

Message

From: Stewart, Chris (TEO) [chris.stewart@executiveoffice-ni.gov.uk]
Sent: 08/03/2020 2:19:20 PM
To: TEO HOCS (DS) [HOCS@executiveoffice-ni.gsi.gov.uk]; Stewart, Chris (TEO) [chris.stewart@executiveoffice-ni.gsi.gov.uk]
CC: [REDACTED] [REDACTED]@executiveoffice-ni.gsi.gov.uk [REDACTED] [REDACTED]@executiveoffice-ni.gsi.gov.uk
Subject: RE: Covid 19 - the week ahead

David

Thank you. Lot's to think about there. No obvious gaps, but I would add that I think we will need an agile N/S link when we move to soft stand up, via Taoiseach's Office (link already established), NSMC in due course, and probably the embassy. Thoughts on the other points are below.

C

From: TEO HOCS (DS) [mailto:HOCS@executiveoffice-ni.gsi.gov.uk]
Sent: 08 March 2020 12:55
To: Stewart, Chris (TEO) <chris.stewart@executiveoffice-ni.gsi.gov.uk>
Cc: [REDACTED] [REDACTED]@executiveoffice-ni.gsi.gov.uk; TEO HOCS (DS) <HOCS@executiveoffice-ni.gsi.gov.uk>
Subject: Covid 19 - the week ahead

Chris

Just thinking about the week ahead I foresee us needing to address the following issues:

1. The move from Containment to Delay: the CMO is working on advice which seems likely to conclude that we are a week or two behind England and hence it seems likely he will advise we should not move to Delay here immediately. He will be in the lead on this through the CMO network but we will need to oversee the advice to ministers, taking account of their movements this week (London on Monday and US from Wednesday morning until Saturday morning). EIS and DoH will need to manage the messaging of this especially if there is a major announcement on Wednesday. The N/S dimension will also need managing. **Agreed. Michael may need our help in managing the political reaction.**
2. Cab Sec request for risk assessments, due tomorrow (Monday) morning: you/CCPB are coordinating this. We will need to consider how/when we share and/or clear this with ministers. **and the CMO...**
3. CO request for Impacts and Mitigations analysis (directed at DE and DfC): the CMO has advised that there is no particular need for this work to be completed in the timescale set by CO and that it would be impossible to produce something with any precision at short notice. This is undoubtedly correct but we will need to mend fences with CO who may escalate our non-compliance to ministerial level. **Indeed, that was my concern last night, when two requests for input from CO had received no response (a response did eventually issue this morning). Past behaviour suggests that CO will approach NIO, who will come to you or, worse still, FM and dFM.**
4. FCO advice re travel to N Italy: do I need to make peace with CMO? It was largely down to me that FM and dFM raised this with SOSNI (though on the basis that we were asking FCO to look again at their advice rather than with a view to us departing from FCO advice). Nonetheless, I probably should have run this past Michael first. **He is clearly annoyed, but you should be aware of the full sequence: Derek approached me on Wednesday, indicating that he had already raised the matter of the FCO Italy advice by telephone with Robin Swann, and asking for the Hub to be stood up for centralised decision making. I explained that stand up would be premature and that, in any case, I and colleagues in**

the hub would have no basis to depart from FCO advice. **NR** remained concerned on Friday, and the matter was escalated as you describe. However, I did advise Michael what had happened, and re-iterated to **NR** 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: **NR** 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.

C

Sent with BlackBerry Work (www.blackberry.com)

From: Name Redacted <[REDACTED]@cabinetoffice.gov.uk>

Sent: 7 Mar 2020 20:35

To: DoH Health Gold Ops Cell <healthgold.opscell@health-ni.gov.uk> [REDACTED] (DoH)"

[REDACTED] <[REDACTED]@health-ni.gov.uk>; Private.Office@health-ni.gsi.gov.uk; TEO CCPB

<CCPB@executiveoffice-ni.gov.uk> [REDACTED] <[REDACTED]@executiveoffice-ni.gsi.gov.uk>; "Stewart, Chris (TEO)"

<chris.stewart@executiveoffice-ni.gov.uk>; "Rooney, Bernie" <Bernie.Rooney@executiveoffice-ni.gov.uk>

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

Hello all,

To flag that we have still not received a return from NI for this commission. Our paper is going to Mark Sweeney for comment this evening, and will need to be cleared by 10am latest tomorrow, ahead of the COBR(O) meeting at 3 30pm. Please could you send a return as soon as possible, or NI will not be represented in the paper.

