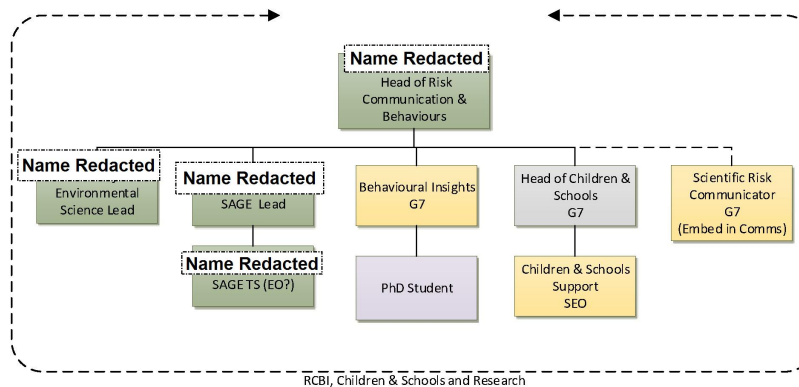
We will continue to support the development of and deliver briefings on analysis developed by **SPI-M**, including:

- Weekly forecasting for hospitalisations and deaths;
- Weekly R and growth rate consensus estimates;
- Briefings on modelling developed by SPI-M on

We will develop and maintain the publication processes for these regular statistics developed by SPI-M and JBC so that these data are published using official statistics policies and procedures where possible.

The team will maintain the **Welsh Covid Intelligence System** (Armakuni dashboard), which provides around 400 trusted partners with surveillance information. The dashboard collects data from 23 different sources of different formats (structures and unstructured), depending on the data provider. The dashboard also enables us to create and embed repeatable analysis which has been used to support processes such as the assurance of the JBC's UK Alert Level. Using dashboard, the team will provide a weekly Alert Level Assessment to support the 21-day review process for Covid Intelligence Cell.

The team will also support in delivering reactive work both in Analytics and Data Science, in addition to supporting both COVID-19 epidemiology modelling and thinking beyond COVID-19.



Vacant Post (Would like to have)	Swansea University Secondment (Would like to have)
Post becoming vacant by end of March	Remains in substantive post
Vacant Post (Previously approved)	In a TAC post

## **RCBI, Children & Schools and Research**

### **What do we do now and need to continue in the coming months?**

- Representing TAC/Welsh Government at SPI-B meetings and ensuring emerging evidence is fed into Welsh Government decision making on a timely basis.
- Evidence synthesis of behavioural insights and risk communication material and appropriate dissemination within Welsh Government and beyond.
- Working with the chair to ensure the smooth running of the Risk Communication and Behavioural insights (RC&BI) TAG sub-group, to include writing/editing papers, developing agendas based on priority issues, development of a webinar programme, contributing to discussion, representing the group on other sub-groups and a range of other inputs.
- Providing material on behavioural considerations for reports produced by other TAG sub-groups, including (but not limited to) policy modelling and education.
- Working closely with communications colleagues on aspects of the pandemic response, including Keep Wales Safe, dealing with misinformation and content development (observation) of commissioned qualitative research.
- Ensuring timely behavioural science evidence feeds through into decision making, including the ongoing reviews of restrictions, vaccine programme and responding to specific requests.
- Managing the contract with Ipsos MORI for regular behavioural insights data, providing briefings on these data, as well as those from Public Health Wales and the ONS.
- Raising the profile and value of behavioural science within Welsh Government through, for example, regular behavioural insights updates and webinars.
- Acting as a link between TAC and the Government Social Research in KAS.
- Liaison on behavioural science beyond Welsh Government, including working closely with: the PHW Behavioural Science team; four nations behavioural science group; and Cross Government Behavioural Science Network.
- Planning and making the case for building capacity in behavioural science across Welsh Government and more widely in Wales.

### **Why is this work and associated resource necessary?**

As set out in the *COVID-19 – returning to a new normal* TAG paper, the Welsh Government response (and that of governments elsewhere) has required an understanding of the behaviour of individuals and communities, alongside work on the characteristics of the virus itself. Scientific advice has been deployed across a broad spectrum of disciplines, including the behavioural and social sciences. We are entering a complex period in the pandemic where people have been living with restrictions for 12 months, the vaccine programme is being rolled out at pace and ministers are looking at how and when restrictions can be lifted (and possibly reversed). With this in mind, continuing and strengthening our ability to offer risk communications and behavioural insights advice is more important than ever. We have learnt much but the context is different and continues to evolve.

