

**COVID 19  
EXECUTIVE STRATEGY AND PLAN**

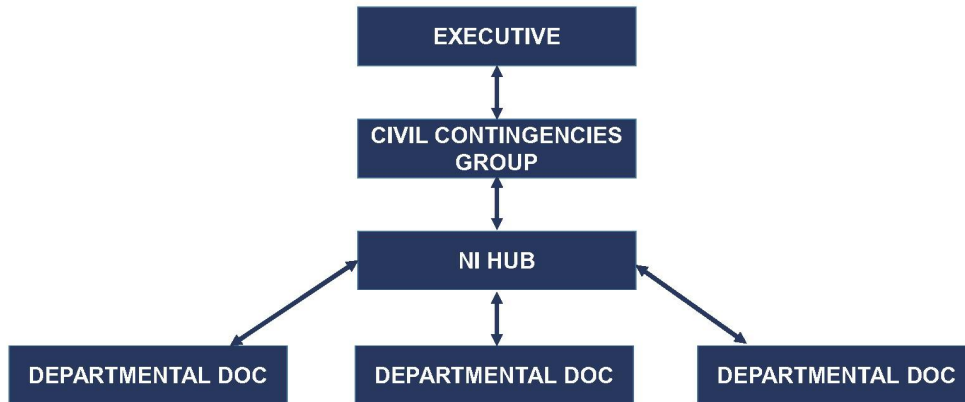
**FRIDAY 3 APRIL**

## STRATEGIC PRIORITIES

The Executive's COVID 19 response has the following strategic priorities:

- Health and well being of our citizens
- Our economic well being (in the immediate/short term and the medium to long term)
- Our societal and community well being

## GOVERNANCE FRAMEWORK



## PLANNING ASSUMPTIONS

Assessment as at 28 March 2020



### **CONTEXTUAL ASSUMPTIONS**

1. The first unmitigated peak would be in May/June 2020. There will be a later peak or peaks [UKG modelling at 19/3]. Although if people adhere to social distancing the peak could be pushed forward to end of April [UKG DCMO]
2. Up to 80% of the UK population will be infected at some stage [UKG modelling at 19/3 and NI Surge plan March 2019]. NI modelling is underway which will inform and refine our understanding and response.
3. NI will follow the medical and scientific advice at all times and will make use of the COVID-19 legislation and regulations making powers .
4. Most people will comply with relevant guidance and legislation [based on current trends] [*consideration being given as to whether we can develop a dataset for this*]
5. There will be significant disruption to international and intra UK supply chains and there will be an impact for NI.[TEO/DFI liaison with DfT]
6. There will be enough food although choice may be limited or different to what people are used to [based on YH planning]
7. The Executive will act collectively to lead the response in an agile manner and will adapt to changing circumstances as the pandemic moves into different stages.
8. HOCS will ensure NICS readiness and will put in place appropriate governance arrangements to support the Executive's strategy whilst ensuring protection of staff within NICS.

### **HEALTH AND WELL-BEING OF CITIZENS**

1. 8% of infected people in NI will require hospitalisation, 0.7% will require critical care, and 1% will die [NI DoH 19/3]
2. The virus could cause up to 14,000 deaths in NI in a reasonable worse case scenario [NI Health Minister 19/3]
3. There are shortages of Personal Protective Equipment (PPE) for healthcare workers and wider public services staff. *[to be refined with Departments and after DOH presentation at Executive]*
4. There are shortages of ventilators for patients
5. There may be disruption to supply of oxygen to NI [some or all supply is currently through Dublin Port] [Clarification required]
6. There may be disruption to the supply of clinical consumables [based on disruption to supply chains]
7. There will be up to 21% health and social care staff absence during the peak weeks of an unmitigated pandemic (without social distancing and other reduction measures being implemented).

