

# Moving from Response to Recovery

*September 2020*



EXERCISE EXERCISE EXERCISE

# Executive Summary

The Executive's Pathway to Recovery and the relaxation of many of the restrictions that were put in place through the Coronavirus Regulations represented the first phase in the Recovery Process.

However, Recovery from COVID-19 goes much further than this. As we look to the future, we need to continue to move on and adapt to a different way of living and working. We need to rebuild and restart public services as fully as possible, look to transform our health service and provide opportunities for businesses and citizens' requirements to survive and grow.

As we have seen over recent weeks, infection rates have increased and COVID-19 still remains in our community. The economic, health and societal challenges facing us are significant. Our approach to recovery must therefore remain flexible and adaptable to the circumstances, and it must be taken forward with citizens at the heart of what we do.

Recovery means supporting communities and individuals to address the harm caused by the crisis and to move forward. It means enabling the return of normal business activity and being open and transparent when providing information to the public as we recover. It means guarding against a second surge of the virus, while meeting wide health needs more fully again.

It also means taking steps now to protect vulnerable but viable sectors, and essential services, to avoid structural failures and job losses while medium to long term solutions are developed. It means promoting sectors and talent which have the potential for growth, so that they can develop over the medium to long term and play their role in our economic and societal well being. And it means taking proactive steps with communities to protect the vulnerable especially this Autumn and Winter.

This Recovery Framework is aimed at progressing a cohesive approach across the whole of Government that will deliver an economic, health and societal recovery which has the citizen at its centre. It will underpin Executive strategies ensuring they are developed and operate on a cohesive basis.

The workstreams outlined in this document have been designed to enable collaboration between Departments and to form a comprehensive approach in which interactions are recognised and taken into account. They are aimed at helping Departments take forward their individual strategies in the context of the Executive's wider recovery priorities.

This Recovery Framework has also been designed in the context of the development of the strategic outcomes-based Programme for Government, whereby it is anticipated that the workstreams are likely to form the basis of a number of key strategic areas that will ultimately contribute to the achievement of the new PfG Outcomes Framework when this comes into effect in 2021.

In conclusion, Recovery is not about getting us back to where we were before – rather, it provides the foundation for economic, health and societal renewal. It means doing things differently, applying what we have learned in responding to the crisis and ultimately aiming to be in a better position than we were before.

# Context

The world is in the midst of a global pandemic, negatively impacting health, economic and societal aspects of our daily lives. As a result, government departments and agencies worked collaboratively in order to address the initial response, and continue to do so as regulations have been eased and we begin to focus our efforts on recovery.

It is important to think about other factors that may impact the scale of recovery. These can either enable or hinder the amount of time required to recover but are important to consider in detailed planning. From an NI recovery basis, four contributing factors have been considered and will remain at the forefront of our planning:

## COVID-19 (Ongoing)

*A rising number of cases and community transmission mean that we must maintain a flexible approach to recovery.*

## Programme for Government (April 2021)

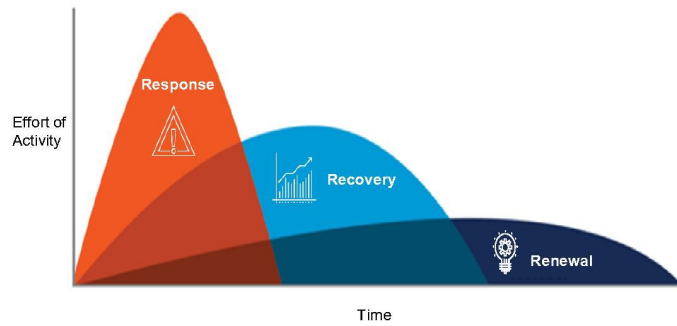
*Improving prosperity and wellbeing for all through an outcomes based delivery framework. This work is ongoing and needs to be closely aligned to recovery planning.*

## Brexit Transition (Jan 2021)

*Operational departmental planning underway using the themes of Health, Economy and society*

