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**From:** Pearson, Karen [/O=NIGOV/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=018ED108562F4AE698822FCCE2139299-KAREN PEARSON TEMP]  
**Sent:** 11/10/2020 2:58:10 PM  
**To:** Brennan, Mike [Mike.Brennan@economy-ni.gsi.gov.uk]; Gray, Sue (DoF) [Sue.Gray@finance-ni.gsi.gov.uk]; Pearson, Karen [Karen.Pearson@executiveoffice-ni.gsi.gov.uk]; McCormick, Andrew (TEO) [Andrew.McCormick@executiveoffice-ni.gsi.gov.uk]; McBride, Michael [Michael.McBride@health-ni.gsi.gov.uk]; Young, Ian (Prof.) [Ian.Young2@health-ni.gsi.gov.uk]; Jackson, Neill (TEO) [Neill.Jackson@executiveoffice-ni.gsi.gov.uk]; May, Peter [peter.may@justice-ni.x.gsi.gov.uk]; Pengelly, Richard [Richard.Pengelly@health-ni.gsi.gov.uk]; Meharg, Tracy [Tracy.Meharg@communities-ni.gsi.gov.uk]; Chris Stewart [chrisstewartdfe-stewartc@nigov.net]; McNabb, Chris [Chris.McNabb@executiveoffice-ni.gsi.gov.uk]; Baker, Derek [Derek.Baker@education-ni.gsi.gov.uk]; Godfrey, Katrina (Dfl – Perm Sec) [Katrina.Godfrey@infrastructure-ni.gsi.gov.uk]; Widdis, Hugh [Hugh.Widdis@finance-ni.gsi.gov.uk]  
**Subject:** RE: Shape of the week -covid

We have the impacts assessed and we can present that.

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**From:** Brennan, Mike <Mike.Brennan@economy-ni.gsi.gov.uk>  
**Date:** Sunday, 11 Oct 2020, 2:48 pm  
**To:** Gray, Sue (DoF) <Sue.Gray@finance-ni.gsi.gov.uk>, Pearson, Karen <Karen.Pearson@executiveoffice-ni.gsi.gov.uk>, McCormick, Andrew (TEO) <Andrew.McCormick@executiveoffice-ni.gsi.gov.uk>, McBride, Michael <Michael.McBride@health-ni.gsi.gov.uk>, Young, Ian (Prof.) <Ian.Young2@health-ni.gsi.gov.uk>, Jackson, Neill (TEO) <Neill.Jackson@executiveoffice-ni.gsi.gov.uk>, Brennan, Mike <Mike.Brennan@economy-ni.gsi.gov.uk>, May, Peter <Peter.May@justice-ni.x.gsi.gov.uk>, Pengelly, Richard <Richard.Pengelly@health-ni.gsi.gov.uk>, Meharg, Tracy <Tracy.Meharg@communities-ni.gsi.gov.uk>, Chris Stewart <ChrisStewartdfe-stewartc@nigov.net>, McNabb, Chris <Chris.McNabb@executiveoffice-ni.gsi.gov.uk>, Baker, Derek <Derek.Baker@education-ni.gsi.gov.uk>, Godfrey, Katrina (Dfl – Perm Sec) <Katrina.Godfrey@infrastructure-ni.gsi.gov.uk>, Widdis, Hugh <Hugh.Widdis@finance-ni.gsi.gov.uk>  
**Subject:** RE: Shape of the week -covid

Karen – apologies for sounding like a broken record on this point but surely we need to also advise the Executive of the economic, social and non Covid health costs of proposals.

I can appreciate the rush to impose greater controls on society but we do need to record the offsetting impacts over the short, medium and long term. In very simplistic terms we need to understand what the rationale for intervention is. Is it to protect the NHS through the winter period, minimise Covid deaths? If so then what is the cost per death when assessed against the wider social, economic and non-covid deaths etc?

M.

