

NI DEPARTMENTS NON-HEALTH SECTORAL RESILIENCE RETURNS – DRAFT

ECONOMY

ECONOMY KEY AREAS OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENTS	RAG Rating as at 06/03/2020
Economy/ Business	Closure of businesses (SMEs and micro- businesses)	Loss of jobs Loss of labour	Increased unemployment Closure of businesses Loss of developing sectors e.g.: film and screen industry			Amber
Energy : Electricity/Gas/ Oil	Lack of supply to business, homes and essential services	Increase in costs Lack of supply Health & Safety	Vulnerable people not having essential services Disruption to essential services Increase in costs	Generators can be run continuously requiring much less staff. Already remote working of some staff. Mutual aid between companies. Ability to carry on working at different sites. Restricting staff travel. Redesigned work patterns. Training of additional staff		Green
Telecoms	Supply chains Staff shortages reduce resilience of telecoms networks and	Lack of hardware to maintain network infrastructure	Limited potential for reduced service levels if infrastructure cannot be maintained due to lack of hardware or telecoms manpower.	National Emergency Plan for Telecoms in place and recently reviewed	Situation being closely monitored by UK Electronic Communications Resilience and Response Group.	Green

ECONOMY KEY AREAS OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENTS	RAG Rating as at 06/03/2020
	ability to complete essential maintenance					
Further Education	20-30% absenteeism's – staff and students Students unable to sit exams or complete coursework required for 3rd degree International students	Forced closure of institutions due to unsafe staffing levels Students unable to complete courses and exams Students requiring re-sits or demanding compensation Lack of free movement to home country	Disruption to courses and completions Disruption to next year's programmes Potential costs to support ill students or restricted movement Potential impact on learners completing work based learning e.g. Apprenticeships/Traineeship Learners following Erasmus programme, unable to travel. Penalties incurred for work not completed for programmes such as PEACE/ESF.	Potential indemnity clause in Coronavirus in emergency Bill Digital learning platforms for a virtual learning environment – short term only Potential payment Awarding bodies considering implications and alternatives.	Mitigation considered.	Green
Higher Education	20-30% absenteeism's	Forced closure of institutions	Disruption to courses and completions	In regards to issues 1-3:		Green

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	– staff and students	due to unsafe staffing levels	Disruption to next year's programmes Potential additional costs to the institutions Potential costs to support students or restricted movement	Potential indemnity clause in Coronavirus in emergency Bill Revisit policy position in regards to teaching grant funding, research funding and student support		
	Students unable to sit exams or complete coursework required for degree	Students unable to complete courses and exams, resulting in need to repeat Students requiring re-sits or demanding compensation	Inability to complete international research projects on time			
	Student and staff mobility	Lack of free movement to and from home country, or indeed for any potential travel	Students unable to avail of international and European mobility experiences	Delivery agents have contingency plans in place and working closely with the Department		

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	Delivery agents needed to administer student support dealing with absenteeism of 20-30%	Departmental international and European mobility programmes cancelled Students do not receive student support payments or receive a delayed payment	Students unable to fund their studies or support themselves to enable study			

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Tourism	In bound tourism already being impacted significantly – initially cancellations by China based tour operators, however 1. Cancellations being experienced from all markets and 2. Interest in forward bookings has fallen significantly. Tourism sector already facing challenges and uncertainty associated with Brexit. Tourism NI working with event	Cessation of Flybe flights impacts significantly on GB market and exacerbates coronavirus issue. Air carriers are reducing capacity from key markets such as the US. Global tourism is experiencing significant and unprecedented contraction – cancellations and also already evident that consumers disinclined to travel. Impact on major international	Short term – liquidity and cash flow issues for tourism businesses. Closure of tourism businesses. Negative impact on economy and tourism sector in particular. Reduction in visitors who may not return. Loss to tourism sector Calls for financial support/mitigations from tourism industry (this has already happened)	Cancellation/reduction in marketing in certain markets. Refocus on markets closer to home, including domestic. Promotion of staycations. Financial support for the tourism sector eg support package, rates deferral/holiday. Advisory support for the tourism sector. Engagement with banks to encourage ‘flexibility’ in their dealings with tourism businesses, eg overdraft facilities, restructuring loans etc.	Impact of coronavirus being felt on NI tourism businesses. Industry has advised DfE of significant risk to businesses (and especially small businesses) due to shrinking cashflow. Impact of coronavirus outbreak being felt across global tourism markets. Other countries putting in place support for indigenous tourism industries. DfE understands that the Rol are developing a support package for tourism businesses.	Amber/ Red NB Likely to move Red in the immediate/short term

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	promoters on major events for 2020 and beyond. Coronavirus likely to impact on events in 2020.	events bidding to take place in NI in 2020 and subsequent years. These events require significant planning and lead in times with investment already occurred or occurring Impact on industry – tourism industry asking what action Government can/will take to help alleviate loss in tourism opportunities			Call for support for NI tourism likely to grow significantly. Chancellor has indicated there will be support for business in the Budget. Will need to see how/if this benefits NI tourism businesses.	