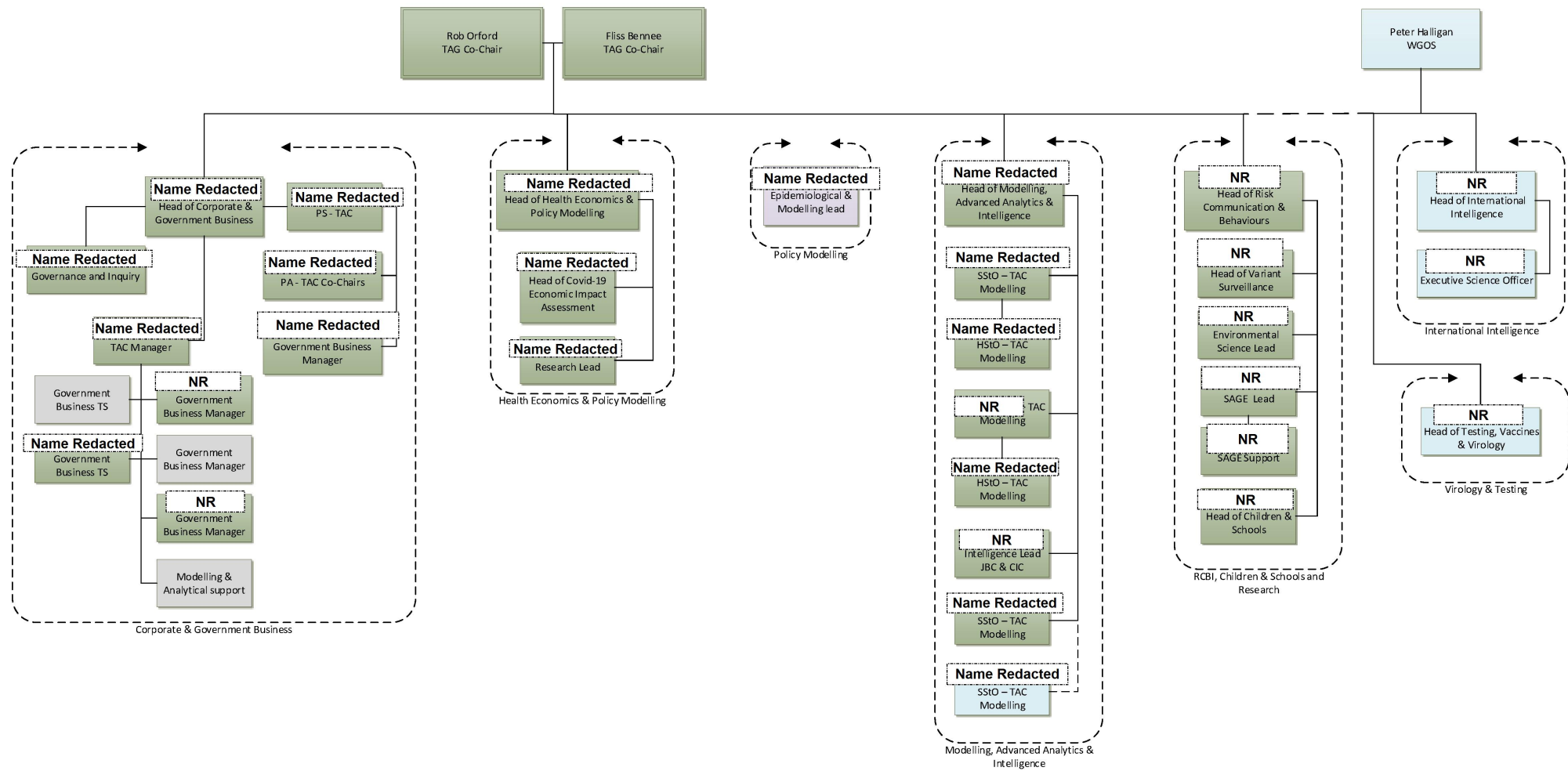
The proposed structure set out in the TAC organogram will facilitate more of the tasks noted above to be accomplished and/or in a more timely fashion. As the effective communication of risk will play an increasingly important part of the Government's response, a specific post is suggested, likely embedded within the Communications Directorate but working closely with TAC (including a dotted managerial line to ensure this link works effectively) in practice.

### **For how long?**

A six month period is suggested in the first instance (i.e. up to September 2021). This initial period will cover the gradual changes to the current restrictions, the offer of a vaccine to all adults in Wales and preparation for the autumn/winter. Longer-term, the aim is to increase behavioural science capacity across Welsh Government, with proposals for doing so forming part of the forward work programme between now and September.