### **ECONOMIC WELL-BEING**

1. There will be significant job losses and uncertainty for businesses across NI [initial reports w/c 23 March suggest over 2,500 redundancies in one week, compared to a total of 3,000 in the last twelve months]. Hospitality, tourism and transport (both freight and passenger will be particularly badly affected). Many businesses will not recover in the short-medium term and some will be lost entirely. There will be a significant growth in benefits applications.
2. Uncertainty and cash flow problems will significantly reduce future investment by business at this stage.
3. The decline in manufacturing will continue. A number of manufacturers were already struggling before the crisis which may accelerate their closure. But some will refocus their business models to deliver products which are needed in the fight against C-19.
4. Some sectors such as supermarkets and food processing are seeing a short-term increase in their businesses and are hiring additional staff to cope.
5. There will be a need for specific economic interventions to support farmers of beef [closure of burger restaurants], pork [fall in exports to china] and others in the food supply chain
6. Economic output across the UK and NI will decline as most sectors will see a decline in their ability to deliver, especially in those sectors where working-from-home is not an easy option (manufacturing), and as many workers have to focus more of their time on childcare. This will be particularly felt in NI where economic output already lags behind the rest of the UK.

#### **SOCIETAL AND COMMUNITY WELL-BEING**

1. The VCS will have an important role to play but may be impacted by staff and volunteer availability
2. Body storage, cremations, burials, funerals and the grieving process will be impacted.
3. There is a possibility of public order, anti-social behaviour, lack of societal responsibility, and impacts for domestic violence and vulnerable children.
4. Essential utilities such as water, electricity and fuel will be maintained in the immediate term but could be disrupted in the short and medium term by staff absence and in the longer term, disruption to supply chains may lead to a shortage of parts and chemicals and lead to "rationing" [Clarification required]
5. Schools and nurseries will provide childcare to a limited number of children - those with vulnerabilities and those whose parents are considered critical workers. The vast majority of children will not attend school.

## Priority workstreams

HEALTH AND WELL-BEING OF OUR CITIZENS					
Ref	Description	Action	SRO RAG	Metrics	Owner
1.1	Identify, contact and provide support for the most vulnerable patients so that they can stay safely at home	Timely information, contacting those who need to stay at home, and putting support arrangements in place			Maira Doherty DfC
1.2	Sufficient supplies of essential goods and items including ventilators, PPE, testing kits, and other medical devices and supplies	Analysis of need, rapid procurements, and by prioritising on a centralised basis			DOH/ Sharon Smyth DOF/ DFE
1.3	Testing capacity to increase capacity to test and diagnose patients and frontline testing of key workers	Invoke our surge plan and securing additional laboratory capacities			DOH/ DOF
1.4	Ensure there is sufficient hospital bed capacity	Consolidating hospital services to focus capacity and resources, and by developing a surge plan for additional beds			DOH
1.5	Sustain NHS workforce	Asking for volunteers to return to health service work, and through free public transport and no car parking charges			DOH/ DFI
1.6	To use the public information campaign to reinforce social distancing messages and encourage wider societal response to current crisis.	Effective communications			Chris McNabb EIS/TEO

## Priority workstreams

HEALTH AND WELL-BEING OF OUR CITIZENS (CONT'D)					
Ref	Description	Action	SRO RAG	Metrics	Owner
1.7	Ensure there are sufficient school places for key worker parents to continue to work	Continuing to provide school places, refining that as the situation develops	To be requested from DE	No. of schools open No. of pupils attending school No. of key worker children attending school No. of vulnerable children known to social services attending school No. of vulnerable children not known to social services attending school (TBC)	Ricky Irwin DE
1.8	Ensure children, vulnerable people and the self-isolating have access to food and medicines	Enhancing the existing statutory and voluntary services with additional volunteers			Moirá Doherty DfC
1.9	Ensuring the safe operation of custodial environments	Having a scale of responses available			Ronnie Armour DoJ
1.10	Ensure common action between NI and RoI on information sharing.	Development of MOU by Health Ministers.			DOH
1.11	Ensure the continued supply and production of essential food and feed, as well as the supply of essential drinking water and waste water supplies.			Interruption to products moving off farm. Food processing output, transportation/pallets & packaging, absenteeism rates	Norman Fulton DAERA