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Chemicals	Impeded supply of key chemicals to NI Rapid exhaustion of supply of key chemicals from NI stocks Impacts to physical supply chains (transport operatives not available, closure of ports of entry etc.) Single chemical multiple usages across CNI	Closure of transport routes Hazards' from stockpiling Inability to stockpile Energy prices increasing Inappropriate stocking levels across NI Disruption in electricity supply	Increase in energy prices Disruption in electricity supply	Frequent review of chemicals used in electricity generation. Less than an ideal amount of some chemicals can be used in electricity generation short term but with an impact on wear & tear. Stockpiling of energy chemicals where possible – shelf life dependent.		Green
Apprenticeships, Careers and Vocational Education Division	20-30% absenteeism rate as a result of high level of infection and isolation	• Training providers forced to close • Students unable to	• Quality of training impacted due to disruption to courses • Impact on worked based learning	• Extend length of training • Relocate training to another location / provider	ACVED is currently considering how any financial mitigations will impact budgets and refining proposals to ensure	Amber

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		complete courses or undertake required skills training • Delay or postponement in exams taking place	• Financial implication to training providers • Financial implications for young people claiming EMA / training allowances	• Pay providers during periods of closure. • Continue to pay EMA / training allowance to trainees • Extend claim periods ACVED continue to work closely with CCEA and OFQUAL to consider risks to exams	any additional budgetary requirements can be met.	
Critical Supply Chain	Slowdown in production Restrictions on materials/parts Loss of Labour Reduction in capacity Loss of trade/tourism	Closure of SME and micro businesses Increase cost of basic essentials for consumers Disruption in electricity supply		Stock piling of parts where possible		Green

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	If there are maintenance issues with one generator, parts & labour are required from Northern Italy					

Infrastructure

CRITICAL/ESSENTIAL PUBLIC SERVICE	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENT	RAG Rating as at 06/03/2020
Provision of safe drinking water supply and effective waste water service. Emergency response to flooding, pollution or drought related incidents.	- Loss of critical staff (dept and contractors) due - Chemical Stocks - Spare Parts Stocks	Impact on provision and critical maintenance to drinking water supplies and sewage infrastructure Impact on emergency response requirements	- Interruption of drinking water supplies. - Pollution incidents arising from failure of sewage treatment systems	- NIW has maintained high stock levels of chemicals and spare parts as part of its EU Exit preparations. This has provided additional resilience should supply chains be affected as a result of Covid-19. - More staff working from home. Testing the operability of this over the past week. - Mutual Aid protocols within NI & UK	NIW has factored preparations for the impact of Covid19 into its emergency planning. DfI & NIW are working closely with other devolved administrations, Defra and Water UK contingency plans to ensure that any response is coordinated across GB and the North. Confident that there is unlikely to be disrupted due to a range of measures in place.	
Essential public transport services – Bus, rail and school transport.	Provision of Rail Services	20-35% reduction in staffing	Loss of service	Initially trains may be short, formed from 6 to 3 car, then reduced to the equivalent of a Saturday service. Potential for train services reduced to the equivalent of a Saturday service	This assumes all key functions within Bus and Rail services can be maintained. Peaks in illness within a business critical function may lead to more widespread disruption to services.	

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	Provision of Bus Services	20-35% reduction in staffing	Loss of service	Ulsterbus priority given to school services, reduced frequency Goldline/commuter routes and town services. /Metro – Summer timetable	In addition to the above, services may be adjusted to take into consideration public response and changing demand profiles in regards to schools and general public transport users.	
Emergency Flooding and drainage response	Loss of Critical Staff – potential 20% reduction of staff in addition to existing gaps in staff compliment.	All business activities at risk:- Capacity to respond to an Emergency flooding incident Capacity to carry out its LGD role responding and liaising with other partners during an emergency situation. Disruption to maintenance of High Risk Urban Watercourses and Culvert Grills	- Flooding - Roads closed - Reduced maintenance of High Urban Watercourses and Culvert Grilles leading to drains overloaded. - Reduced capacity to respond directly to flood incidents and liaise effectively with partners in emergency situations. - Reduced capability to discharge LGD responsibilities during a flooding emergency.	Significant ranges of mitigation measures in place • If IT available (mobile working) staff could work from home. • Relocation of staff from less critical business areas sections. • Possible use of external contractors. • Shared services/mutual aid arrangements with DfI Roads. • Request for assistance from other response organisations as part of multi-agency		

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				planning and co-ordination that may come into operation earlier if Covid 19 impacts are realised		
Emergency Road/street lighting repair services	Loss of critical staff (dept and contractors)	- Unmaintained roads become unsafe for public use. - Unmaintained street furniture; ie street lights. - Emergency road and street lighting repairs not carried out. - Supply chains affected; materials for defect repairs, fuel, fleet items.	- Impact on ability to deal with emergency roads incidents, including winter service and road closures/ flooding - Inspection and repair of road and other assets would be further limited.	- Impact of absenteeism and supply chains will necessitate prioritisation of services. - Redeploying staff to priority areas.		
Emergency Traffic Management Response	Absenteeism (20% assumed) Dept and Contract staff	- Capacity to respond during peak travel periods and emergency incidents. - Signal Maintenance	- Delays in identifying, responding and communicating during peak congestion/ emergency incidents.	- Majority of TICC staff trained in Control Room operation. - Working from home. - Contractor continuity arrangements in place; ie staff working from	The importance of good hygiene practices have been communicated to staff esp. when using shared terminals in the control room. Maintenance Contractors have already been	

