

the hub would have no basis to depart from FCO advice. Derek remained concerned on Friday, and the matter was escalated as you describe. However, I did advise Michael what had happened, and re-iterated to Derek the need for any action to reflect Michael's advice. Michael will rightly insist on an approach driven by evidence and professional advice. However, none of us can underestimate the role that public, media, and local political opinion will play in influencing ministers. We might decry it, but it is a material fact that we will have to manage. Part of the answer as we go forward will be having shorter, more direct lines of communication with DoH, by placing a liaison officer in Bernie's team. There might still be friction, but it would be picked up and dealt with more quickly.

5. The Sectoral Resilience paper: Julie's draft is a reasonable first cut at this, but it does need more work as you have suggested. I think there is quarry material available that isn't being used yet. To be candid my advice to the team on how to approach it may need to become a little more directive.
6. The "soft" stand up of NICCMA: I'd welcome a quick discussion tomorrow morning about your latest thinking on how this should operate and what it will look like. We'll also need to consider our options if we don't get enough volunteers. There is a good paper on this. If the announcement on Wednesday is as significant as predicted, then I think we will need to move to the next stage shortly thereafter. Michael's view on the timescale for introducing additional measures will helpfully buy us a little time – the formal transition to strategic response mode (under the NICCMA protocol) is likely to be triggered by Michael when those measures kick in (or perhaps earlier) Until then, the core roles in soft stand up will be: co-ordination and liaison (particularly on media with EIS); briefing Ministers; producing a sitrep (perhaps informally at first) and servicing CCG when it begins to meet. That doesn't need a very large team.
7. Ministerial briefing: we've committed to giving FM and dFM a briefing on their role within NICCMA: we need to check whether this will be possible before they go to the US. It would be highly desirable that we do this but it'll be hard to fit in now. **Indeed. I think Michael should be involved.**
8. Building capacity in CCPB: I am going to have a word with Richard in the morning if only to rule out the CM option. He may be attracted to this on the basis that it would place one of his most trusted people in the heart of the C3 machinery. If he says no we will need to **I would welcome a chat on this in the morning. I am concerned about some things that have been going on in the background.**
9. Governance: do we need to look at our coordination structures? **The weekend's events would suggest so, although there is clearly some sensitivity to be managed.**
10. Diary management: we need to look carefully at the ministerial diaries over the next two weeks and map onto these the expected Covid rhythm. It's going to be complex and messy. **Indeed!**
11. Internal NICS comms: we need to ensure we promulgate a comprehensive set of advice and guidance across the NICS. Tracy has forwarded some DWP material which looks good. **I see the need for that, but it would really stretch the team. We may need to assign that role elsewhere.**

Have I got this right and/or missed anything? I suggest we use tomorrow morning's stocktake for a focused discussion on these issues.

David

From: Stewart, Chris (TEO) [<mailto:chris.stewart@executiveoffice-ni.gsi.gov.uk>]

Sent: 07 March 2020 20:54

To: Sterling, David <David.Sterling@executiveoffice-ni.gsi.gov.uk>

Subject: FW: COMMISSION - IMPACTS OF NON-PHARMACEUTICAL INTERVENTIONS - BY 1300 SAT 7 MARCH

David

To be aware.