September 2021

Technical Advisory Cell



Swansea University Secondment

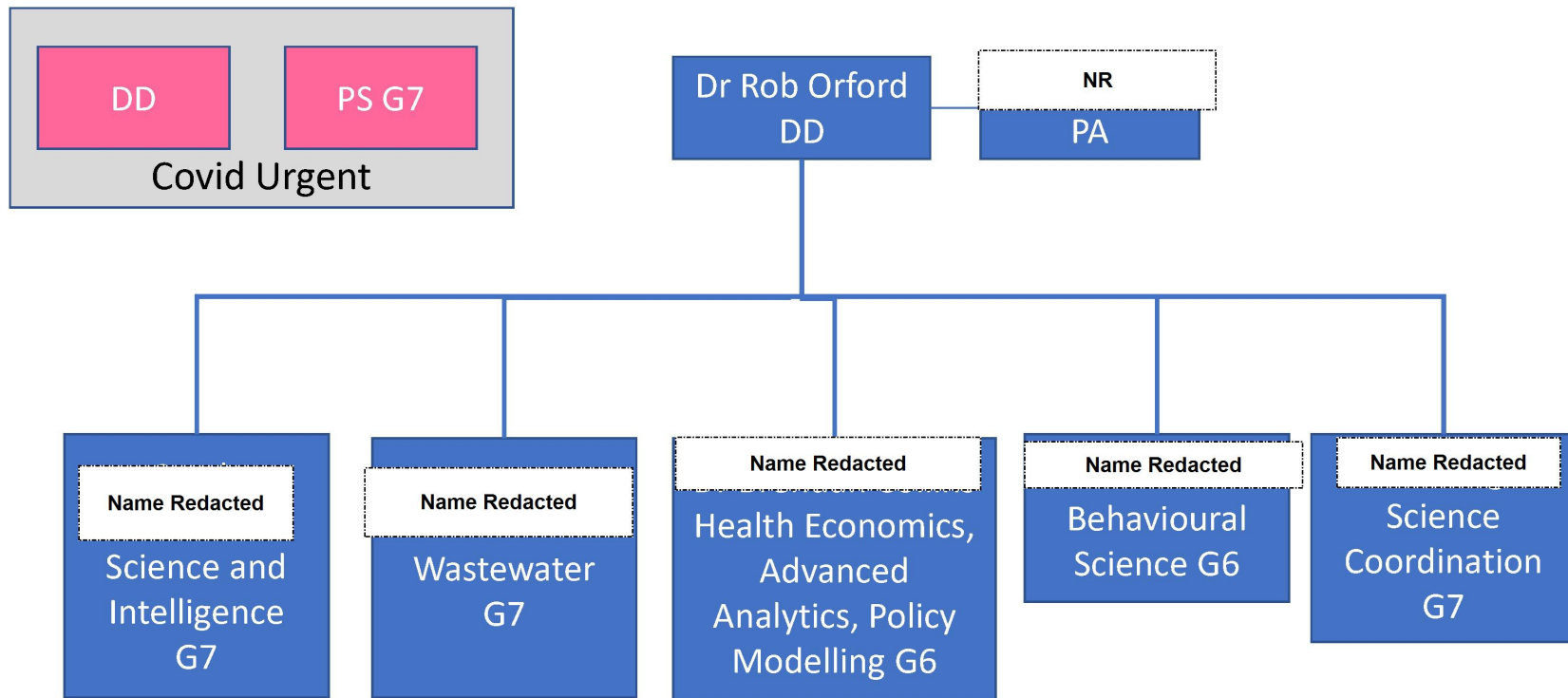
In a TAC post

Vacant Post (Previously approved)