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		Contractor capacity to respond - Motorway Maintenance Contractor capacity to respond	- Traffic disruption should control be lost of the traffic light system - Maintaining equipment e.g Motorway Control System (electronic signage etc), CCTV system, Foyle Bridge Safety System or equipment along the A1 / M1 / M2	home can provide a level of support to signal faults. Redeploying staff when necessary. - Prioritising serious repairs - MC System and CCTV system (urban & M'way) accessible remotely at PSNI BRC. - Prioritising serious repairs.	requested to develop their CV Contingency Plan including potential disruption to supply lines for spares.	
Vehicle Testing Services	Loss of critical staff	Disruption to vehicle testing (MOTs)	Cancellation of vehicle tests, creating a backlog of tests	Mitigation measures in place for vehicle testing as a consequence of current disruption, therefore it may be possible to absorb absenteeism levels of 20% with minimal impact on services. This position will begin to change from 27 April as the service begins to return to normal capacity levels. In addition, if absenteeism is concentrated in particular centres, the impact will vary across NI.	Specific guidance may be necessary for vehicle examiners, given their close proximity and contact with the public, including the use of their vehicles as part of the vehicle test	

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Driver Testing Services	Loss of critical staff	Disruption to driving tests (currently 60,000 tests delivered a year)	Cancellation of driving tests, creating a backlog of tests Mobility (and possibly economic) constraints on would be drivers and their families if they are not able to sit and therefore pass the relevant test	Some temporary mitigation measures in place. As a consequence of the disruption to vehicle testing services, it will be possible to reassign some vehicle testing staff to driving tests. However, this mitigation will diminish when vehicle testing services begin to return to normal capacity, commencing on 27 April. In addition, if absenteeism is concentrated in particular centres, the impact will vary across NI.	Specific guidance may be necessary for driving examiners, given their close proximity and contact with the public when conducting the driving test.	
Essential ferry services	Loss of Critical Staff Ferry Crew for Rathlin Ferry	Restriction of Ferry Services	Limiting service to Rathlin for islanders and services only.	Restricting service for islanders' movement and services only.		
	Loss of Critical Staff Ferry Crew Office Staff at Strangford Ferry	Restriction of Ferry Services	Limited ferry service. Limiting officer hours	Restriction the ferry service to fewer sailings. Passengers can still pay for journeys on ferry.		
Driver Licensing	Absenteeism	Disruption to processing of driving licences, which could potentially impact on a driver's ability	Delays in issuing of driving licences, creating a backlog in applications	Online channel available for the greatest volume of applications (renewals)	Impact will be greatest on paper applications (approx.. 1,000 applications per day)	

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		to earn a living (if they require their driving licence for work).				
Parking Enforcement	Absenteeism	Impact on Parking Enforcement, collection of revenue	Traffic disruption if enforcement not in place. Revenue collection down. This may impact on the 9 councils that we are in an agency agreement with.	Online payments and receipt of appeals, representations and challenges will continue	Staff resources will be directed to highest priority tasks and work loads	
Blue Badges	Absenteeism	Impact on the issue of Blue Badges	Backlog created	Online application service will continue to be available	Staff resources will be directed to highest priority tasks and work loads	
Community Transport	- Loss of essential staff:- * volunteer drivers, * support staff	Key services and critical functions supported by transport operators:- Movement of goods and people.	- Supply chain issues. - Transport organisations providing transport to vulnerable and isolated people unable to function.	- Mutual Aid protocols in place with other transport providers. - Prioritising services on an essential needs basis	Situation will be closely monitored to ensure risk assessments are completed in line with PHA advice to	
Trust Ports	Arrival of large sea vessels requiring passenger isolation.	May impede the smooth running of the Port thereby impacting upon travel to and from NI and upon the	May impact upon travel to and from NI and upon delivery of supplies across NI.	Significant range of mitigation measures in place	Confident that Trust Ports have contingency plans in place to respond to threat. Reserved matters such as new legislation allowing UK Government to close	

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	Loss of critical port/airport staff with non-transferrable skills to carry out essential functions, e.g. • Fire and Emergency crews • Harbour Pilots	delivery of supplies across NI.			Ports due to a lack of Border Control staff raises the risk.	
Commercial Ports/Airports	Arrival of aircraft and large sea vessels requiring passenger isolation. Loss of Roll On – Roll Off ship staff e.g. ship captains and engineers (who all work in close proximity) could halt NI-GB ferry services. Loss of critical port/airport staff with non-transferrable skills	May impede the smooth running of the Port/Airport thereby impacting upon travel to and from NI and upon the delivery of supplies across NI.	May impact upon travel to and from NI and upon delivery of supplies across NI.	Significant range of mitigation measures in place	Confident that Airports have contingency plans in place to respond to threat. However if large numbers of critical staff fall ill there is a chance airports may have to close. Reserved matters such as new legislation allowing UK Government to close airports due to a lack of Border Control staff raises the risk.	