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**From:** Gray, Sue (DoF) [mailto:Sue.Gray@finance-ni.gsi.gov.uk]  
**Sent:** 11 October 2020 10:47  
**To:** Pearson, Karen <Karen.Pearson@executiveoffice-ni.gsi.gov.uk>; Gray, Sue (DoF) <Sue.Gray@finance-ni.gsi.gov.uk>; McCormick, Andrew (TEO) <Andrew.McCormick@executiveoffice-ni.gsi.gov.uk>; McBride, Michael <Michael.McBride@health-ni.gsi.gov.uk>; Young, Ian (Prof.) <Ian.Young2@health-ni.gsi.gov.uk>; Jackson, Neill (TEO) <Neill.Jackson@executiveoffice-ni.gsi.gov.uk>; Brennan, Mike <Mike.Brennan@economy-ni.gsi.gov.uk>; May, Peter <Peter.May@justice-ni.x.gsi.gov.uk>; Pengelly, Richard <Richard.Pengelly@health-ni.gsi.gov.uk>; Meharg, Tracy <Tracy.Meharg@communities-ni.gsi.gov.uk>; Chris Stewart <ChrisStewartdfe-stewartc@nigov.net>; McNabb, Chris <Chris.McNabb@executiveoffice-ni.gsi.gov.uk>; Baker, Derek <Derek.Baker@education-ni.gsi.gov.uk>; Godfrey, Katrina

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**Subject:** RE: Shape of the week -covid

Karen

Finance Minister has written to his colleagues. Essentially we have £200m from Chancellor's statement on Friday plus the job support scheme.

We are funding the NW targeted scheme from money held at the centre. We are also holding money for various commitments that have been made.

I would suggest that the focus when discussing funding is on the £200m.

Happy to discuss.

Sue

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**From:** Pearson, Karen [<mailto:Karen.Pearson@executiveoffice-ni.gsi.gov.uk>]

**Sent:** 11 October 2020 05:41

**To:** Gray, Sue (DoF) <[Sue.Gray@finance-ni.gsi.gov.uk](mailto:Sue.Gray@finance-ni.gsi.gov.uk)>; McCormick, Andrew (TEO) <[Andrew.McCormick@executiveoffice-ni.gsi.gov.uk](mailto:Andrew.McCormick@executiveoffice-ni.gsi.gov.uk)>; McBride, Michael <[Michael.McBride@health-ni.gsi.gov.uk](mailto:Michael.McBride@health-ni.gsi.gov.uk)>; Young, Ian (Prof.) <[Ian.Young2@health-ni.gsi.gov.uk](mailto:Ian.Young2@health-ni.gsi.gov.uk)>; Pearson, Karen <[Karen.Pearson@executiveoffice-ni.gsi.gov.uk](mailto:Karen.Pearson@executiveoffice-ni.gsi.gov.uk)>; Jackson, Neill (TEO) <[Neill.Jackson@executiveoffice-ni.gsi.gov.uk](mailto:Neill.Jackson@executiveoffice-ni.gsi.gov.uk)>; Brennan, Mike <[Mike.Brennan@economy-ni.gsi.gov.uk](mailto:Mike.Brennan@economy-ni.gsi.gov.uk)>; May, Peter <[Peter.May@justice-ni.x.gsi.gov.uk](mailto:Peter.May@justice-ni.x.gsi.gov.uk)>; Pengelly, Richard <[Richard.Pengelly@health-ni.gsi.gov.uk](mailto:Richard.Pengelly@health-ni.gsi.gov.uk)>; Meharg, Tracy <[Tracy.Meharg@communities-ni.gsi.gov.uk](mailto:Tracy.Meharg@communities-ni.gsi.gov.uk)>; Chris Stewart <[ChrisStewartdfestewartc@nigov.net](mailto:ChrisStewartdfestewartc@nigov.net)>; McNabb, Chris <[Chris.McNabb@executiveoffice-ni.gsi.gov.uk](mailto:Chris.McNabb@executiveoffice-ni.gsi.gov.uk)>; Baker, Derek <[Derek.Baker@education-ni.gsi.gov.uk](mailto:Derek.Baker@education-ni.gsi.gov.uk)>; Godfrey, Katrina (Dfl – Perm Sec) <[Katrina.Godfrey@infrastructure-ni.gsi.gov.uk](mailto:Katrina.Godfrey@infrastructure-ni.gsi.gov.uk)>; Widdis, Hugh <[Hugh.Widdis@finance-ni.gsi.gov.uk](mailto:Hugh.Widdis@finance-ni.gsi.gov.uk)>

**Subject:** RE: Shape of the week -covid

Hi Sue.

Some quick thoughts.

Very likely to be an executive on Monday. We need to sequence precise timing so that Ministers can be updated on developments elsewhere. Chiefly, there will be a cobr and calls with CDL, and a quadrilateral with Irish gov. I'll know more later as Cabinet Office are trying to convene a four nations officials' call early afternoon today. That will hopefully shape the best time for the Executive to meet on Monday pm.

