

People

- Lack of people, especially in technical areas, means that teams need to run fast to standstill.
- There is little support to teams, they are critiqued over lack of evidence but little help to build out better evidence.
- Hard to recruit people from across government, with disincentives including pay cuts.

Recommendation – We should investigate a ‘covid’ bonus for technical people. Taskforce analysts should be the best paid in government, not among the worst. We need better ways to surge high quality technical support to help teams under pressure.

Structures

- Process and organisational structures are designed around decision making this means that asks/commissions are too late to allow rigorous analysis to occur.
- There is also a low level of feedback/steers meaning it is hard to build to improve work.
- Spending decisions and procurement creates friction in the system.
- No clear point of escalation to define central vision or unblock important decisions.

Recommendation – We should implement an analytical structure, that has a budget, can sign off on spend, that interfaces with decision making structures, can provide steers of where the big questions are likely to be, and provide a greater feedback to teams with a single voice.

Insight

- Too much work is provided/commissioned around data, rather than insight.
- Lots of these data streams/graphs are not well understood, reinforce confirmatory bias and take a large amount of time producing /updating.
- A large amount of work feels almost adversarial (Health v economic) rather than bringing together into a single view.
- There is no clear forums where a debate on what the evidence shows occurs.

Recommendation – We should implement a set of ‘consensus’ statements for key questions. These should then be updated as the evidence changes and commission analysis/data to improve.

Collaboration

- The commissions process means that it is difficult for teams to input other data or insight into the process.

Recommendation – All commissions should be sent out in a transparent fashion to enable other teams to input.

Key questions

- Too much work occurs into work and won’t affect key decisions.

Recommendation – Prioritise work on understanding locations people are getting infected, and understanding where contacts occur.