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	to carry out essential functions, e.g. • Fire and Emergency crews • Harbour Masters • Harbour Pilots • Air traffic controllers					

COMMUNITIES

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Welfare (& financial) Services to public	Reduction in staff to process payments	Direct and immediate impact of financial welfare support to people in NI	Vulnerable citizen disproportionately impacted Lack of funds Lack of appropriate housing No money to eat or keep warm Reduction of money (cash) going into NI economy	A Working Group has been established within the Department with representation from all Groups and key business areas. This includes the priority areas identified within the Business Continuity Plan. This Working Group has been tasked with assessing the likely threats and impact of COVID-19 on delivery of services and with making recommendations on how to mitigate against these threats. The Working Group provided an initial, draft Action Plan to the Weekly Stocktake commencing on Monday 9th March.		
Advice Sector	Absenteeism	Lack of advisors re welfare benefits and other services	Disproportionate impact upon most vulnerable people in society	Business Continuity Plan updated. Staff will be moved from non-urgent work to cover the priority areas of the business.		

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		Voluntary groups which provide support services to NI public no longer viable	Lack of advice to access services			
Social Housing	Maintenance of safe social housing stock			Business Continuity Plan updated to reflect COVID-19. The Division may be unable to carry out some Business functions. However, management have prioritised the workload, identifying immediate and short term actions, to ensure essential functions are maintained.		

FINANCE

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NICSHR	Staff absence	Failure to fulfil business critical roles	Impact to essential frontline services	NICS HR support Departments to redeploy from non-business critical roles	Absence within NICSHR could also impact on ability to support departments	Amber
NICSHR	Unavailability of NICSHR staff to make appointment and/or facilitate emergency redeployment of staff to enable Departments to continue to deliver priority/front-line services.	Appointments not made and/or staff not redeployed to deliver priority/front-line services.	Cancelled tests and interviews, leading to delay in making appointments. Delays in redeployment of staff to priority needs	Stop or delay other non- priority work and redeploy staff to resourcing function within NICSHR. NICSHR to work with TEO and Departments to initiate emergency planning arrangements for the redeployment of staff during major civil emergencies to meet departmental needs via Corporate Operational personnel Redeployment Unit (COPRU)		Amber Red
PSD – Finance / Budget	Transfer of cash from NI Consolidated Fund to departmental bank accounts	No staff available to arrange draw down from NIO, payment to departments.	Depends on the individual staff members absent. May mean moving to weekly	Additional staff being trained in procedures.	Mitigating action being taken.	Green

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	Payment of district rates to Councils	Departments do not have cash to make payments. No staff available to arrange payment to councils. Councils do not have cash to make payments.	rather than daily draw down/payment. Depends on the individual staff members absent. May delay payments.	Written procedures being checked for usability by inexperienced staff. Increase capacity for working from home. Engagement with NIO/NIAO/ bank to agree contingency measures As for payments to departments.	Mitigating action being taken.	Green
	Setting of NI Budget for 2020-21	Budget not passed for start of financial year. Departments don't have certainty on spending plans.	Depends on the individual staff members absent. Focus will be on setting budget may not be possible to answer AQs, Corrs briefing Committee etc. Depends on the individual staff members absent.	Capacity for working from home. Small number of experienced staff involved – work does not lend its self to written procedures etc.		Green

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	Approval of departmental business cases	Delays in expenditure approvals with subsequent delay in departmental plans	Depends on the individual staff members absent. Turnaround for business cases will be longer than usual.	Increase capacity for working from home. Prioritisation of most urgent cases		Green
LPS - Rate Collection	Operation of the rating system, including valuation of property, issuing of rate bills and collection of rate revenue	Rate revenue funds public services in NI. Of the £1.3billion collected approximately 55% goes towards the NI Executive and 45% to support local government. If COVID-19 results in a significant reduction in staffing levels this could lead to stagnant levels of rate collection and increasing levels of debt. If the impact was to span a number of months it may not be	Working in the field likely to be reduced. This would lead to a decrease in the number of properties being valued and entered into the valuation list. Ultimately this could lead to a loss of revenue as properties are not billed Certificates of revision not entered into the valuation list; leading to a loss of revenue as properties are not billed A large proportion of rates collection is through a telephony service. A 20%	Invoke BCP Detailed response plan taking into account the priority activities Allowing staff to work from home where systems and equipment permit Building up resources from other teams Consider cancelling leave Further prioritise frontline rate collection work Overtime if possible (staff available) Closing Customer Information Centres to	LPS Business Continuity Plan details the essential services and staff levels required in the case of an emergency situation	Amber

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		possible to recover the position after the peak infection period has passed which has the potential to impact detrimentally on public services in NI. There may also be an impact on the current legislation timetable for Welfare Reform.	reduction is staff would place pressure on phone rotas, leading to increased waiting times on phones, increased call abandonment rates. Staff would be re-directed to maintain the frontline collection work. Lower priority areas would have to be reduced to allow this. There would be a slowing of the processing of applications for benefits and reliefs, therefore bills would not be correct. Investigation of rate evasion would be scaled back to create staff capacity. Recovery action on unpaid rate accounts	reduce contact between members of public and staff Place greater reliance on desk-based valuations not supported by on-site surveys. Greater use of home working for Valuation staff		