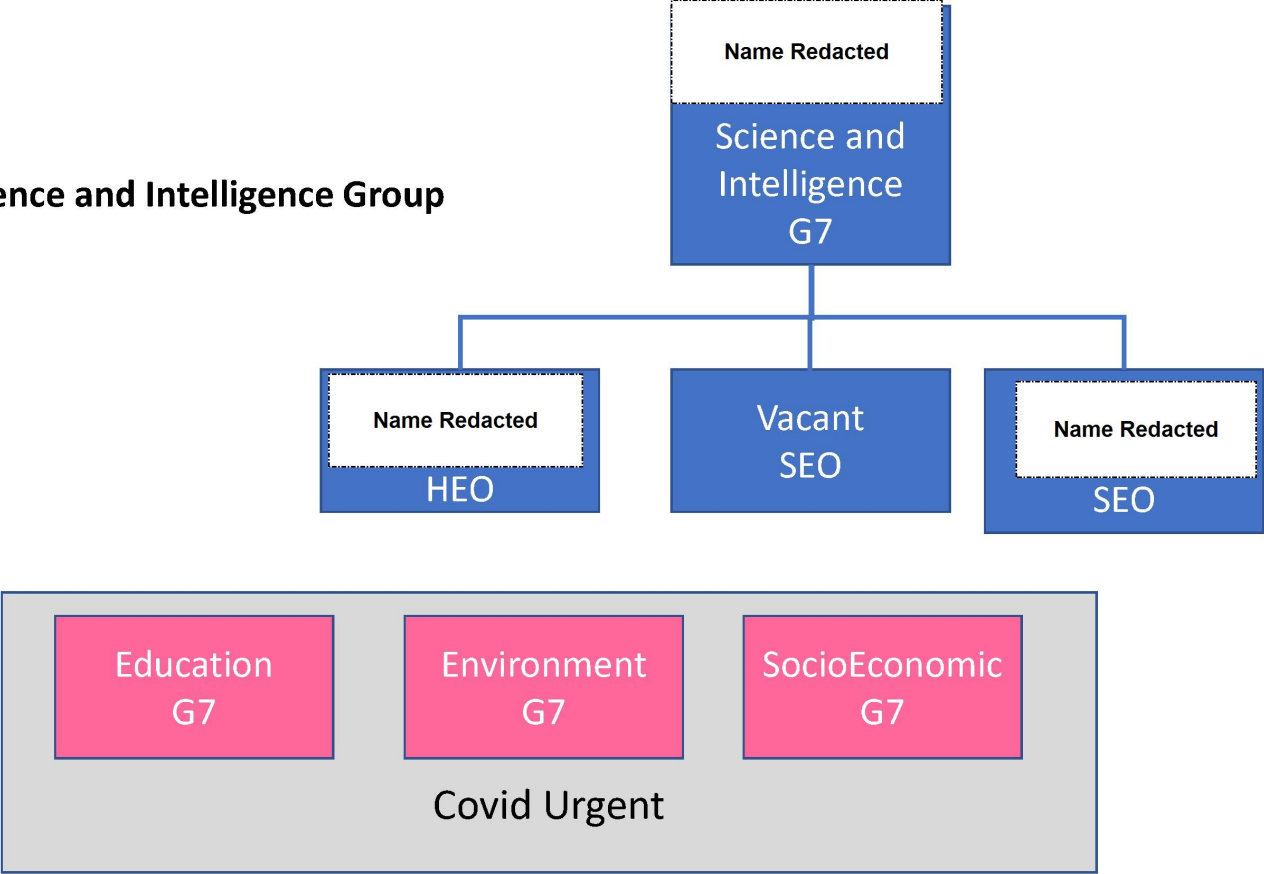
Remains in substantive post

June 2022

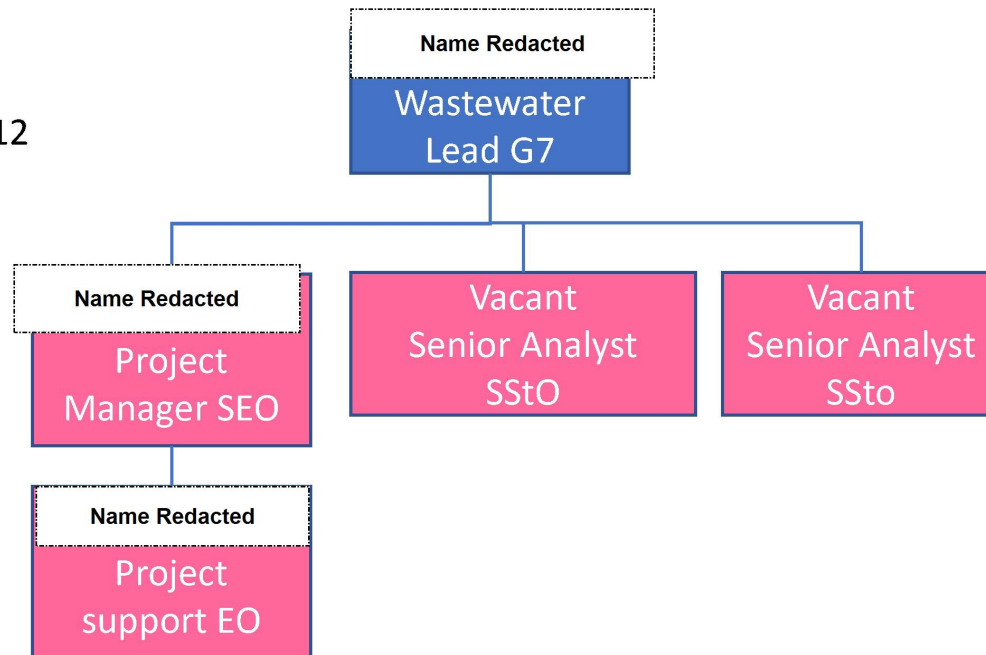
## Science Evidence Analysis (SEA)