## Priority workstreams

ECONOMIC WELLBEING – IMMEDIATE/SHORT TERM					
Ref	Description	Action	SRO RAG	Metrics	Owner
2.1	Monitor the impact on the economy and consider the measures / policy framework needed to revitalise the economy post COVID 19	Regular monitoring and reporting of economic impacts, and short, medium and long terms responses commensurate with health and well being outcomes.	Awaiting response from DfE		Awaiting response from DfE
2.2	Provide financial support and make regulatory easements (within the Devolved sphere)	Rollout the financial support packages speedily		No. of £10,000 grant payments made / bank details submitted. (Similar metric will apply to the £25,000 scheme when established)	DfE DoF – Ian Snowden
2.3	Maintain supplies of essential items and related supply chains - Protect the health outcomes by ensuring essential goods are available	Protect the health outcomes by ensuring essential goods are available			Karen Pearson, TEO John McGrath, DfI

## Priority workstreams

ECONOMIC WELLBEING – IMMEDIATE/SHORT TERM (CONT'D)					
Ref	Description	Action	SRO RAG	Metrics	Owner
2.4	Maintain essential transport arrangements and flows of goods - Work with Administrations and Governments to ensure the goods we need reach us and public transport provision is continued to assist essential workers	Work with Administrations and Governments to ensure the goods we need reach us.			John McGrath, DfI
2.5	Ensure that individuals and families are supported	Prioritising the benefits and advice systems so that people get the help they need.  Direct payments for those eligible for free school meals.		No. of payments made	DfC Colum Boyle Margaret Rose McNaughton DE



### **Priority workstreams**

ECONOMIC WELLBEING – MEDIUM TO LONG TERM					
Ref	Description	Action	SRO RAG	Metrics	Owner
2.6	To put in place planning for economic recovery : Sectoral assessments and remedial /targeted support	Regular monitoring and reporting of economic impacts, and short, medium and long terms responses commensurate with health and well being outcomes.	Awaiting response from DfE		Awaiting response from DfE DAERA

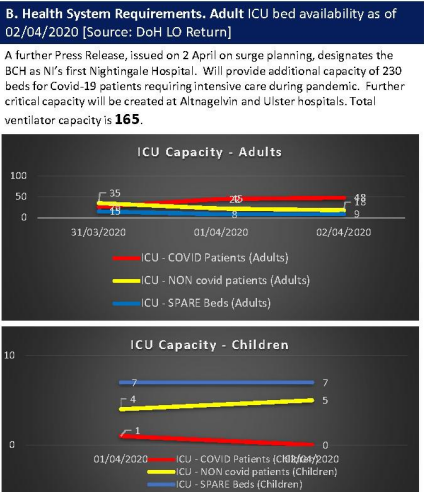
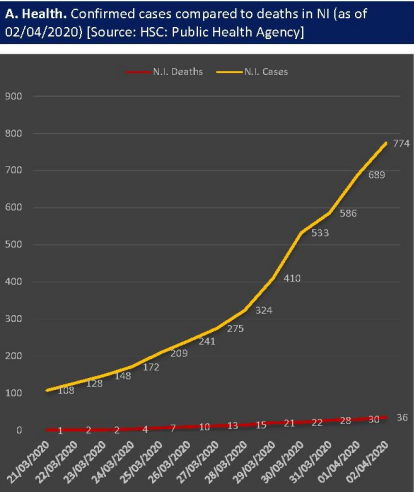
## Priority workstreams