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			suspended/postponed, leading to lower collection levels			
IT Assist	Secure Remote Access to network infrastructure for staff working from home/remotely.	SRA capacity to cope with large numbers of home/remote users.	6000 staff working from home.	Secure Remote Access is licensed for 5000 concurrent connections, being increased to 10,000.	Additional licenses will be available by late March.	Amber
IT Assist	Laptop availability.	Insufficient laptops available, or increased costs due to high demand for laptops.	NICS has 8000+ laptops in use.	Use of 30-day trial licences if purchase of full licences is not processed in sufficient time. IT Assist have purchased additional laptops for use in a contingency situation, and these are being provided to Departments as requests are raised.	SRA usage being monitored, currently 1,100 access per day average 2600 laptops currently in stock. Additional laptops could be purchased with delivery within a few weeks – the availability is changing on a daily basis, with price increases inevitable.	Amber

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IT Assist	Staff	Large numbers of staff unable to travel.	60 staff out of the office. Potential impact on when faults that require a site visit may be fixed.	Initiate Business Continuity Plan, and Business Unit Resumption Plans.	Tested annually, most recently February 2020.	Amber
Telephony	No specific issues related to telephony provided as part of the IT Assist infrastructure services (i.e. desk/mobile phones).	n/a	n/a	n/a	n/a	Green
HR Connect	Potential negative impact of significantly increased staff absence on: (i) provision of payroll and transactional HR services to NICS depts. and other some other NI public bodies; and (ii) on the management by ESS of the DoF contract for those services	That the potential negative impact will be realised, the extent dependent upon the level of staff absence increase.	Re (i), limited impact on lower-priority HR & payroll services. Re (i), none.	Increase in home working and use of audio or video conferencing for essential meetings; diversion of available staff onto higher-priority function.	None	Green
Account NI	Potential negative impact of significantly increased staff absence on provision of finance services to NICS depts.,	That the potential negative impact will be realised, the extent dependent upon the level of	Limited impact on lower-priority finance services.	Increase in home working and use of audio or video conferencing for essential meetings; for transactional services, diversion of	None	Green

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	other NI public bodies and external customers	staff absence increase.		available staff onto higher- priority services.		
NISRA - GRO	In the event of the closure of Colby House GRO certificate production will be severely restricted as off-site production in another NICS location is limited and impossible from other non-network locations due to restrictions to specific IP addresses for data security.	Due to the unavailability of alternative NICS accommodation there is the risk that normal certificate production and maintenance of the register will be impossible resulting in registrations being delayed or not recorded and burials/cremations delayed resulting in public outrage, increased risk to public health and reputational damage to the NICS/NI Executive and a delay in providing information on the impact of Covid 19.	NA	Priority provision of alternative NICS location to maintain GRO operations. Priority provision of establishing NIROS IP addresses from single or multiple locations Alternative locations and remote working currently being tested.		Red

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General Register Office (GRO)	GRO is the public facing business area in NISRA Colby House as well as having 100 Local Council Registrars providing registration services to the public. The GRO compliment is 19 with the majority of staff at AA and AO grades. GRO and the local Council Registrars are vulnerable to staff absences as only specific staff can carry out the roles and access the IT systems.	In the event of a RWCS there is the risk that staff numbers will be reduced through sickness and self-isolation resulting in a much reduced level of direct counter service provision by GRO and or local Registrars and potentially complete suspension of registration services for a period of time.	Counter services could be maintained but with greatly increased turnaround times. The primary team who support local registrars and provide system admin number only 3. Under the RWCS scenario there is insufficient time to develop the necessary level of competence in any other staff. Therefore the loss of one or more will significantly impact service delivery and reduce the effectiveness of mitigations.	In the event of the closure of Colby House certificate production will be severely restricted as off-site production in another NICS location is limited and impossible from other non-network locations due to restrictions to specific IP addresses for data security. Specific experienced staff will be asked to return to GRO if required and Deputy Registrars will be asked to move between Councils. Decisions may be made to: 1. stop marriage/Civil Partnership ceremonies and the registration of births; 2. only carry out casework applications if there is a court request; and / or 3. remove target timescales for certificate production to only issue if urgent or a recent birth/death	Due to the nature of its work and the implications of emergency legislation GRO does not intend to engage with the community prior to a pandemic being confirmed. However, thereafter a consistent message will be required from medical practitioners, Registrars, GRO staff and funeral Directors to manage public understanding and expectations of what will happen to their loved ones during a highly stressful time.	Red

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	GRO has been part of the DoJ Working Group dealing with Excess Deaths. The clauses which have been agreed with OLC allow for relaxation of who can sign a Still Birth certificate or a Medical Certificate of Cause of Death and how registration documents can be sent electronically removing the need for face to face contact. Local councils are aware that GRO is writing the guidance for Registrars but it is the Councils responsibility to provide the service at a local level.	GRO is reliant on: • Medical Practitioners being available to certify that a person is dead; • the local Council Registrars to provide the registration services; and • staff to be available in our IT provider supply chain. In the event that one or more of these elements fails there is the risk that registrations will be delayed or not recorded and burials/cremations delayed resulting in public outrage, increased risk to	Counter services could be maintained but with greatly increased turnaround times. The primary team who support local registrars and provide system admin number only 3. Under the RWCS scenario there is insufficient time to develop the necessary level of competence in any other staff. Therefore the loss of one or more will significantly impact service delivery and reduce the effectiveness of mitigations	The decision will be made by the Department of Health that we are at pandemic stage and the emergency legislation will be enacted. Communication will be through NIDirect and from the Deputy Registrar General to local Council Registrars.	Likelihood increasing Due to the nature of its work and the implications of emergency legislation GRO does not intend to engage with the community prior to a pandemic being confirmed. However, thereafter a consistent message will be required from medical practitioners, Registrars, GRO staff and funeral Directors to manage public understanding and expectations of what will	Amber