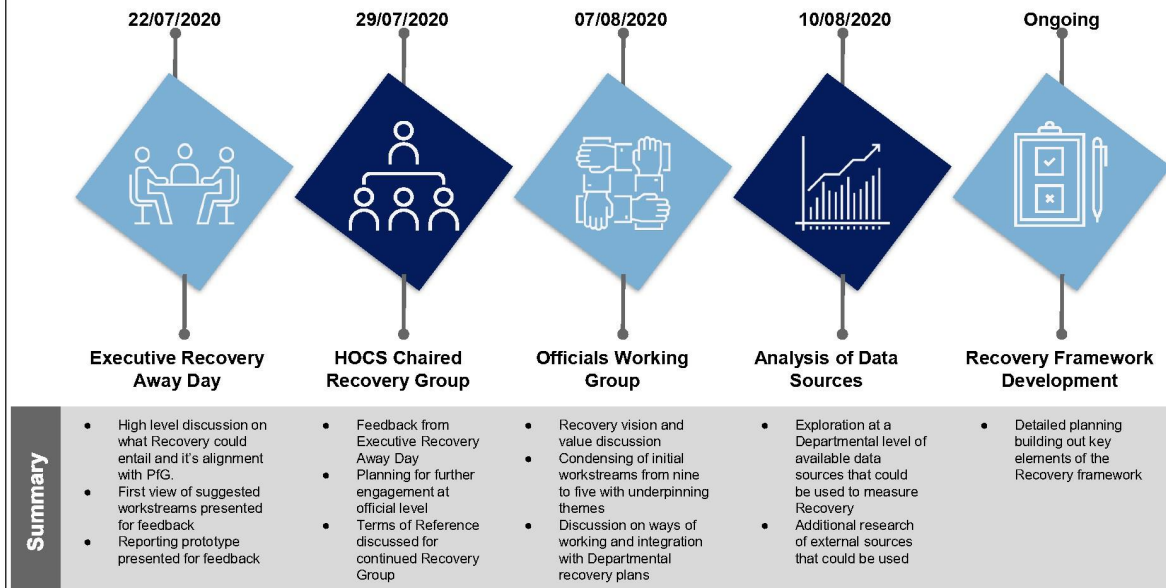
## New Decade, New Approach (Ongoing)

*The transformation of public services to restore public confidence will assist our recovery ability.*



# Recovery Planning - Progress to Date

Considerable planning, consultation and effort has been completed to date from Ministerial to Official group level - a summary of this is presented below.



# Proposed Recovery Framework

Below is an outline of our proposed recovery framework developed using the principles of **Health and Wellbeing**, **Economic Wellbeing** and **Societal and Community Wellbeing**.



## Strategic Alignment:

*Setting a clear objective and behavioural values to operate by. This helps to ensure all stakeholders are aligned in their approach.*

Vision and Values

## Measurement:

*The tool to provide updates on performance.*

Reporting

## Workstreams:

*How we plan to operationalise and structure our Recovery planning across five key pillars.*

Health & Wellbeing



Inclusive Economic Recovery



Public Services



Skills Development



Sustainable Natural & Built Environment



## Support Services:

*Underpinning enabling functions required to contribute to thorough Recovery planning and governance.*