SOCIETAL AND COMMUNITY WELLBEING					
Ref	Description	Action	SRO RAG	Metrics	Owner
3.1	Respectful arrangements to respect the dignity of the deceased	Respectful arrangements in place for a temporary resting facility			Julie Harrison, DOJ
3.2	Ensure good environmental and animal welfare standards	Responding to animal welfare incidents, disease outbreak management, Registration Movement of animals, TB surveillance (meat plants & AFBI) Drinking water and waste water standards, pollution response			Tracy Teague Robert Huey DAERA
3.3	We will protect our staff	Good internal communications and advice, social distancing and other measures		Re-allocated to NICS HR – update to be requested	NICS HR/HOCS
3.4	Measures to mitigate against mental health in place	Identify measures to lessen the impact			DOH Maira Doherty, DfC
3.5	Support to rural communities	Collaboration with funded organisations to redirect efforts to focus on Covid response			Fiona McCandle ss DAERA

## Priority workstreams

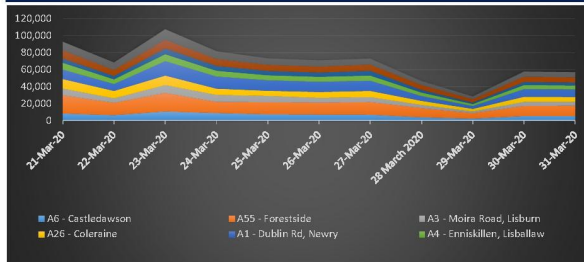
SOCIETAL AND COMMUNITY WELLBEING					
Ref	Description	Action	SRO RAG	Metrics	Owner
3.6	Ensure continuity of learning for children and young people	<p>Prepare policy position for Ministerial consideration and decision in relation to the awarding of grades for the main 2020 public examination series.</p> <p>Work collaboratively with DfE to prepare joint policy position on vocational qualifications</p> <p>Education development services work collaboratively to support schools to deliver effective education to their pupils.</p> <p>The C2K infrastructure sustains and supports the demand by schools in relation to distance learning.</p>	To be requested from DE	<p>Advice commissioned and received from CCEA by 3rd April 2020.</p> <p>Ministerial decision by 10th April 2020</p> <p>Agreed policy position on vocational qualifications is presented to Minister(s)</p>	<p>Faustina Graham</p> <p>DE</p> <p>DfE</p>

Data Summary



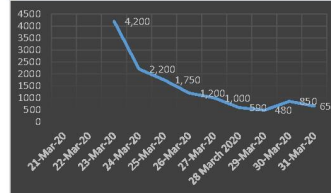
## Data Summary – Travel & Compliance

### A. Road Traffic. Up to 31/03/2020 (Source: DfI SitRep)



Comparison	Rise/Fall
Sat 21 <sup>st</sup> vs 28th	↓ 50%
Mon 23 <sup>rd</sup> vs 30th	↓ 47%
Tue 24 <sup>th</sup> vs 31st	↓ 31%

### B. Rail. Volume of People using Rail (estimated passenger counts from on-train staff) (Source: DfI SitRep)



### C. Bus. Bus Network Usage (Source: DfI SitRep)

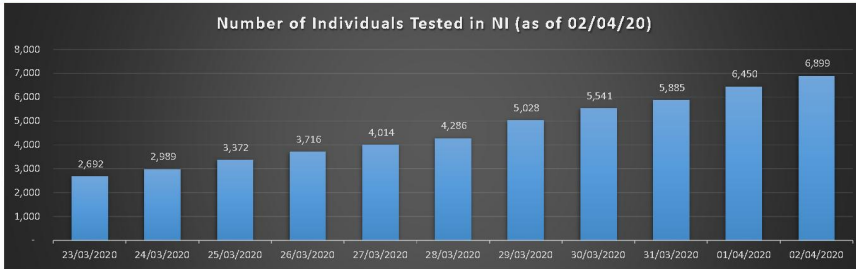


### D. Ferry. Collapse in passenger numbers (Source: DAERA SitRep)

Stena **60%** collapse in passenger numbers and **12%** decrease in commercial traffic  
[Source: DAERA SitRep Return (02/04)]

