

Message

From: Helen MacNamara [helen.macnamara@cabinetoffice.gov.uk]
on behalf of Helen MacNamara <helen.macnamara@cabinetoffice.gov.uk> [helen.macnamara@cabinetoffice.gov.uk]
Sent: 05/03/2020 10:24:26
To: Mark Sweeney [mark.sweeney@cabinetoffice.gov.uk]
Subject: Re: PERSONAL: Covid-19

I think substance is right - but be careful of tone on first. esp as KH likely to be defensive. It's not true that you can't organise this properly for COBR and crisis to take good decisions. Just as you say it needs work! And this comes across as saying crisis decision making is not good. When actually it can be great.

Plus Jess Glover was outstanding at working with KH on ND - I would talk to her and also Rob about how to make work well.

	<p>Helen MacNamara Deputy Secretary to the Cabinet E: Helen.MacNamara@cabinetoffice.gov.uk T: Irrelevant & Sensitive Private Office: PSHelenMacNamara@cabinetoffice.gov.uk</p>
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On Thu, 5 Mar 2020 at 10:11, Mark Sweeney <mark.sweeney@cabinetoffice.gov.uk> wrote:

Personal. Let me know if you disagree with this given your experiences.

----- Forwarded message -----

From: Mark Sweeney <mark.sweeney@cabinetoffice.gov.uk>
Date: Thu, 5 Mar 2020 at 09:56
Subject: PERSONAL: Covid-19
To: Emma Payne <emma.payne@cabinetoffice.gov.uk>, Joanna Key <joanna.key1@cabinetoffice.gov.uk>, Jonathan Black <jonathan.black@cabinetoffice.gov.uk>

I will be arriving literally just in time for this meeting. So we may not manage to speak.

On the first item, here's what I plan to say:

- I think Secretariat role here beyond CCS has three aspects:

(a) making sure that the various social, domestic and economic policy decisions flowing from Covid-19 are prepped and taken in a sensible way. That doesn't mean an alternative forum to COBR, or being slow. It does mean stopping crisis machinery running away with policy making and having some form of collective discussion across Depts as needed; and proper advice to No 10 which avoids things like yesterday's SSP episode. So we need to join up more effectively than just attending COBR. That means a daily or at least regular touchpoint for a version of this group. (There is also a JB role here knitting economic and international together.)

(b) legislation: not just the Bill (which is a mess) but secondary as needed (so far notifiable disease and SSP)

(c) as of yesterday, supporting public sector readiness and the Perm Secs group convened by Mark to look at that. This is part policy, part ops, since it is not just about interaction of decisions (eg if DfE shut schools what is effect on public servants with caring resps) but about readiness (are the plans for prisons, police, Border Force etc robust, what about supply chains etc: a la No Deal). Mark has decided to bring in someone to lead that work at Director **NR** (who handled Carillion collapse) and they will report to me as nearest DG fit. Likely plan here is deep dives chaired by me into main delivery Depts over next two weeks. She will need support from somewhere to run this.

- in resourcing terms, that means putting some resource below Director in from our bit of the Secretariat both to work with COBR and make sure (a) works better but also to support **NR** on (c). We can repurpose the public services team a bit for both (and they have the knowledge so can start running immediately). But we will need to supplement/backfill: there is a lot of chat about other policy stopping but I simply don't believe it. Also, cynic that I am once this crisis passes then I expect collective amnesia in the Autumn about why x or y work was slowed to deal with C-19. That is one lesson of no deal that everyone slightly whitewashes

- we can cannibalise what is left of projects team to help but we are going to need either wider Sect or CO to lean in and a clear direction from Mark on this to avoid mucking about about why some aspect of CO work is more important than Covid-19 response

- we will need to work out today between me, Jo, Jonathan and Emma how we handle (a) and (b) at Director given workloads. But I am likely to be point person at DG as this is about handling to domestic policy implications of a health crisis.

Shout if you disagree. PRIVATELY, Mark has called this meeting because he is concerned about (a).

M

----- Forwarded message -----

From: <ed.lidington@cabinetoffice.gov.uk>

Date: Thu, 5 Mar 2020 at 08:35

Subject: 1030-1100: Coronavirus Meeting (EL)

To: <mark.sedwill@cabinetoffice.gov.uk>, <mark.sweeney@cabinetoffice.gov.uk>, <joanna.key1@cabinetoffice.gov.uk>, <jonathan.black@cabinetoffice.gov.uk>, <katharine.hammond@cabinetoffice.gov.uk>, <david.quarrey@cabinetoffice.gov.uk>, <helen.macnamara@cabinetoffice.gov.uk>, **Name Redacted** <Name Redacted@cabinetoffice.gov.uk>, <alex.aiken@cabinetoffice.gov.uk>, <cabinet.secretary@cabinetoffice.gov.uk>, <richard.parker2@cabinetoffice.gov.uk>, **Name Redacted** <Name Redacted@cabinetoffice.gov.uk>, <ed.lidington@cabinetoffice.gov.uk>

Hi All,

See below an agenda for the meeting at 10.30.

- a) Secretariat structures and resourcing (Katharine/Mark Sw)
- b) Social impact of non-pharma measures being considered (Jo)
- c) Legislation (Mark Sw)
- d) Comms update (Alex)

If time

- e) International response i.e. how will what other countries do affect us and how are we coordinating (Jonathan/David)

Thanks