PMO

HR /  
Resourcing

Comms

Data  
Analytics

Finance /  
Procurement

Legal

Expert  
Advice

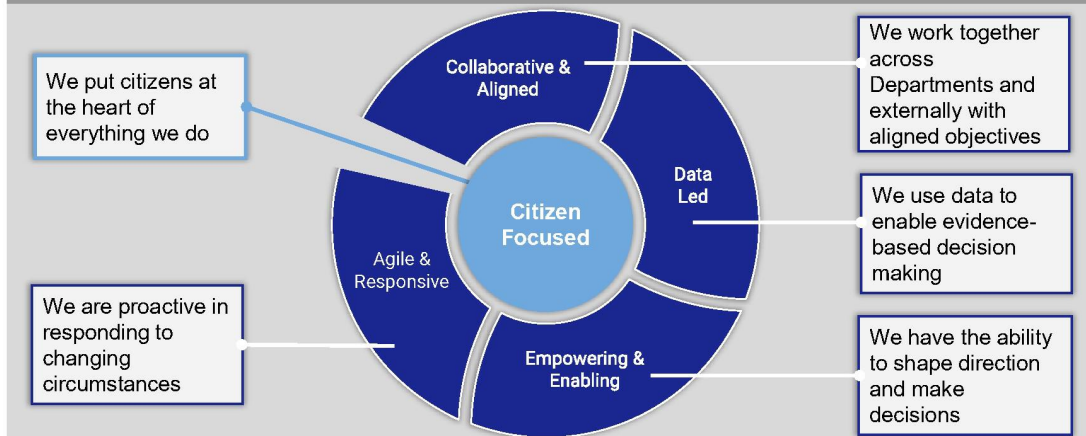
Governance



## Our Vision

To build the foundations of a citizen centred, flexible and resilient recovery from COVID-19 through collaboration and innovation, that will help to improve prosperity and wellbeing for all

## Our Values





The Executive have reviewed a draft Recovery SitRep which aims to provide operational updates on workstream activity and recovery plans as well as timely and relevant data analytics to inform strategic decision making. Three areas of consideration require further discussion:

1. **Frequency:** Weekly or Bi-monthly to ensure data analysis remains as up to date as possible and keeps recovery momentum going
2. **Audience:** To be used as a means of updating The Executive on progress made. Consideration required of the way in which to communicate to the public
3. **Format:** A draft paper as been developed but will undergo continuous improvement as the plan commences



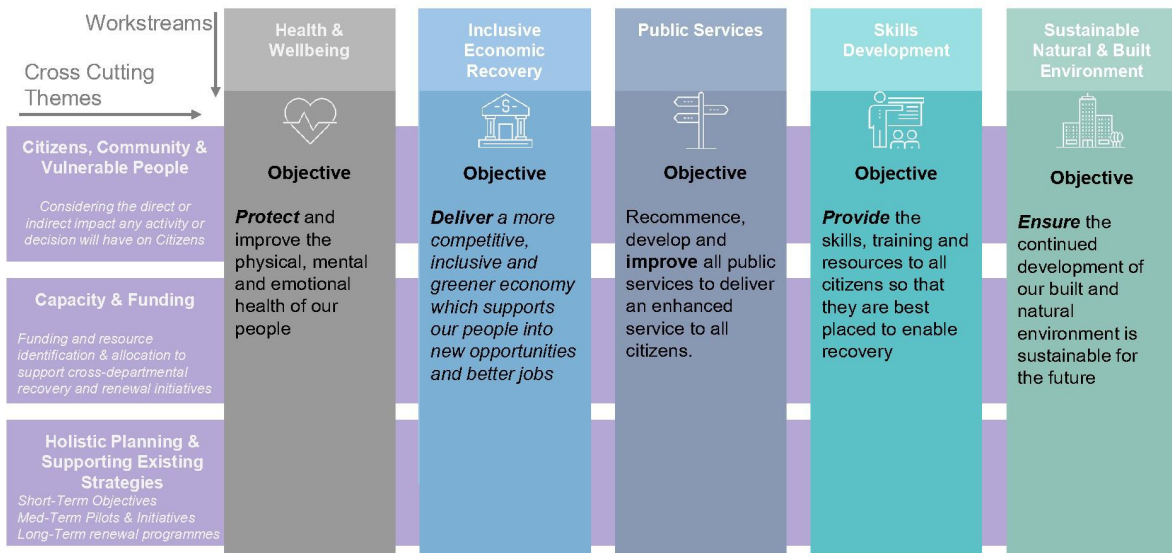
Sample Internal Data Sources	
<b>DoH</b>	<ul style="list-style-type: none"> <li>- Cancer Treatment Times</li> <li>- Outpatient Waiting Times</li> <li>- Emergency Care Attendance</li> </ul>
<b>DoJ</b>	<ul style="list-style-type: none"> <li>- No of cases in the justice/court system</li> <li>- Time taken to deal with cases</li> <li>- Victim experience/confidence levels</li> </ul>
<b>DE</b>	<ul style="list-style-type: none"> <li>- School attendance Rates</li> <li>- Schools Open for Supervised Learning</li> </ul>
<b>DfI</b>	<ul style="list-style-type: none"> <li>- Traffic</li> <li>- Public Transport Patronage</li> </ul>
<b>DfC</b>	<ul style="list-style-type: none"> <li>- Universal Credit Claimants</li> </ul>

Sample External Data Sources
Hotel Occupancy Rates - STR Economics
House Price Index - Nationwide
Car Sales - SMMT
Air Travel - Civil Aviation Authority

# Workstream Summary



By consolidating and structuring the recovery framework across five main workstreams we can ensure our top priorities are met and collaboration between departments is enabled. A number of cross cutting themes have been identified, through which, we can align and address commonalities and enable a consistent approach across all workstreams.