## Theme – Health and Care

### Supporting Data



PPE Stock as of 02/04/2020			
PPE Stock - Based on COVID demand	HSC*	DoI	PSNI**
Hand hygiene	33,159	700	9,984
FFP3 face masks	760,460	0	715
Aprons	6,172,650	10,300	5,490
Filt test (full kits)			0 - N/A
Filt test (solutions)			0 - N/A
Face masks IIR	6,568,700	500	7,283
Face masks FFP2		280	36
Gowns	777,010	1847(suits)	0 - N/A
Eye protector	858,800	221	623
Gloves	23,924,800	110,738	1,564 (x100)

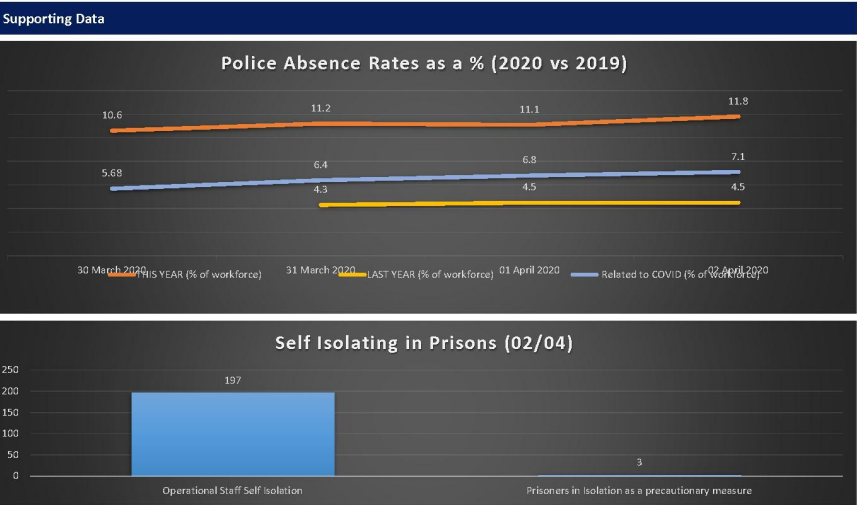
\*HSC data as of 27/03

\*\*Green = Increase since yesterday

Theme – Economy and Infrastructure



Theme – Justice

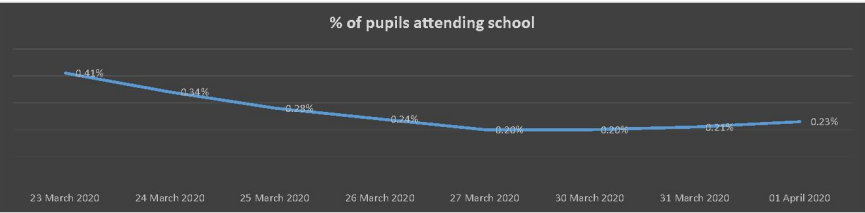




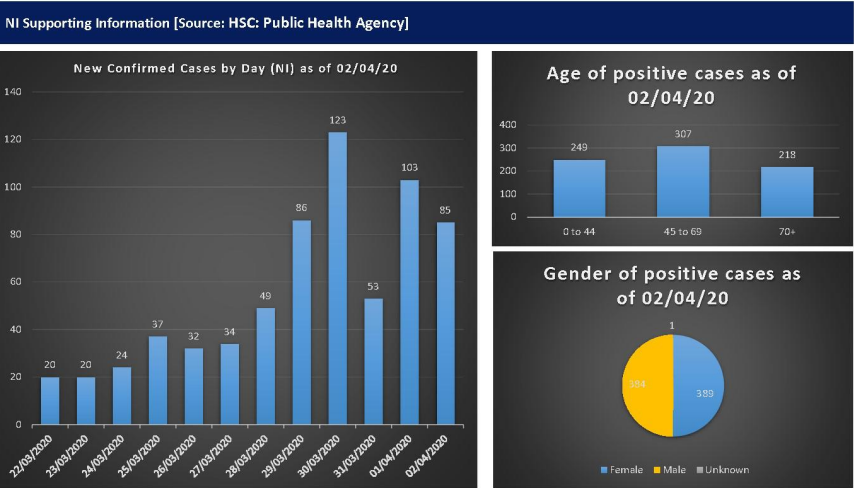
Theme – People and Communities

Supporting Data		