For ease the bullet points for the slide template that returns are being summarised into are copied below. At this stage it would be helpful if we received the return in this format.

Best,

Name Redacted

Impacts and mitigations: home isolation

-
- [Impacts - add stats/ assumptions where possible]
-
-
- [Impacts on particular cohorts (where relevant)]
-
-
- [mitigations (where relevant), incl £ costs and how these would be delivered]
-

Impacts and mitigations: whole household isolation

-
- [Impacts - add stats/ assumptions where possible]
-
-
- [Impacts on particular cohorts (where relevant)]
-
-

- [mitigations (where relevant), incl £ costs and how these would be delivered]
-

Impacts and mitigations: social distancing

-
- [Impacts - add stats/ assumptions where possible]
-
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- [Impacts on particular cohorts (where relevant)]
-
-
- [mitigations (where relevant), incl £ costs and how these would be delivered]
-

On Sat, 7 Mar 2020 at 15:56, [NR] <[redacted]@cabinetoffice.gov.uk> wrote:

Hi,

We are yet to receive an NI return for this commission - now overdue by 3hours. When can we expect to receive the NI response?

Many thanks,

[NR]

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

From: **CCS Control Mailbox** <ccs.control@cabinetoffice.gov.uk>

Date: Fri, 6 Mar 2020 at 16:40

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

To: [NR] <[redacted]@no10.gov.uk>, Imran Shafi <IShafi@no10.gov.uk>, [NR]
 [NR] <[redacted]@no10.gov.uk>, [NR] <[redacted]@no10.gov.uk>, [NR]
 [NR] <[redacted]@no10.gov.uk>, cabinet.secretary <cabinet.secretary@cabinetoffice.gov.uk>,
 <nsschina@cabinetoffice.gov.uk>, [NR] <[redacted]@cabinetoffice.gov.uk>, [NR]
 [NR] <[redacted]@cabinetoffice.gov.uk>, [NR] <[redacted]@cabinetoffice.gov.uk>, Steffan - Cabinet
 Office (OFF-SEN) <steffan.jones@cabinetoffice.gov.uk>, [NR] Cabinet Office (OFF-SEN)
 [NR] <[redacted]@cabinetoffice.gov.uk>, Beth Sizeland <beth.sizeland@cabinetoffice.gov.uk>, David Quarrey
 <David.Quarrey@cabinetoffice.gov.uk>, Jonathan Black - Official mailbox
 <jonathan.black@cabinetoffice.gov.uk>, [NR] <[redacted]@cabinetoffice.gov.uk>, [NR]
 [NR] <[redacted]@cabinetoffice.gov.uk>, Carol McCall <Carol.McCall@cabinetoffice.gov.uk>, Alex Aiken
 <Alex.Aiken@cabinetoffice.gov.uk>, [NR] <[redacted]@cabinetoffice.gov.uk>, Sharon - Cabinet
 Office (OFF-SEN) <sharon.sawers@cabinetoffice.gov.uk>, Kirstee Driver
 <kirstee.driver@cabinetoffice.gov.uk>, [NR] <[redacted]@cabinetoffice.gov.uk>, NSCT CV19
 <cv19-comms@cabinetoffice.gov.uk>, Chief Executive of the Civil Service
 <chief.executive@cabinetoffice.gov.uk>, CCS Control Mailbox <CCS.Control@cabinetoffice.gov.uk>, CCS
 Recovery Mailbox <ccsrecovery@cabinetoffice.gov.uk>, Katharine Hammond
 <katharine.hammond@cabinetoffice.gov.uk>, Natasha Grant <Natasha.Grant@cabinetoffice.gov.uk>, Kate