# Workstream - Health & Wellbeing




	Health & Wellbeing				
	<b>Protect</b> and improve the physical, mental and emotional health of our citizens.				
Values	<b>Citizen Focused</b> <i>E.g Physical &amp; mental health across all age groups</i>	<b>Data Led</b> <i>E.g Reduced waiting times &amp; A&amp;E volumes</i>	<b>Empowering &amp; Enabling</b> <i>E.g Greater use of telephone clinics</i>	<b>Agile &amp; Responsive</b> <i>E.g planning for vaccines</i>	<b>Collaborative &amp; Aligned</b> <i>E.g Sharing across trusts where possible</i>
Citizen & Community	Citizens health and wellbeing is at the heart of our recovery.				
Capacity & Funding	Funding will be identified to support all elements of Health & Wellbeing recovery from staffing & resources to capital initiatives and major programmes				
Holistic Planning	Supporting existing strategies in place (e.g. DoH Strategic Framework for Recovery, DfC Social Inclusion Strategies)				
Scope	The scope will include all elements of health and wellbeing, including: <ul style="list-style-type: none"><li>• Delivery of Health Services</li><li>• Cancer Services</li><li>• Adult Social Care</li><li>• Children's Services</li><li>• Mental Health</li></ul>				
Departments & Stakeholder	<b>LEAD DEPARTMENTS</b> Department of Health (DoH) Department for Communities (DfC) Department of Finance (DoF) Department of Justice (DoJ)		<b>WORKSTREAM MEMBERS</b> SRO - TBC Project Manager - TBC Workstream Members - TBC		<b>Strategic Pillar Alignment: Health &amp; Wellbeing</b> <ul style="list-style-type: none"><li>• Health &amp; Well-being workstream</li><li>• Societal Overlap (e.g. Vulnerable people)</li></ul>
Inputs	Localised/departmental strategies Relevant data sources and metrics (including baseline figures)				
Outputs	Activity-based recovery plan (consolidating relevant departmental strategies) Workstream status update and SitRep input				

# Workstream - Economic Recovery



Inclusive Economic Recovery					
Deliver a more competitive, inclusive and greener economy which supports our people into new opportunities and better jobs					
Values	Citizen Focused E.g. lending, house repossessions	Data Led E.g. employment, Claimant Count	Empowering & Enabling E.g. Furlough Scheme	Agile & Responsive E.g. planning for sector redundancies	Collaborative & Aligned E.g. with sector strategies & growth
Citizen & Community	Listening to the citizens and their communities when developing the economic wellbeing strategy				
Capacity & Funding	Identifying the range of economic support services that can be made available to enable economic growth and wellbeing				
Holistic Planning	Supporting existing strategies in place (e.g. DfE Rebuilding a Stronger Economy, DfE COVID-19 Response Business Plan, DfC Anti-Poverty Strategy)				
Scope	<ul style="list-style-type: none"><li>Assess the economic viability of grants, loans and other financial initiatives as part of a longer term economic recovery strategy</li><li>Enable citizens, businesses and sectors impacted by COVID-19 to resume normalised trading as soon as possible, considering future opportunities for post-COVID growth</li></ul>				
Departments & Stakeholder	<b>LEAD DEPARTMENTS</b> Department for the Economy (DfE) Department of Finance (DoF) Department for Communities (DfC) Department for Infrastructure (DfI)		<b>WORKSTREAM MEMBERS</b> SRO - TBC Project Manager - TBC Workstream Members - TBC		<b>Strategic Pillar Alignment: Inclusive Economic Recovery</b> <ul style="list-style-type: none"><li>Inclusive Economic Recovery workstream</li><li>Societal Overlap (e.g. citizen support packages)</li></ul>
Inputs	Localised/departmental strategies Relevant data sources and metrics (including baseline figures)				
Outputs	Activity-based recovery plan (consolidating relevant departmental strategies) Workstream status update and SitRep input				