Universal Credit Claims and Calls		
	New Claims	Calls Received
WC 16 March	13,000	12,800
WC 23 March	20,300	18,844
This Week	7600 (2100 more yesterday)	4005 (1315 more yesterday)

**50,000** inbound calls to Finance Support last week compares to a forecast of less than **9000** . There were around **12,000** inbound calls yesterday.  
[Source: DTC SitRep Return (02/04)]



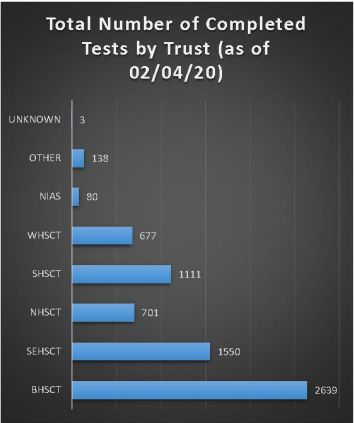
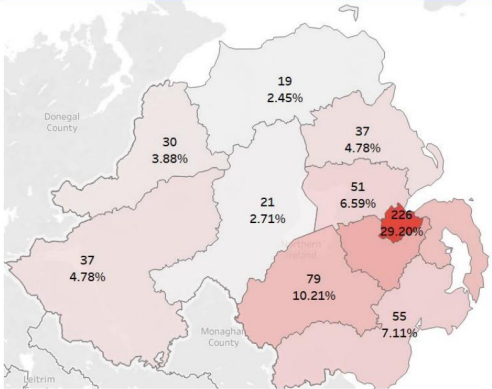
Additional/Supporting Data (1 of 4)



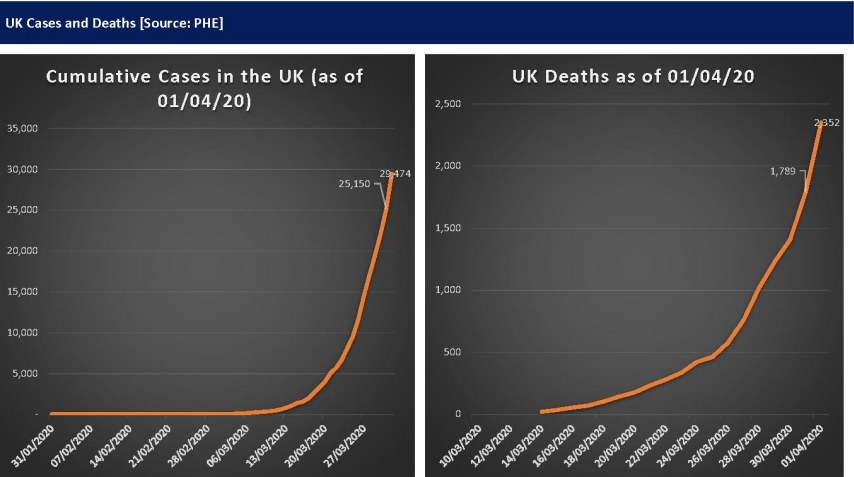
Additional/Supporting Data (2 of 4)

NI Supporting Information [Source: HSC: Public Health Agency]

Number of Positive Cases in NI as of 01/04 [Source: HSC: Public Health Agency]



Additional/Supporting Data (3 of 4)



