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**From:** Morgan, Shan (PSG - Permanent Secretary's Office) [Shan.Morgan@gov.wales]  
**Sent:** 04/06/2020 07:54:15  
**To:** Burke, Tracey (EPS - Director General) [Tracey.Burke@gov.wales]; Clifford, Desmond (OFM - Director General) [Desmond.Clifford@gov.wales]; Slade, Andrew (ESNR - Director General) [Andrew.Slade@gov.wales]; Goodall, Andrew (HSS - DG - NHS Wales Chief Executive) [Andrew.Goodall@gov.wales]  
**Subject:** FW: Draft note: Managing cross-Government business on Covid 19, recovery and Brexit

Trying to get this sorted quickly. I'm interviewing for the CDO all today so have only tiny gaps of time.

**Personal Data**

**Shan Morgan**

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**From:** Morgan, Shan (PSG - Permanent Secretary's Office)  
**Sent:** 04 June 2020 08:53  
**To:** PS FirstMinister <PS.FirstMinister@gov.wales>  
**Cc:** PS Counsel General & Minister for European Transition <PS.CounselGeneral@gov.wales>; Runeckles, Jane (OFM - Special Adviser) <Jane.Runeckles@gov.wales>; PS Permanent Secretary <PS.PermanentSecretary@gov.wales>  
**Subject:** Draft note: Managing cross-Government business on Covid 19, recovery and Brexit

First Minister

We spoke yesterday about the structures I'd like to put in place to provide comprehensive support and coordination for cross-Government decision-making on Brexit, Covid 19 and wider recovery planning as well as delivery of your Programme for Government priorities. I've also discussed this with the Counsel General and DGs. I promised you a draft note summarising what I'm planning.

I'm clear that the new structures must be flexible enough both to adapt to changing needs and to enable us to return to a full-scale emergency mode should we see another peak in the virus. I would, in any case, want to review all our coordination and performance management structures in the early autumn to ensure they remain robust and fit for purpose.

I believe that our arrangements for responding to the initial phase of the crisis have worked very well. We have generated a sense of shared purpose, our collaboration internally and externally with stakeholders has been very strong and feedback internally and from the public suggests we have shown effective leadership at a time of unprecedented challenge. DGs and I have maintained a close grip on accountability and propriety of expenditure in the face of very fast moving decisions and announcements. I want to consolidate and strengthen this for the coming period.

As I explained yesterday, I think there are a number of major blocks of cross-Government work we need to coordinate and manage over the coming months:-

- **Maintaining a rapid and effective response to the pandemic** – with the capacity to respond to a further peak in cases later this year;

- **Managing Project Restart** – the operationalisation of the Government’s traffic light system to lead Wales out of lockdown over 2020/21;
- **Futures/recovery strategic planning** for the longer term – responding to the social and economic impact of the crisis, alongside delivery of the streamlined Programme for Government. The cumulative impacts of Covid 19 and Brexit on our economy and society are key elements of the context for this work.

In addition, there remains significant work on **implementing Brexit** – putting in place the legislation, implementing new powers and funding initiatives as well as trade negotiations.

I propose to take forward these different blocks of work as follows:-

### 1. **Maintaining a rapid and effective response to the pandemic**

This is being delivered very effectively by HSS and ECC(W), reporting to Cabinet and the ExCovid group of senior officials. I will strengthen our cross-government oversight of the pandemic response by putting scrutiny and ownership of the dashboard at the heart of ExCovid’s remit. The Executive Committee (ExCo) will continue to take the decisions on staffing and other corporate issues including how/where we work in future – the TUS is represented and plays an active role on both Committees.

The role and operation of ECC(W) seem to me to be tried and tested and very much fit for purpose. I don’t propose any change to its operation.

### 2. **Managing Restart**

This involves a mix of strategic planning and operational delivery to take Wales safely and successfully out of lockdown. Strategic planning and analysis will be needed to enable Ministers to decide what has to be done, and in what order, to move to amber and green in each of the 9 areas identified in the report. The 21 day reviews and the revision of the Regulations come under this block of work, with Cabinet and ExCovid are accountable for oversight. We will need to prepare a strategy for Restart in Wales so that Ministers have a forward looking plan rather than an iterative approach driven by the 21 day reviews.

### 3. **Futures/recovery strategic planning**

Counsel General has been leading the work on thinking about and planning for the medium and longer term recovery in Wales. He has the necessary authority and expertise as he both sits outside the Ministerial portfolio structure and has led successfully the cross-Government work on Brexit preparedness. The External Experts Group provides a high level external challenge function on futures/recovery thinking which is extremely valuable. It is currently supported by a small staff resource and I don’t propose to make any changes to this.

The Recovery Group/Portfolio Group of officials I think needs to be strengthened and formalised and its secretariat support strengthened to enable the Counsel General to lead both strategic planning for recovery and to oversee delivery of the Programme for Government. The Recovery Group should report to Cabinet and perhaps contribute to the Star Chamber process for prioritising budget commitments.

I think the Director of the Recovery Secretariat should report direct to me as Tim Render has done. I will also like set up a new Perm Sec’s Delivery Group to oversee at official level the operational delivery of the Programme for Government and the recovery strategy. I had previously been carrying out oversight of delivery of the Programme for Government mainly through the Challenge Sessions. I

think it's time to strengthen and formalise the scrutiny and monitoring function. The Recovery Secretariat would service this new group.

**Irrelevant & Sensitive**

### **Next steps**

I plan to establish a new Recovery Secretariat immediately. Tim Render needs to move back to EERA as soon as possible to take forward essential Brexit-related work on agriculture. I would like to put Simon Brindle in the role of Director Recovery and to build a small team beneath him with the right mix of skills to take this forward. I believe Simon has the intellectual capacity and experience to carry out this role successfully and I would like to give him the opportunity to demonstrate it.

David Richards has already suggested that the WFG team should be folded into this new Secretariat given that the Act provides the overall strategic framework for the Welsh Government. I think that would send an important signal that thinking on futures/recovery is being taken forward within the framework of the WFG Act.

I think the structures set out above would give assurance that we have in place the means of monitoring, scrutinising and challenging what we are doing across the Welsh Government to:-

In the short term:-

- Address the immediate crisis - manage the pandemic response and prepare for any new peak in cases;
- implement Brexit effectively
- monitor delivery of the Programme for Government (including the legislative agenda) within the framework of the Wellbeing of Future Generations Act

In the longer term, shape the future by:-

- supporting Ministers in decision-making on the restart of the Welsh economy and society over the next 12 months or so as we come out of lockdown;
- enabling Ministers to plan for the medium and longer term recovery of Wales post Covid and post Brexit.

I have set out the different blocks of work separately, but am clear that they are closely inter-related and that officials would need to work closely together on an integrated set of activities. The DGs and I

would be engaged fully in each block of work to ensure integration and cross-Government working from the top.

**Personal Data**

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