The Executive Office

# Workstream - Public Services



Public Services					
	<b>Maintain</b> and improve on our essential public services. Recommencement and development of all public services to deliver an enhanced service to all citizens.				
Values	Citizen Focused <i>E.g. vulnerable people, all ages</i>	Data Led <i>E.g. waiting times for applications</i>	Empowering & Enabling <i>E.g. developing public self-serve tools</i>	Agile & Responsive <i>E.g. planning for winter pressures</i>	Collaborative & Aligned <i>E.g. public servants to support initiatives</i>
Citizen & Community	Improve the experience and availability of public services (including engagement channels) for our citizens and provide those services needed during post COVID recovery				
Capacity & Funding	Identify the funding and resources needed to provide the additional public services as required to aid recovery.				
Holistic Planning	Supporting existing strategies in place (e.g. DoJ Digital Justice Strategy and DfC COVID-19 Recovery Revitalisation Programme)				
Scope	The scope will include all elements of public services. Examples include (but not limited to): <ul style="list-style-type: none"><li>Leisure, Sports and Culture</li><li>Housing and Homelessness</li><li>Family and Children's Services</li><li>Welfare and Social Care</li><li>Driver and vehicle services</li><li>Local Council Services</li><li>The Justice System</li></ul>				
Departments & Stakeholder	<b>LEAD DEPARTMENTS</b> Department for Communities (DfC) Department for Infrastructure (DfI) Department of Justice (DoJ) DAERA		<b>WORKSTREAM MEMBERS</b> SRO - TBC Project Manager - TBC Workstream Members - TBC		<b>Strategic Pillar Alignment: Public Services</b> <ul style="list-style-type: none"><li>Public Services workstream</li><li>Spans all strategic pillars</li><li>Includes public safety &amp; local community services</li></ul>
Inputs	Localised/departmental strategies Relevant data sources and metrics (including baseline figures)				
Outputs	Activity-based recovery plan (consolidating relevant departmental strategies) Workstream status update and SitRep input				

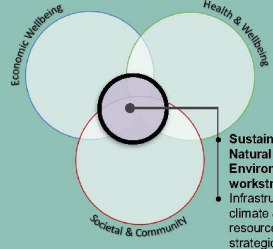
# Workstream - Skills Development



Skills Development					
Provide the skills, training and resources to all citizens so that they are best placed to enable recovery					
Values	Citizen Focused E.g. training for working-age groups	Data Led E.g. school attendance, new jobs	Empowering & Enabling E.g. career change opportunities	Agile & Responsive E.g. reacting to FE/HE & sectors	Collaborative & Aligned E.g. working with colleges and HE
Citizen & Community	Deliver a range of skills interventions that strengthen our communities and enable citizens to prosper.				
Capacity & Funding	Baseline existing funding and identify new opportunities that enable institutions and sectors to deliver training and skills development needed for recovery.				
Holistic Planning	Supporting existing strategies in place (e.g. DfE “Securing our Success”, “Generating our Success”, “Preparing for Success”, DfE Rebuilding a Stronger Economy, DE Children & Young People’s Strategy, Skills Strategy(in development))				
Scope	The scope of this Workstream spans the education, public and private sectors to: <ul style="list-style-type: none"><li>Identify the future skills that will be in greatest demand in the immediate and medium term to support recovery, in anticipation of the possible economic impact arising from COVID-19</li><li>Implement and support the changes required for skills development to enable COVID-19 recovery.</li></ul>				
Departments & Stakeholder	LEAD DEPARTMENTS Department for the Economy (DfE) Department of Finance (DoF) Department for Communities (DfC) Department of Education (DE)		WORKSTREAM MEMBERS SRO - TBC Project Manager - TBC Workstream Members - TBC		<div>Strategic Pillar Alignment: Skills Development</div> <ul style="list-style-type: none"><li>Skills Development workstream</li><li>Economic overlap (e.g. job re-skilling)</li><li>Health &amp; community (e.g. educating public to stay safe)</li></ul>
Inputs	Northern Ireland Skills Strategy The Labour Force Survey Relevant data sources and metrics (including baseline figures)		Skills Barometer Employer Skills survey		
Outputs	Activity-based recovery plan (consolidating relevant departmental strategies) Workstream status update and SitRep input				