## ACTION LOG

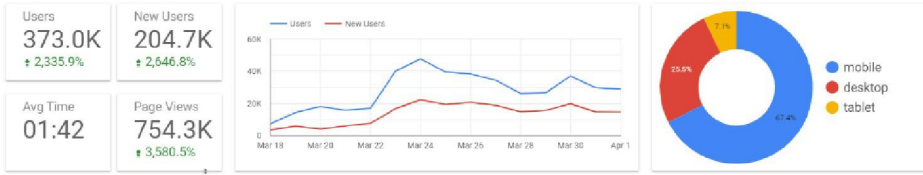
Action No.	Meeting date	Subject	Action	Owner	Update
14	24/03/20	PPE	DoF to provide update on timeframes for placing of orders for PPE, including a comms plan once the order has been secured.	Min Murphy	DoF is working with DoH and other public bodies to source PPE through a North/South Collaboration and also through the supply secured by NHS England. The North/South collaboration involves staff from the Industrial Development Authority, InvestNI and the Executive Office's China Bureau working with Chinese manufacturers to place orders. Given the global demand for PPE, this has become increasingly difficult over the last seven days, however this work is continuing and a further update will be provided as the situation progresses. Offers received from local suppliers are also being followed up to help secure the essential PPE items for Health and wider public sector workers.
21	25/03/20	Health issues	(f) Written plan on PPE (Action from FM dFM meeting with Health Min and CMO 24/03/20)  (g) Review of commercial tests by national virology team (25/3/2020)  (k) Details of the Imperial College modelling for Northern Ireland to be circulated, when available (26/3/2020)	Min Swann Richard Pengelly CMO	(f) A meeting of senior officials from across the HSC took place this morning (26/03/20) to discuss work being taken forward which will now be collated into an action plan to follow once agreed.  (g) Requests relating to review of commercial tests are currently being received and triaged through/by DHSC (London) who then engage with Public Health England's laboratory services.  (k) (NHSE/Imperial model run for NI population and initial outputs made available on 27/3/20 with estimates for critical care bed requirements in the first wave and deaths in next six months. Projections to be updated weekly at a minimum. An independent model tuned to specific NI circumstances is under development. Initial meeting with ROI colleagues held 27/3/20 at 4pm to discuss options around all-Island monitoring.

### ACTION LOG

Action No.	Meeting date	Subject	Action	Owner	Update
22	25/03/20	Communications	Chris McNabb to talk to Cabinet Office about the development of an NI text/Facebook messaging service	Chris McNabb	<p>Text message – there is a representative body for all the UK mobile providers. There are conversations taking place to see if it's possible to do a regional text message for NI but this is not as straightforward as it would appear.</p> <p>Re FB; the digital campaign includes FB, Instagram, Twitter, Snapchat; there is also programmatic advertising (ie – to put it in front of some podcasts, Spotify) and digital display ads. This is a heavily weighted campaign.</p>
40	30/03/20	Draft Executive Strategy and Plan	Departments to provide additional information to populate Executive Strategy and Plan, and key elements of the Department of Health's Emergency Response Strategy should be integrated within it	TEO	Input sought from Departments by noon 02.04.20

nidirect Coronavirus - Google Analytics

Mar 18, 2020 - Apr 1, 2020



Top 5 nidirect pages	Coronavirus (COVID-19)   nidirect campaign page	238,399
	Coronavirus (COVID-19) and Benefits	172,544
	Coronavirus (COVID-19): overview and advice	51,603
	Coronavirus (COVID-19): business and employers	45,844
	Coronavirus (COVID 19): motoring	45,297

DEPARTMENT ACTIVITY GRID (on Wednesday, April 1)

DEPT	DAERA	DFC	DFE	DE	DOF	DOH	DFI	DOJ	TEO
Press Releases	1	0	1	0	1	1	0	0	1
Interviews (inc pressers)	0	0	1	0	0	6	0	0	1
Tweets (inc retweets)	9	2	3	2	2	2	3	18	14
Videos	1	0	0	0	1	1	1	0	0
Media Queries	1	3	4	1	5	25	6	1	5
ACTIVITY SUMMARY	PRESS RELEASES		INTERVIEWS (inc pressers)		TWEETS (inc retweets)		VIDEOS		MEDIA QUERIES
	5		8		55		4		51