Noble <kate.noble@cabinetoffice.gov.uk>, Peter Tallantire <peter.tallantire@cabinetoffice.gov.uk> NR
 NR <NR@cabinetoffice.gov.uk>, Nikki Marcel <Nikki.Marcel@cabinetoffice.gov.uk>, Zonia Cavanagh <Zonia.Cavanagh@cabinetoffice.gov.uk>, NR
 NR <NR@cabinetoffice.gov.uk>, NR <NR@cabinetoffice.gov.uk>, NR
 NR <NR@cabinetoffice.gov.uk>, NR <NR@cabinetoffice.gov.uk>, NR
 NR <NR@cabinetoffice.gov.uk>, NR <NR@cabinetoffice.gov.uk>, NR
 NR <NR@cabinetoffice.gov.uk>, COBR - Cabinet Office [Flex-C] <cobr@cabinet-office.x.gsi.gov.uk>, NSS.Watchkeeper1 <nss.watchkeeper1@cabinetoffice.gov.uk>, Duty Officer2 <Duty.officer2@cabinetoffice.gov.uk>, to, NR <NR@cabinetoffice.gov.uk>, beis erco <beis.erco@beis.gov.uk>, BEIS Covid-19 <beis.covid19@beis.gov.uk>, NR (Energy Development & Resilience) <NR@beis.gov.uk>, Government Chief Scientific Adviser (GO-Science) <gcsa@go-science.gov.uk>, NR <NR@go-science.gov.uk>, Stuart.Wainwright@Go-Science.gov.uk <Stuart.Wainwright@go-science.gov.uk>, NR (Go Science) <NR@go-science.gov.uk>, NR Go Science) <NR@go-science.gov.uk>, SAGE Mailbox (Go-Science) <sage@I&S>, GO-Science Resilience <Resilience@I&S>, Coronavirus Taskforce (Sensitive) <Coronavirustaskforce@fco.gov.uk>, Global Response Centre (Sensitive) <response@fco.gov.uk>, Crisis Mailbox (Sensitive) <Crisis@fco.gov.uk>, SOSFA Action (Sensitive) <sosfa-action@fco.gov.uk>, Julia Longbottom (Sensitive) <Julia.longbottom@fco.gov.uk>, Richard Morris * <NR> (Sensitive) <Richard.Morris@fco.gov.uk>, <Gareth.hoar2@fco.gov.uk>, <Jayd.davies@fco.gov.uk>, <DGEGL.PrivateOffice@fco.gov.uk>, <NR@fco.gov.uk>, Geoff Hope (DFID) (External) <g-hope@dfid.gov.uk>, <peter.jinks@defra.gov.uk>, SM-Defra-Emergencies (CPSD) <emergencies@defra.gov.uk>, Rosenorn-Lanng, Jon <Jon.Rosenorn-Lanng@defra.gov.uk>, <NR@defra.gov.uk>, <covid19-CPDEnquiries@apha.gov.uk>, OPERATIONS CENTRE, DfE <dfc.operationscentre@education.gov.uk>, NR <NR@education.gov.uk>, NR <NR@dfid.gov.uk>, NR <NR@dfid.gov.uk>, NR <NR@dfid.gov.uk>, NR <NR@dfid.gov.uk>, NR <NR@dfid.gov.uk>, Maria Wyard <M-Wyrd@dfid.gov.uk>, NR <NR@DFID.gov.uk>, NR <NR@dfid.gov.uk>, TSOC <TSOC@dft.gsi.gov.uk>, NR <NR@dft.gov.uk>, James Brereton <James.Brereton@dft.gov.uk>, Covid-19spoc <covid-19spoc@dhsc.gov.uk>, RWCS.SPOC <RWCS.Spoc@dhsc.gov.uk>, NR <NR@dhsc.gov.uk>, Dodds, Kevin <kevin.dodds@dhsc.gov.uk>, Lamberti, David <david.lamberti@dhsc.gov.uk>, <NR@dhsc.gov.uk>, NR <NR@dhsc.gov.uk>, Whitty, Chris <Chris.Whitty@dhsc.gov.uk>, Van Tam, Jonathan <Jonathan.VanTam@dhsc.gov.uk>, Cavanagh, Cheryl <cheryl.cavanagh@dhsc.gov.uk>, Kate Thomas <kate.thomas@dhsc.gov.uk>, NR <NR@dhsc.gov.uk>, NR <NR@dhsc.gov.uk>, <NR@dhsc.gov.uk>, <natasha.price@dhsc.gov.uk>, NR <NR@dhsc.gov.uk>, NR DHSC (OFF-SEN) <NR@dhsc.gov.uk>, Permanent Secretary <Permanent.Secretary@dhsc.gov.uk>, NR <NR@dhsc.gov.uk>, <Jamie.Njoku-Goodwin@dhsc.gov.uk>, PHE.NICC30 <PHE.NICC30@phe.gov.uk>, ERD.OnCall <erd.oncall@phe.gov.uk>, Sharon Peacock <Sharon.Peacock@phe.gov.uk>, Nick Phin <Nick.Phin@phe.gov.uk>, Yvonne Doyle <yvonne.doyle@phe.gov.uk>, <Ruth.Milton@phe.gov.uk>, <Nick.Gent@phe.gov.uk>, <resilience.HSE@hse.gov.uk>, Central Secretariat <censec@gchq.gov.uk>, NR DWP DWP SPD SECURITY CONTINUITY RESILIENCE AND RESPONSE <NICHOLAS.HAMER@dwp.gov.uk>, Dent Paul DWP BUSINESS CONTINUITY AND RESILIENCE <paul.dent@dwp.gov.uk>, NR <NR@DWP.GOV.UK>, NR <NR@1@dwp.gov.uk>, <emergency.response@dwp.gsi.gov.uk>, Perm Sec, Action - HMT <Action.PermSec@hmtreasury.gov.uk>, NR <NR@hmtreasury.gov.uk>, NR HMT <NR@hmtreasury.gov.uk>, NR <NR@hmtreasury.gov.uk>, NR - HMT <NR@hmtreasury.gov.uk>, Lombardelli, Clare - HMT <Clare.Lombardelli@hmtreasury.gov.uk>, Davies, Philippa - HMT <Philippa.Davies@hmtreasury.gov.uk>,