For the Executive meeting, will the finance minister table a paper on the outworkings of the chancellor's statement? That is likely to be key to decision making. I think it should assume that restrictions over and above the NW model may be needed as per the modelling paper from Thursday, which is being updated for a worsening situation. The NW model might be one option on a NI basis but my working assumption is that this would be the minimum and would not achieve the R under 1 objective.

Fm and dFM will need to continue their discussions today so I think they will need an interim understanding of the chancellor's announcement by early afternoon. Could we get that at official level by noon please if it's not going into the general paper. On the basis that the finance minister will then table a paper.

The NIO focus on local government funding flagged by Andrew is interesting. I assume that is based on the English delivery model of moving money to local government which doesn't necessarily translate here. But it might help assess quantum.

Karen

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**From:** Gray, Sue (DoF) <[Sue.Gray@finance-ni.gsi.gov.uk](mailto:Sue.Gray@finance-ni.gsi.gov.uk)>

**Date:** Saturday, 10 Oct 2020, 2:35 pm

**To:** McCormick, Andrew (TEO) <[Andrew.McCormick@executiveoffice-ni.gsi.gov.uk](mailto:Andrew.McCormick@executiveoffice-ni.gsi.gov.uk)>, McBride, Michael <[Michael.McBride@health-ni.gsi.gov.uk](mailto:Michael.McBride@health-ni.gsi.gov.uk)>, Young, Ian (Prof.) <[Ian.Young2@health-ni.gsi.gov.uk](mailto:Ian.Young2@health-ni.gsi.gov.uk)>, Pearson, Karen <[Karen.Pearson@executiveoffice-ni.gsi.gov.uk](mailto:Karen.Pearson@executiveoffice-ni.gsi.gov.uk)>, Jackson, Neill (TEO) <[Neill.Jackson@executiveoffice-ni.gsi.gov.uk](mailto:Neill.Jackson@executiveoffice-ni.gsi.gov.uk)>, Brennan, Mike <[Mike.Brennan@economy-ni.gsi.gov.uk](mailto:Mike.Brennan@economy-ni.gsi.gov.uk)>, May, Peter <[Peter.May@justice-ni.x.gsi.gov.uk](mailto:Peter.May@justice-ni.x.gsi.gov.uk)>, Pengelly, Richard <[Richard.Pengelly@health-ni.gsi.gov.uk](mailto:Richard.Pengelly@health-ni.gsi.gov.uk)>, Gray, Sue (DoF) <[Sue.Gray@finance-ni.gsi.gov.uk](mailto:Sue.Gray@finance-ni.gsi.gov.uk)>, Meharg, Tracy <[Tracy.Meharg@communities-ni.gsi.gov.uk](mailto:Tracy.Meharg@communities-ni.gsi.gov.uk)>, Chris Stewart <[ChrisStewartdfe-stewart@nigov.net](mailto:ChrisStewartdfe-stewart@nigov.net)>, McNabb, Chris <[Chris.McNabb@executiveoffice-ni.gsi.gov.uk](mailto:Chris.McNabb@executiveoffice-ni.gsi.gov.uk)>, Baker, Derek <[Derek.Baker@education-ni.gsi.gov.uk](mailto:Derek.Baker@education-ni.gsi.gov.uk)>, Godfrey, Katrina (DfI – Perm Sec) <[Katrina.Godfrey@infrastructure-ni.gsi.gov.uk](mailto:Katrina.Godfrey@infrastructure-ni.gsi.gov.uk)>, Widdis, Hugh <[Hugh.Widdis@finance-ni.gsi.gov.uk](mailto:Hugh.Widdis@finance-ni.gsi.gov.uk)>

**Subject:** RE: Shape of the week -covid

Andrew

We will be preparing a couple of papers for this week's Executive meetings. Need to take the financial package as a whole and more intense programme of closures will need to access the funding announced by the Chancellor on Friday.

So I would suggest not covering money in this paper but the Finance Minister will be ready to discuss.

If other parts of NI closed along lines of NW then we are ready to implement similar payment scheme for these areas.

The scheme for NW closures should be ready to open on Monday. We have made good progress with drafting the Regulations and payments should start being made during the course of the week. If other parts of NI are asked to close along lines of NW then we are ready to implement similar payment schemes for these areas.