SAMPLE DEPARTMENT TWEETS (on Wednesday, April 1)



Minister @poots2edwin writes an open letter to NI's agri-food sector- "I am immensely proud of the grit and determination of all those in our food supply chain to keep food moving. We all owe you an immense debt of gratitude." Read the full letter [bit.ly/2UvUDMg](https://bit.ly/2UvUDMg)



1 Ulster Farmers' Union and 9 others  
01/04/2020, 11:10



@Economy\_NI Minister pays tribute to workers in the energy sector  
[economy-ni.gov.uk/news/minister-...](https://economy-ni.gov.uk/news/minister-...)



1 Diane Dodds MLA and NI Executive  
01/04/2020, 14:37

5 Retweets 7 Likes



Finance Minister, Conor Murphy outlines the importance of the construction sector and reliefs available for suppliers impacted by Covid-19. Read more here: [finance-ni.gov.uk/news/construct-...](https://finance-ni.gov.uk/news/construct-...)



01/04/2020, 12:26

6 Retweets 4 Likes



UPDATE on coronavirus (#COVID19) in NI.  
The Public Health Agency has published latest Surveillance Report: [publichealth.hscni.net/publications/c-...](https://publichealth.hscni.net/publications/c-...)



01/04/2020, 14:04

13 Retweets 3 Likes



Families entitled to a free school meal direct payment (£27 per child per fortnight) will start receiving payments into their bank today. Every effort is being made to issue payments quickly but there may be a delay for some. [bit.ly/3dKL6sB](https://bit.ly/3dKL6sB)



1 Education Authority and midirect  
01/04/2020, 10:59

58 Retweets 54 Likes

PAID FOR MEDIA SUMMARY (up to Wednesday, April 1)

**LEAFLET** – Currently being printed and will be delivered to every household in NI (tbc 8/9<sup>th</sup> April). The leaflet will be signed for nirect in BSL & ISL, an audio, braille and larger print version will be available on request, along with electronic translations.

**TV** – A 60 second advert featuring Belfast Trust is currently running on TV. From Monday 6<sup>th</sup> April, a new self-isolation adverts will also run on UTV, C4, ITV Breakfast, Sky, All 4 and Virgin.

**RADIO** – There are 3 radio adverts currently running on all NI stations plus Spar instore radio.

**OUTDOOR** – Outdoor adverts are live and further adshel (bus shelter) sites will be added next week to boost outdoor activity. This is being targeted primarily at retail/chemist locations.



**PAID FOR MEDIA SUMMARY** (up to Wednesday, April 1)

**PRESS** - Daily and weekly adverts appeared this week (right). Daily ads are booked next week for Tuesday 7<sup>th</sup> April and all weeklies.

**DIGITAL** - Digital ads are performing strongly with **490,792 impressions** (number of times the advert has appeared on screens) to date and **2,638 clicks**. Ads are currently running on:

- Twitter
- Facebook
- Instagram
- Snapchat
- Spotify and various other podcasts
- Websites (these are targeted to websites depending on your browsing history)



NEWSPAPER



DIGITAL (animated)

PAID FOR MEDIA SUMMARY (up to Wednesday, April 1)

**BUSINESS**

The business strand of the campaign will begin on Monday 6<sup>th</sup> April. This will involve digital adverts, carrying messages about financial support, VAT, rate relief, help for the self-employed and employees, as well as business radio adverts.

**OTHER**

- Farming press advert being finalised and is due to run next week
- NI4Kids advert approved and will appear in next edition (right)
- DfI Road Safety back of bus advertising
- Universal Credit adverts



BUSINESS



NI4KIDS