

Message

From: Bennee, Fliss (HSS-Technology, Digital & Transformation Directorate) [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=ED2228A6288D494F8D8A289C9042FD3C-BENNEE, FLI]
Sent: 07/09/2020 9:48:34 PM
To: [REDACTED] (ESNR-Science) [REDACTED]@gov.wales; Orford, Rob (HSS - Primary Care & Health Science) [rob.orford@gov.wales]
Subject: RE: IN CONFIDENCE: TAC & Beyond

Thoughtful and clear [REDACTED] – you have my thanks for your candid response. I agree that the speed at which the ship of resource allocation in Welsh Government has turned has not always been fast enough to avoid swamping the crew. The argument about the finite nature of our resource and the need to agree priorities is one I have been given permission to take to ExCo on the 17th. After HSCSC they should be a walk in the park!

Cheers

Fliss

From: [REDACTED] (ESNR-Science) [REDACTED]@gov.wales>
Sent: 07 September 2020 18:50
To: Orford, Rob (HSS - Primary Care & Health Science) <Rob.Orford@gov.wales>; Bennee, Fliss (HSS-Technology, Digital & Transformation Directorate) <Fliss.Bennee@gov.wales>
Subject: IN CONFIDENCE: TAC & Beyond

Fliss & Rob,

You have asked for our thoughts on TAC and its role as we move into the winter phase of the epidemic. One thought on which I would welcome your feedback is the following. Despite both recognition of the need and considerable effort to meet that need, efforts to expand the resources of TAC to that which will allow for a sustainable 'division of labour' over an extended period have arguably been less successful than is needed. This contrasts with the seemingly inexorable creation of new policy teams, groups etc. and their subsequent expansion. It is hard to escape the sense that this process is more 'organic' and reactive than it is planned and that it lacks effective oversight and coordination, with consequent overlap and duplication. It feels as though, while there was a predefined plan and associated structures for an 'acute' event, there is nothing as coherent for something 'chronic'.

Given the finite 'pot' of resource into which everyone is dipping, is it possible that there is an urgent need for a fundamental, top-down, reappraisal of how those resources are being structured and allocated with the aim of meeting the competing needs of COVID, EU exit and the demands inevitably associated with the impending election period more efficiently and with less short-fall than seems to be the case at the present?

Sorry – I know that this is somewhat negative and goes way beyond TAC itself. However, I cannot help but wonder if, without something akin to the above, our ability to influence and manage our circumstances will remain limited. All of the evidence and feedback is that TAC has an essential and pivotal role to play in this system, with an increasing number of diverse groups relying on it for support and advice. It needs to be appropriately resourced if it is to have any hope of meeting these needs without making untenable demands – with inevitable consequent harms – on its constituent members (including both of you!).

NR

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