



Managing the First 230 Days

Critical themes and recommendations from the three Interim Operational Reviews

During the UK's third lockdown we have published a summary of the C19 National Foresight Group Interim Operational Reviews (IORs) to aid the management of the third wave in the context of winter pressures. This report draws together the learning and recommendations from the three reviews completed with key stakeholders managing Covid-19 and combines it with an academic literature review to identify the critical areas that must be prioritised by national and local leadership immediately (in this lockdown), during the midterm (the next 2-18 months) and into the longer-term (2-25 years). This summary provides the headlines of the report which we hope will be useful during this challenging time across the UK.

We have returned to the IORs to bring a robust analysis of the pandemic and its impact in 2020 to ensure lessons are synthesised and shared with those who can make a critical difference now and into the future. The report reframes the IORs into nine new findings and clusters the recommendations into five distinct groups.

Report Findings	
Structural Agility	The ability of structures to flex and bend with the changing demands
Network of Structures	How the evolving network of structures connect to each other
Strategy and Leadership	The absence of clarity and leadership in the strategic management of Covid-19
Integrity	The transparency of decision-makers and trust in the national approach
Intelligence Flow	The flow of data, information and intelligence is exchanged and moves between structures
Learning for the Future	Capturing and sharing learning
Mid-term Resilience	Resources, capacity and energy to manage the pandemic and other known risks alongside each other
Impacts of Covid-19	The broad nature of the impacts on society from Covid-19
Recover to a New Future	What the future might be and how to move there
Recommendation Clusters	
Enhance Connectivity and Learning	The need to develop stronger connectivity and learning across the system
Sharing Strategy and Guidance	Providing clearer guidance and strategy to manage the pandemic and its connected impacts
Largescale Emergency and Disaster Review	Developing a way to review the ways in which the UK manages largescale and widespread disasters and emergencies
Resource the Future Needs	Understanding the resource needs of partners, agencies and communities as we move forward
Future Models and Approaches	Develop new models and approaches to help people deal with the impacts of emergencies such as the Covid-19 pandemic

Key Next Steps

The report findings and recommendation clusters highlight the areas of concern that we as a society and civil contingencies community must face. These serious and complex challenges highlighted by Covid-19 must be addressed. We must ensure that those who have the resource or legitimacy to address the areas of concern highlighted in this report (in communication, strategy, leadership, governance, resource etc) do so; in the following ways.

- We should continue to connect our abilities and learn from those who have experienced the management of this major national event to ensure organisational learning and memory is shared across teams and partnerships so these new ways of working become embedded and intuitive now and into the future.



- The power base of localism which used to exist at county level has been drawn upwards to national bodies and downwards to the public as they are the groups with the most amount of power or ability to change the pandemic and therefore, should be nurtured and empowered. The power shift from local to central within the system of emergency management has had many consequences and both the authors and delegates of the IORs remain unconvinced that this has helped.
- We must move to a networked approach that enhances the structure and develops future proofed systems to tackle smaller and localised emergencies, as well as widespread and long-term events, such as Covid-19.
- The need to support the current workforce both in terms of psychological wellbeing and by developing additional cohorts of trained staff to ease pressure and allow rest. This is imperative to the mid and long-term future resilience of the UK. This also includes ensuring learning within organisations and across partnerships is embedded learning at local and national level.
- Politics have become far too present in the management of this emergency at every layer and we are yet to be convinced that it has helped at either a local or national level.
- A lack of strategy and shared planning has reduced our ability to tackle the impacts of Covid-19 society. Moving forward we would advise that the recommendations relating to strategy, guidance and reviewing become the primary focus and are worked through to effectively promote trust and communication which are quintessential aspects in achieving success.
- The longevity and complexity of this emergency, combined with concurrent events, have restricted our ability to think into the future to predict 'what may come next'. Adaptation and stabilisation should be accepted and adopted during periods where recovery is not yet possible. We also recommend that communications sharing realistic view of the immediate, mid and longer-term future are used.
- The social, economic and health inequalities across the UK need to be addressed. Support must be given to those who have lost out on opportunities for learning, work, spiritual richness and memorialisation, emotional health, non-Covid medical attention, and community connection.
- Holistic policy development has brought an integrated and connected approach which should be learnt from and adapted into everyday policy development, as well as future resilience issues.

This summary has been produced to help you consider the crucial areas to be developed and tackled as noted by Covid-19 response and recovery professionals. The report brings together over 140,000 words of reflection by three cohorts of between 120 and 260 individuals at three timepoints in 2020. It recognises that the best responses are delivered by experts on the ground. We continue to stipulate that subsidiarity, as well as consistent and timely messaging, is critical to tackling emergencies such as Covid-19.

Full report: [bitlyC19NFG230Days](https://bit.ly/C19NFG230Days)

Authors: Rowena Hill, Rich Pickford and Kelly Smith