FINANCE KEY AREA OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENTS	RAG Rating as at 13/03/2020
GRO: Provision of Vital Statistics	This is a vital service and is demand led. Critical figures are supplied on influenza mortality and also MRSA and CDiff mortality on a weekly and sometimes daily basis to PHA /DoH. A further need for Covid-19 reporting might also be anticipated.	public health and reputational damage to the NICS/NI Executive. Due to the absence of key staff there is the risk that reporting on mortality rates will slow or be stopped resulting in a delay in providing information on the impact of Covid 19.	These functions would continue unless full team (currently 3 staff can run these data) were unavailable.	The GRO BCP will be implemented to provide this operation remotely.	happen to their loved ones during a highly stressful time Likelihood increased over recent days	Amber

EDUCATION

EDUCATION KEY AREAS OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENTS	RAG Rating as at 06/03/2020
School Closures	Absenteeism of staff and teachers	Lack of staff to teach and support children and unsafe staffing levels within educational establishments	Disruption to curriculum. Nutritional loss due to loss of school meals for disadvantaged children Loss of business to transport companies	Larger class sizes NI Substitute Register	Limited provision included in Emergency coronavirus Bill	
School annual intake (August to September)	Absenteeism Children unable to sit tests	Not effectively managed in associated timeframe. School term may not commence on time.	Disruption to schools Management. Disruption to delivery of the curriculum Disruption to learning and development in early years Impact on preparedness for next year's exams etc.		Any delays likely to result in request for additional funding.	
School transfer Tests	Disruption to tests	Children unwell and unable to sit tests	Children don't get to sit transfer test			

EDUCATION KEY AREAS OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENTS	RAG Rating as at 06/03/2020
		Timely transfer of children from primary to secondary level education Disruption to curriculum and education provision	Children not facilitated with preferred school choice Disgruntled parents and children			
School Events and trips	Planned and in some cases already paid for	May have to be cancelled	Could incur some costs Loss of learning & development activities		Additional funding may be sought	
Disruption of operational services delivered by ALBs	Absenteeism of staff	Lack of staff to deliver key operational services	Disruption to schools and children	ALB business continuity plans.		
Loss of Examination Centres (Due to Regional, Jurisdiction or UK closure, which is greater in scale than normal examination	Students unable to complete examination series and unable to complete award at GCSE, A-Level and Vocational Qualifications	Loss of progression to further education and training, including progression to Higher Education.	Increase requirement for resits of examination components, adjusted or predicted qualification outcomes and implications for	Awarding on basis of available data / information. Alternative and additional examination series.	Additional funding highly likely in order to enact mitigations.	RED.

EDUCATION KEY AREAS OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENTS	RAG Rating as at 06/03/2020
disruption mitigation was provisioned for.)			awarding in future years.	Delay in current examination series.		

JUSTICE

JUSTICE KEY AREAS OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENT	RAG Rating as at 13/03/2020
Policing	Absenteeism. Demand pressures	Impact of operational policing functions and associated risk to public safety of staff sickness and absence for carer responsibilities. Increased demand on police during COVID-19 response. Inability to provide Officers and Staff with PPE to prevent infection. Absence of legislation to enable PSNI to support Public Health in the discharge of their duties.	Reduced ability to deliver all Service Functions. Downstream impacts on Criminal Justice processes. Reduced ability to deliver all Service Functions due to inability to protect staff and officers. Reputational risk arising from inability of PSNI to deliver the same response as other UK Forces.	Activation of Service Gold Structure and Pandemic Planning Group. PPE has been purchased to manage the early stages of the 'delay' phase. NPCC have indicated there will be a national plan for the management of PPE. Legislation passed in NI in line with that of GB.		
Prisons	Staff absenteeism has a significant	The regime offered in prisons is	Prisons become increasingly	If the number of staff reporting for duty is	Dependent upon the length and	

JUSTICE KEY AREAS OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENT	RAG Rating as at 13/03/2020
	impact upon the ability to operate prison establishments.	significantly constrained, potentially impacting upon good order, discipline or wellbeing.	difficult to manage and less safe for both staff and prisoners.	constrained by coronavirus, and this has an impact upon normal operational delivery, NIPS have existing and scalable options to restrict the regime offered to prisoners. Subject to other constraints the cross deployment of staff between establishments and NIPS Headquarters may also be possible. In extremis under Rule 7 of the Prison and Young Offenders Centre Rules (Northern Ireland) 1995, where there is an emergency affecting the safe and secure operation of a prison, or prisons, the Department of Justice may declare an emergency and direct that prison rules should only have effect to	degree of absenteeism the recovery phase could be significant to return prisons to stable and normalised operation.	