Sue

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**From:** McCormick, Andrew (TEO) [<mailto:Andrew.McCormick@executiveoffice-ni.gsi.gov.uk>]

**Sent:** 10 October 2020 14:06

**To:** McBride, Michael <[Michael.McBride@health-ni.gsi.gov.uk](mailto:Michael.McBride@health-ni.gsi.gov.uk)>; Young, Ian (Prof.) <[Ian.Young2@health-ni.gsi.gov.uk](mailto:Ian.Young2@health-ni.gsi.gov.uk)>; Pearson, Karen <[Karen.Pearson@executiveoffice-ni.gsi.gov.uk](mailto:Karen.Pearson@executiveoffice-ni.gsi.gov.uk)>; Jackson, Neill (TEO) <[Neill.Jackson@executiveoffice-ni.gsi.gov.uk](mailto:Neill.Jackson@executiveoffice-ni.gsi.gov.uk)>; Brennan, Mike <[Mike.Brennan@economy-ni.gsi.gov.uk](mailto:Mike.Brennan@economy-ni.gsi.gov.uk)>; May, Peter <[Peter.May@justice-ni.x.gsi.gov.uk](mailto:Peter.May@justice-ni.x.gsi.gov.uk)>; Pengelly, Richard <[Richard.Pengelly@health-ni.gsi.gov.uk](mailto:Richard.Pengelly@health-ni.gsi.gov.uk)>; Gray, Sue (DoF) <[Sue.Gray@finance-ni.gsi.gov.uk](mailto:Sue.Gray@finance-ni.gsi.gov.uk)>; Meharg, Tracy <[Tracy.Meharg@communities-ni.gsi.gov.uk](mailto:Tracy.Meharg@communities-ni.gsi.gov.uk)>; Chris Stewart <[ChrisStewartdfe-stewart@nigov.net](mailto:ChrisStewartdfe-stewart@nigov.net)>; McNabb, Chris <[Chris.McNabb@executiveoffice-ni.gsi.gov.uk](mailto:Chris.McNabb@executiveoffice-ni.gsi.gov.uk)>; Baker, Derek <[Derek.Baker@education-ni.gsi.gov.uk](mailto:Derek.Baker@education-ni.gsi.gov.uk)>; Godfrey, Katrina (DfI – Perm Sec) <[Katrina.Godfrey@infrastructure-ni.gsi.gov.uk](mailto:Katrina.Godfrey@infrastructure-ni.gsi.gov.uk)>; Widdis, Hugh <[Hugh.Widdis@finance-ni.gsi.gov.uk](mailto:Hugh.Widdis@finance-ni.gsi.gov.uk)>

**Subject:** RE: Shape of the week -covid

All,

Agree Monday is essential, so important all contributions and comments are timely.

I also understand a meeting of UKG, Irish Government and ourselves is being organised for Monday afternoon (I think at official level).

NIO asked me about financial concerns at local government level – while they are well aware of structural differences, it may be helpful and important to link into what is being considered at UKG level.

Many thanks.

Andrew

PS please check any replies are to my Executive Office account not my old DfE account.

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**From:** McBride, Michael [<mailto:Michael.McBride@health-ni.gsi.gov.uk>]