NR HMT NR @hmtreasury.gov.uk> NR - HMT
 NR @hmtreasury.gov.uk>, NR - HMT NR @hmtreasury.gov.uk>, Taylor,
 Joe -HMT <ioe.taylor@hmtreasury.gov.uk>, NR - HMT NR @hmtreasury.gov.uk>,
 NR HMT <NR @hmtreasury.gov.uk>, NR - HMT
 NR @hmtreasury.gov.uk>, NR - HMT <NR @hmtreasury.gov.uk> NR
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 NR - HMT NR @hmtreasury.gov.uk> NR
 NR @food.gov.uk>, NR @attorneygeneral.gov.uk> NR
 NR @governmentlegal.gov.uk>, NR @governmentlegal.gov.uk>,
 <Mel.Nebhrajani@governmentlegal.gov.uk>, <Henry.Ripley@governmentlegal.gov.uk>, NR
 NR @governmentlegal.gov.uk>, Milburn Alison <Alison.Milburn@homeoffice.gov.uk>, Gawley
 Sarah <Sarah.Gawley@homeoffice.gov.uk>, Pattinson Neil <Neil.Pattinson@homeoffice.gov.uk>,
 <NR @homeoffice.gov.uk>, OpsCentreGold <OpsCentreGold@homeoffice.gov.uk>,
 DepartmentalOperationsCentre <DepartmentalOperationsCentre@homeoffice.gov.uk>,
 <NR @homeoffice.gov.uk>, NR @homeoffice.gov.uk>, NR
 <NR @homeoffice.gov.uk>, Moore Emma (Border Force) <Emma.Moore2@homeoffice.gov.uk>,
 BorderForceNCC <borderforcencc@homeoffice.gov.uk>, NR @mod.gov.uk>, NR
 NR B2 (SPO CTandUK-AH Pol) <Stuart.Brewer107@mod.gov.uk>, NR ISRG Civil
 Contingencies Secretariat (Cabinet Office) NR @cabinet-office.x.gsi.gov.uk>, NR
 Flt Lt (SPO DSR-Phys Sy Pol) NR @mod.gov.uk>, NR C1 (SPO DJEP-NI LILS
 NR @mod.gov.uk>, NR C2 (SPO GlobalIssues-CBRN2)
 NR @mod.gov.uk>, COVID19-Main <2019-NCov@mod.gov.uk>, <SPODSR-
 ResilienceGroup@mod.gov.uk>, DCMC-CDSO-Office <DCMC-CDSO-Office@mod.gov.uk>, <SPOCts-
 Crisis-OCMultiuser@mod.gov.uk>, SPO CTandUK-Mailbox (MULTIUSER) <SPOCTandUK-
 Mailbox@mod.gov.uk> NR NOMS] <NR @justice.gov.uk>,
 Shaun.McNally@Justice.gov.uk <Shaun.McNally@justice.gov.uk> NR
 <NR @justice.gov.uk>, NR @Justice.gov.uk NR @justice.gov.uk>, Pickering,
 Richard <Richard.Pickering@justice.gov.uk> NR @Justice.gov.uk NR @justice.gov.uk>,
 National Incident Management Unit [HMPS] <NIMU@justice.gov.uk>, MoJ_DOC_Inbox
 <MoJ_DOC_Inbox@justice.gov.uk>, <dutysecurityofficer@justice.gsi.gov.uk>, <england.cpr@nhs.net>,
 SPOCSKH, England (NHS ENGLAND & NHS IMPROVEMENT - X24) <england.spocskh@nhs.net>,
 NR (NHS ENGLAND & NHS IMPROVEMENT - X24) NR @nhs.net>, NR
 NR (NHS ENGLAND & NHS IMPROVEMENT - X24) <stephengroves@nhs.net>, Red Control
 <RedControl@communities.gov.uk>, NR @communities.gov.uk>,
 <telecoms.resilience@culture.gov.uk>, NR @culture.gov.uk>, NR
 NR @culture.gov.uk>, Laura Smith <laura.smith@culture.gov.uk>, Andy Shields
 <andy.shields@culture.gov.uk>, Giles Smith <giles.smith@culture.gov.uk>,
 NR @scotlandoffice.gov.uk>, Nicola Bodel <nikki.bodel@nio.gov.uk>, NR
 <NR @nio.gov.uk>, NR @nio.gov.uk> NR
 NR @ukgovwales.gov.uk>, NR @gov.scot>, <sgormajorevents@gov.scot>,
 NR @gov.scot>, NR @gov.scot>, <Andrew.Slorance@gov.scot>,
 <SGCoronavirus@gov.scot>, NR @gov.scot>, <sghru@gov.scot>, <Fiona.Wilson@gov.scot>,
 <Gillian.Russell@gov.scot>, DoH Health Gold Ops Cell <healthgold.opscell@health-ni.gov.uk>, NR
 NR @health-ni.gov.uk>, <Private.Office@health-ni.gsi.gov.uk>, TEO CCPB
 <CCPB@executiveoffice-ni.gov.uk>, NR @executiveoffice-ni.gsi.gov.uk>,
 <chris.stewart@executiveoffice-ni.gov.uk>, Rooney, Bernie <bernie.rooney@executiveoffice-ni.gov.uk>,
 <emergencies.security@gov.wales> NR @gov.wales>, <Gary.Haggaty@gov.wales>,
 NR @gov.wales>, <Reg.Kilpatrick@gov.wales>, NR @gov.wales>, NR
 <NR @cabinetoffice.gov.uk>, Sarah Shannon <sarah.shannon@cabinetoffice.gov.uk>, John McMichael
 <john.mcmichael@cabinetoffice.gov.uk>, Mark Sweeney <mark.sweeney@cabinetoffice.gov.uk>, Emma
 Payne <emma.payne@cabinetoffice.gov.uk> NR @cabinet-office.gsi.gov.uk>,