JUSTICE KEY AREAS OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENT	RAG Rating as at 13/03/2020
				extend consistent with the action taken with regard to that emergency.		
	Confirmed cases amongst the prisoner population	Isolation and cohorting of infected prisoners will place a significant pressure upon prisons infrastructure and staff. It may contribute to staff absenteeism (above) and the resultant risks in this respect. Risks may also emerge and cause additional challenges if significant numbers of prisoners have to be cared for at hospital and escorts are required.	Prisons become increasingly difficult to manage and less safe for both staff and prisoners.	Joint contingency planning mechanisms and arrangements for oversight are being developed and implemented with the South Eastern Health and Social Care Trust. Work in ongoing to ensure resilience in the availability of suitable accommodation for individuals infected or potentially infected with COVID-19. Resources are being dedicated to planning, monitoring and acting on the basis of prevailing circumstances and context.	As above - dependent upon the length and degree of absenteeism the recovery phase could be significant to return prisons to stable and normalised operation.	

JUSTICE KEY AREAS OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENT	RAG Rating as at 13/03/2020
Public Prosecution Service	Absenteeism resulting in reduced services Loss of critical staff	Lack of sufficient staff to cover courts or take decisions	Court cases may be delayed or dismissed Charges may become statute barred Decisions may be delayed	PPS BCP Coordination of activity with other CJ agencies	PPS issued a number of Coronavirus planning documents to senior staff on 04/03 and 05/03.	
Electronic Monitoring	Absenteeism Reduced services	Lack of sufficient G4S staff to maintain service delivery Offenders not monitored	General public and victims of crime. PSNI/PBNI additional monitoring requirement. Potential increased prison population.	EM BCP Guidance to stakeholders/offenders		
State Pathologist's Department	Absenteeism Lack of supplies Reduced services	Lack of sufficient staff/supplies to carry out post mortems.	Post Mortems and the subsequent report to the Coroner delayed.	SPD BCP. Continue with the use of Temporary Pathologists. Communications to manage expectations.	Meeting with State Pathologist arranged to discuss in more detail.	
NI Courts & Tribunals Service	Impact on Resources / Workforce	Impact on ability to hold courts and tribunals due to reduced workforce or reduced availability of the	Business Continuity would be affected. Courts and Tribunals may be delayed,	Continuity of court and tribunal hearings will be prioritised over back office		

JUSTICE KEY AREAS OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENT	RAG Rating as at 13/03/2020
		judiciary or tribunals panel members	adjourned or cancelled Could impact on individual liberty; raising issues of individual or public safety; or other urgent or emergency proceedings	administrative functions. In response to higher unanticipated levels of absence or local peaks we have the ability, in partnership with the judiciary, to reduce the number of court venues to allow us to use available resource more effectively or single court jurisdiction would enable the re- allocation of any necessary business to another venue.		
Lord Chief Justice's Office/ Judicial Deployment	Insufficient judges for courts	May have to adjourn all but priority cases. Priority cases are deemed to include first appearances in the Magistrates' Courts; sentencing in serious cases; emergency	Delay to non- priority proceedings Potential claims for habeas corpus if bail hearings don't proceed without delay	Business continuity arrangements Coordination with other justice agencies Use of home working		

JUSTICE KEY AREAS OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENT	RAG Rating as at 13/03/2020
		injunctions; emergency protection orders in family cases.	Risk to non- emergency family proceedings eg child contact etc. Overholding of remand prisoners;	Increase use of videolink		
Forensic Science	Absenteeism Supply chain disruption	Inability to respond to crime scenes/ urgent casework. Exhaustion of key supplies.	Backlog in casework. Increase demands on available staff.	Prioritisation of staff via cross-skilling. Prioritisation of urgent cases in conjunction with customers. Increase stocks to provide resilience. Home working where possible.	Prioritisation will include liaison with PSNI to consider joint approach to crime scene attendance across both organisations.	
Probation Board Northern Ireland	Staff absenteeism and impact on business continuity	Insufficient staffing to carry out supervision of Orders and Licences	Potential increased risk to the public.	Implementation of PBNi Business Continuity Plan and effective use of supervision of: - Prioritise high risk offenders. - Home working/telephone		

JUSTICE KEY AREAS OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENT	RAG Rating as at 13/03/2020
				contact with offenders - Draw on support of retired Probation staff.		
	Staff Absenteeism or can outbreak of the virus in Approved Hostels (6 Hostels, 80+ places)	Insufficient staff to keep hostel's functioning	Potential increased risk to the public	Each Approved Hostel has business continuity plan		