**Sent:** 10 October 2020 10:49

**To:** Young, Ian (Prof.) <[Ian.Young2@health-ni.gsi.gov.uk](mailto:Ian.Young2@health-ni.gsi.gov.uk)>; Pearson, Karen <[Karen.Pearson@executiveoffice-ni.gsi.gov.uk](mailto:Karen.Pearson@executiveoffice-ni.gsi.gov.uk)>; Jackson, Neill (TEO) <[Neill.Jackson@executiveoffice-ni.gsi.gov.uk](mailto:Neill.Jackson@executiveoffice-ni.gsi.gov.uk)>; Brennan, Mike <[Mike.Brennan@economy-ni.gsi.gov.uk](mailto:Mike.Brennan@economy-ni.gsi.gov.uk)>; May, Peter <[Peter.May@justice-ni.x.gsi.gov.uk](mailto:Peter.May@justice-ni.x.gsi.gov.uk)>; Pengelly, Richard <[Richard.Pengelly@health-ni.gsi.gov.uk](mailto:Richard.Pengelly@health-ni.gsi.gov.uk)>; Gray, Sue (DoF) <[Sue.Gray@finance-ni.gsi.gov.uk](mailto:Sue.Gray@finance-ni.gsi.gov.uk)>; Meharg, Tracy <[Tracy.Meharg@communities-ni.gsi.gov.uk](mailto:Tracy.Meharg@communities-ni.gsi.gov.uk)>; Chris Stewart <[ChrisStewartdfe-stewartc@nigov.net](mailto:ChrisStewartdfe-stewartc@nigov.net)>; McBride, Michael <[Michael.McBride@health-ni.gsi.gov.uk](mailto:Michael.McBride@health-ni.gsi.gov.uk)>; McNabb, Chris <[Chris.McNabb@executiveoffice-ni.gsi.gov.uk](mailto:Chris.McNabb@executiveoffice-ni.gsi.gov.uk)>; Baker, Derek <[Derek.Baker@education-ni.gsi.gov.uk](mailto:Derek.Baker@education-ni.gsi.gov.uk)>; Godfrey, Katrina (DfI – Perm Sec) <[Katrina.Godfrey@infrastructure-ni.gsi.gov.uk](mailto:Katrina.Godfrey@infrastructure-ni.gsi.gov.uk)>; Widdis, Hugh <[Hugh.Widdis@finance-ni.gsi.gov.uk](mailto:Hugh.Widdis@finance-ni.gsi.gov.uk)>

**Cc:** [Andrew.McCormick@economy-ni.gsi.gov.uk](mailto:Andrew.McCormick@economy-ni.gsi.gov.uk)

**Subject:** RE: Shape of the week -covid

Karen,

Decision are needed on Monday and a full Executive Meeting is required.

Michael

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**From:** Young, Ian (Prof.) <[Ian.Young2@health-ni.gsi.gov.uk](mailto:Ian.Young2@health-ni.gsi.gov.uk)>

**Date:** Saturday, 10 Oct 2020, 9:14 am

**To:** Pearson, Karen <[Karen.Pearson@executiveoffice-ni.gsi.gov.uk](mailto:Karen.Pearson@executiveoffice-ni.gsi.gov.uk)>; Jackson, Neill (TEO) <[Neill.Jackson@executiveoffice-ni.gsi.gov.uk](mailto:Neill.Jackson@executiveoffice-ni.gsi.gov.uk)>; Brennan, Mike <[Mike.Brennan@economy-ni.gsi.gov.uk](mailto:Mike.Brennan@economy-ni.gsi.gov.uk)>; May, Peter <[Peter.May@justice-ni.x.gsi.gov.uk](mailto:Peter.May@justice-ni.x.gsi.gov.uk)>; Pengelly, Richard <[Richard.Pengelly@health-ni.gsi.gov.uk](mailto:Richard.Pengelly@health-ni.gsi.gov.uk)>; Gray, Sue (DoF) <[Sue.Gray@finance-ni.gsi.gov.uk](mailto:Sue.Gray@finance-ni.gsi.gov.uk)>; Meharg, Tracy <[Tracy.Meharg@communities-ni.gsi.gov.uk](mailto:Tracy.Meharg@communities-ni.gsi.gov.uk)>; Chris Stewart <[ChrisStewartdfe-stewartc@nigov.net](mailto:ChrisStewartdfe-stewartc@nigov.net)>; McBride, Michael <[Michael.McBride@health-ni.gsi.gov.uk](mailto:Michael.McBride@health-ni.gsi.gov.uk)>; [Ian.Young2@health-ni.gsi.gov.uk](mailto:Ian.Young2@health-ni.gsi.gov.uk) <[Ian.Young2@health-ni.gsi.gov.uk](mailto:Ian.Young2@health-ni.gsi.gov.uk)>; McNabb, Chris <[Chris.McNabb@executiveoffice-ni.gsi.gov.uk](mailto:Chris.McNabb@executiveoffice-ni.gsi.gov.uk)>; Baker, Derek <[Derek.Baker@education-ni.gsi.gov.uk](mailto:Derek.Baker@education-ni.gsi.gov.uk)>; Godfrey, Katrina (DfI – Perm Sec) <[Katrina.Godfrey@infrastructure-ni.gsi.gov.uk](mailto:Katrina.Godfrey@infrastructure-ni.gsi.gov.uk)>; Widdis, Hugh <[Hugh.Widdis@finance-ni.gsi.gov.uk](mailto:Hugh.Widdis@finance-ni.gsi.gov.uk)>

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**Subject:** RE: Shape of the week -covid

Karen

I think we should plan for the Executive to meet on Monday if possible – the position is worsening rapidly. We are working on an update to the Modelling paper with additional data and updated numbers after meeting with some Ministers yesterday.