NR @ccs.gsi.gov.uk> NR @cabinetoffice.gov.uk>
NR @cabinetoffice.gov.uk>

Good afternoon,

Please could all Departments provide a return **by 1300 on Saturday 7 March**, with a named contact and number that the Cabinet Secretariat can liaise with on Saturday and on Sunday for any further details.

Please email returns to john.mcmichael@cabinetoffice.gov.uk, NR @cabinetoffice.gov.uk and NR @cabinetoffice.gov.uk, copying in ccs.control@cabinetoffice.gov.uk

Measures:

1. Home isolation of symptomatic cases (7 day duration)
2. Whole household isolation where there is a symptomatic case (14 day duration)
3. Social distancing for vulnerable groups [in line with DHSC description of policy options]

DHSC will circulate a description of each of these measures via CCS Control, including scope, duration and what activity would be limited, by 6pm Friday. Departments should apply the assumption about effect of the measures that are being circulated by CCS this evening.

ALL DEPARTMENTS to set out, for each of the 3 potential interventions (or their variants):

- What are the impacts of these measures? As relevant, please consider these:
 - on people and families - e.g. on health, income, benefits, education, childcare, wellbeing, medical treatment, food supply, leisure activity?
 - On public service delivery (e.g. on welfare, health and social care, education, policing?)

There will clearly be interaction between these e.g. the effect on vulnerable elderly person in receipt of social care at home, would intersect with the wider effect on social care provision, through measures affecting the workforce.

These impacts should be quantified wherever possible in terms of the numbers affected and the level of risk.

- Where relevant, please break these down by impact on particular cohorts, including by age, household type (including care homes) and income;
- Are there specific regional impacts?
- Are there specific implications for devolved policy areas and the Devolved Administrations?

We want to create case studies to illustrate the impacts on individuals and households. To enable this, please consider the impacts for specific cohorts, for example:

- Over 70 years old single household with care needs
- Over 70 in good health and still working or volunteering
- Working age adults cohabiting
- Family (eg two parents two children school age)
- Multi-generational household (over 65, working age, children)
- Low income households (children on free-school meals)

Mitigations

- What actions could be taken to mitigate each of these impacts, including public sector, private sector and voluntary sector options?

- What would the effect of each mitigation measure be?
- How would these actions be delivered? How much would they cost and how quickly could they be delivered?

With thanks,

CCS Control

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PLEASE COPY THIS EMAIL ADDRESS INTO ALL RESPONSES

CCS Control
 Civil Contingencies Secretariat
ccs.control@cabinetoffice.gov.uk

CCS Covid-19 response landline phone numbers

[all start with **I&S**]

Urgent policy, operations and situation cell – **I&S**

Longer-term policy coordination cell – **I&S**

SCS – **I&S**

Please do not send personal data, in particular sensitive or special category data, to the CSS Control mailbox as we do not need this information for the purposes of the Covid-19 response. For your information, personal data is any information that relates to an identified or identifiable individual. Sensitive, or special category, data includes personal data concerning or revealing health. Therefore, information such as patients' details and plane manifests should not be sent to the CSS Control mailbox.

NR

Cover: Head of Private Office and Support Team/Senior Private Secretary to Mark Sweeney and Jonathan Black
 Economic and Domestic Affairs
 Cabinet Secretariat
 Cabinet Office
 35 Great Smith Street, London, SW1P 3DQ
 M: **I&S**
[Follow us on Twitter @cabinetofficeuk](#)

NR

Cover: Head of Private Office and Support Team/Senior Private Secretary to Mark Sweeney and Jonathan Black
 Economic and Domestic Affairs
 Cabinet Secretariat
 Cabinet Office
 35 Great Smith Street, London, SW1P 3DQ
 M: **I&S**
[Follow us on Twitter @cabinetofficeuk](#)