AGRICULTURE, ENVIRONMENT & RURAL AFFAIRS

AGRICULTURE, ENVIRONMENT & RURAL AFFAIRS KEY AREAS OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENTS	RAG Rating as at 06/03/2020
Water Management	Lack of regulatory management of drinking water supplies (both public and private)	Inability of Drinking Water Inspectorate to fulfil regulatory required inspection regime to protect public health	Drinking water supplies compromised in NI (either across a broad area or to discrete areas) would require Govt intervention (potable water supplies, hospitals, industrial needs etc)	Temporary relaxation of inspection regime (risk based approach)	Inability for public, health or industrial sectors to access potable water will very quickly escalate	
Pollution Response (including maritime disaster)	Reduced staffing levels within Water Management Unit (WMU).	Reduced response to reports of water pollution. Reduced analytical capability. Ability to respond appropriately to a major incident (eg marine oil spill) may be impacted.	Damage to aquatic environment	Water pollution hotline I&S will be maintained. Reports will be assessed and responded to as resources allow. Protection of NIW abstractions will be a priority.	Should the Environment Agency call centre fall over NI local arrangements will be put in place. Water Management Unit priority business areas being refreshed.	
Waste Management	Restriction in movement of waste (locally, nationally and internationally) due to	Stockpiling of waste at ports and on premises and any associated health risks	Disruption to Waste Sector in NI Lack of regulation and control of waste			

AGRICULTURE, ENVIRONMENT & RURAL AFFAIRS KEY AREAS OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENTS	RAG Rating as at 06/03/2020
	movement control or lack of drivers/vehicles Lack of regulatory management of waste sector	Waste may have potential health/environmental risks	Potential Health and Environment impacts			
Radiological emergencies	Inability to deliver critical services relating to radiological emergencies	Although highly unlikely there is a potential high risk to the natural environment and human life	Impact upon health and the natural environment		Highly unlikely that an event would occur, however the risk could increase as a result of the COVID-19 and the associated impact on key staff working on radiological services	
Natural Environment	Parks and public places closed. Parks closed to vehicle entry where possible and public places also closed where possible.	Reduction in access to open space. Reduction in monitoring, maintenance and management services across sites. Increased risk to health and safety and associated potential increase in public	Public concern and complaints due to reduction in services and facilities and restricted access to sites. Potential for increased risk of accidents and associated public liability claims.	Site signage to be erected across sites to explain position. Comms to public through social media channels to raise awareness and ask for public understanding during closure period		

AGRICULTURE, ENVIRONMENT & RURAL AFFAIRS KEY AREAS OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENTS	RAG Rating as at 06/03/2020
		liability claims. Although parks may be closed, and some can be restricted for vehicle entry, the public will still be able to access on foot/bike.				
Veterinary Services (Public Health, Animal Health & Welfare)	Inability to deliver official controls (animal/public health) in slaughterhouses, cutting plants, game handling establishments due to unavailability of specialised staff (vets/meat inspectors) Build-up of animals (and potentially animal by-products) on farm should slaughterhouses cease slaughter as a result of staffing or market access issues	Disruption to agri-food supply chain as a result of the inability of slaughterhouses etc. to operate and the Dept to carry out the necessary checks (Official controls) and provide veterinary certification. Incursion of epizootic animal disease and inability to contain spread. Overstocking on farms.	Increased risk of epizootic animal disease outbreak due to the inability to prevent disease incursion, promptly identify incursion and put in place necessary control/eradication measures Disruption to agri-food supply chains. Associated animal health and welfare implications associated with overstocking and disease on farm.	Temporary relaxation of inspection / regulatory regimes and adopt a strict risk based approach to response levels and inspection regimes. Consideration to be given to the emergency depopulation of animals in the intensive industry sectors.		

AGRICULTURE, ENVIRONMENT & RURAL AFFAIRS KEY AREAS OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENTS	RAG Rating as at 06/03/2020
	(disruption to agri-food supply chain) Inability to facilitate trade through provision of export health certification Inadequate import controls (ports, airports) and inability to promptly identify incursions of animal disease associated with shortage of specialised staff Limited supplies of PPE Operation of enzootic disease control programmes, e.g. TB	Build-up of diseased animals and animal by-products on farm.	Loss of control of animals and animal by-products entering and leaving NI – potential impact on public health, animal health & welfare. Loss of export markets. ‘Stacking’ of food and animal product at ports or at point of manufacture.			
Veterinary Services (control Of animal diseases)	Lack of regulatory manage due to reduction of availability of Veterinary qualified staff	Lower compliance to animal regulations. Reductions in standards and	Increased risk of animal disease outbreak.	Temporary relaxation of inspection / regulatory regimes and adopt a strict		

AGRICULTURE, ENVIRONMENT & RURAL AFFAIRS KEY AREAS OF CONCERN	ISSUES	RISKS	POTENTIAL IMPACTS	POTENTIAL MITIGATIONS	COMMENTS	RAG Rating as at 06/03/2020
	Lack of suitably qualified presence at ports, harbours, airports etc.	controls in food safety and supply chain.	Loss of control of animals and animal by-products entering and leaving NI 'Stacking' of food and animal product at ports or at point of manufacture	risk based approach to response levels and inspection regimes		
CAFRE Agricultural Colleges	Issues as per DfE Higher Educational facilities					
Major Sectoral Events	Balmoral Show (May 2020) – 129,000 attendees over 4 days in 2019 & other smaller scale sectoral shows and events	Large	Loss to businesses Sectoral damage			
Timber Supply	Inability to supply timber to wood processing industry	Unable to meet governance requirements in relation to the dispatching of timber from forests.	Timber shortages will test private sector wood processing business resilience.	Redeployment of available resource from lower priority business areas, with appropriate knowledge transfer and familiarisation of process, to meet priority business needs.		