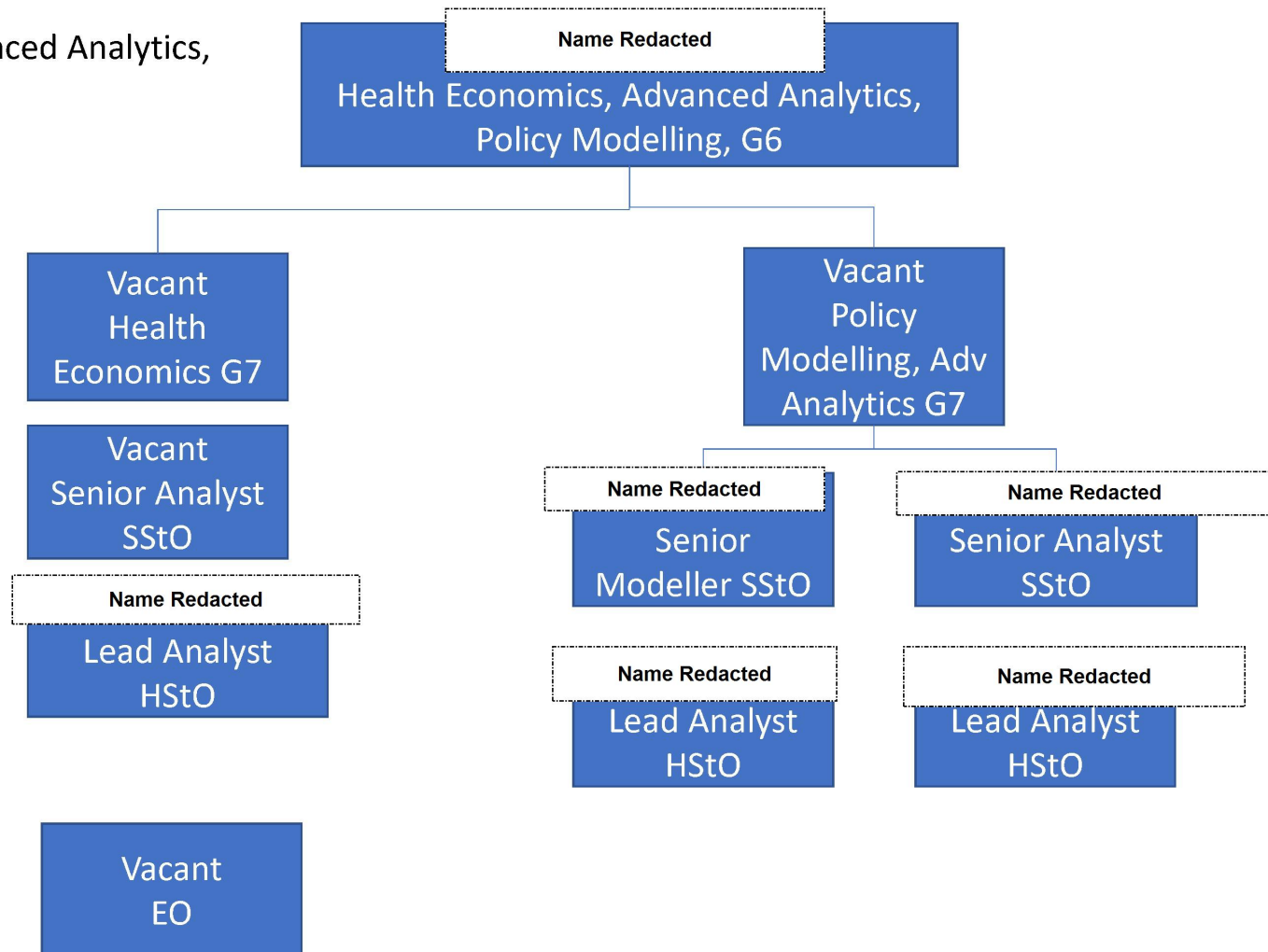
Science and Intelligence Group



Waste water  
programme  
(funding agreed 12  
months)



Health Economics, Advanced Analytics,  
Policy Modelling



## Behavioural Science

Name Redacted

Behavioural  
Science G6

Vacant  
HEO

Name Redacted

EO

TAG and Subgroup secretariat  
TAC Inquiry Prep  
Contract management (6-12 months)