Best wishes

Ian

**Chief Scientific Advisor**  
**Director of Research for Health and Social Care**  
**Department of Health**  
**Castle Buildings | Stormont Estate | Belfast | BT4 3SQ |**

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**From:** Pearson, Karen [<mailto:Karen.Pearson@executiveoffice-ni.gsi.gov.uk>]

**Sent:** 10 October 2020 6:52 AM

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**Cc:** [Andrew.McCormick@economy-ni.gsi.gov.uk](mailto:Andrew.McCormick@economy-ni.gsi.gov.uk)

**Subject:** Shape of the week -covid

I am coordinating a paper to get a decision next week on whether the Executive takes actions to halt the COVID trajectory. We are at around 1000 cases per day and growing hospitalisations.

So Strategic Decisions are needed next week on COVID interventions. If action is not taken, that will constitute a decision and the consequences of that need to be articulated at Executive. Michael and Ian have been clear on that already. It is current policy at Executive level that R should be under 1. That policy is not being seen in practice for some weeks. Interventions are needed to meet the policy objective.

NI is days away from nhs being overwhelmed. There are significant implications for the economy, jobs and benefits if interventions are made without financial mitigations. We need to be able to spell out for Executive what the chancellor's announcement means for us here. That will inform and aid decision making.

Neill - Executive meetings will be needed in addition to the Thursday meeting. Either Monday pm or Tuesday am please.

Compliance and enforcement meetings will be needed with key sectors early next week. This follows from ongoing discussions in the strategic enforcement group, and from further work done with police and councils yesterday. This is in hand.

Contingency arrangements are now essential.

I am pulling a paper together. We can present a framework for decision making. In tandem decisions are needed next week. As above, if interventions are not made that will be a decision in itself.

There are choices about key sectors and education in particular. One way to look at this is:

- to protect nhs, there are short and medium term significant consequences for economy and education which can be managed out through concerted effort over time: or
- if any sector or sectors are prioritised, there are nhs consequences to be faced now.

Whether or not a sector or education is being protected in other jurisdictions is relevant in terms of longer term competitive advantage and life chances. It is also true that decisions on sectors and education will limit the positive impact which can be made on nhs now. That's the difficult choice to be made.

Ministers need to decide next week if they can tolerate the nhs implications they will see in days. All other risks and consequences can be attended to through concerted effort over the short medium and long term especially if money is available.

For papers, I'd be grateful for:

- up to date health data, most of which I can get from the dashboard and the modelling paper. But would be good to know if there are any updates Michael and Ian would want to make to the modelling paper from last week which set out the facts very clearly
- a summary of the implications for us from the chancellor's statement yesterday
- what money we have left in the pot regardless of the chancellor's statement, which could be directed or potentially redirected to supporting interventions if we need to close sectors
- what is the least worst bad situation for education in terms of closure
- where are we on invoking contingencies such as on line learning, feeding children if they are not at school, and ability to provide schooling for key worker and vulnerable children if we need to go back to that
- what is the best advice on shielding
- where are we on support to vulnerable people if we need to put that in place
- for each contingency, how many days are needed to stand up arrangements

The above are illustrative and there will be more issues. In summary, the decisions need to be made on the following basis:

- the realities of the COVID numbers and nhs impact in days
- the impacts of prioritising nhs, if that is the decision, and the consequences of that. Or an acceptance of nhs impacts if the decision is in a different direction
- work on compliance and enforcement
- a finance strategy to mitigate impacts
- an understanding of the lead in time for contingency arrangements to be stood up
- contingency arrangements agreed and invoked
- broader operating environment including winter

We may need to meet over the weekend or early Monday. Michael and Ian have, I think, spoken to most if not all depts on the modelling and if there are no significant updates to that, then that's the baseline we are working to.

With thanks, we have a lot of information about impacts. Nothing more needed on that. Next week we need decisions, and not taking action is a decision. I can't see a way to balance. Best we can do is mitigate.

Can I puts be send to me by 10.00am on Sunday so I can pull together.

Many thanks

Karen

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