# Workstream - Built & Natural Environment



Sustainable Natural & Built Environment					
Ensure the continued development of our built and natural environment is sustainable for the future.					
Values	Citizen Focused <i>E.g. community projects</i>	Data Led <i>E.g. monitoring pollution levels</i>	Empowering & Enabling <i>E.g. encouraging citizen awareness</i>	Agile & Responsive <i>E.g. prioritising capital projects</i>	Collaborative & Aligned <i>E.g. environmental impact of strategy</i>
Citizen & Community	Create built and natural environments that take account of the needs of citizens today and in the future.				
Capacity & Funding	Advance, develop, and resume all necessary infrastructure and identify capital funding for future recovery initiatives				
Holistic Planning	Supporting existing strategies in place				
Scope	This workstream considers the infrastructure needed to support recovery in the context of the natural environment to: <ul style="list-style-type: none"><li>Develop the new transport, housing, high street, commercial and digital infrastructure to enable growth</li><li>Safeguard and build upon the environmental benefits realised during the COVID-19 response phase</li><li>Consider Green Growth innovation initiatives.</li></ul>				
Departments & Stakeholder	LEAD DEPARTMENTS Department for Infrastructure (DfI) DAERA Department for the Economy (DfE) Department for Communities (DfC)		WORKSTREAM MEMBERS SRO - TBC Project Manager - TBC Workstream Members - TBC		 <p>Strategic Pillar Alignment: Sustainable Natural &amp; Built Environment</p>
Inputs	Localised/departmental strategies Relevant data sources and metrics (including baseline figures)				
Outputs	Activity-based recovery plan (consolidating relevant departmental strategies) Workstream status update and SitRep input				

## Support Services



In addition to the five workstreams referred to above, a support services layer has been developed with the aim of providing appropriate advice and guidance as required throughout the duration of Recovery. It is envisaged that these personnel would not be required on a full time basis but instead, are poised ready to assist when called upon.

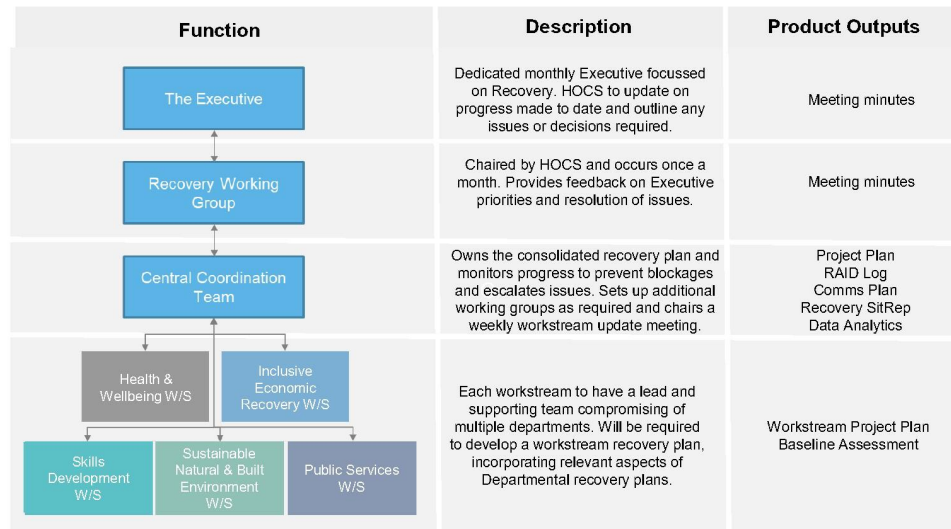
Function	Purpose	Key Personnel
PMO	Centralised coordination of Recovery to maintain momentum of progression	TEO/TBC
HR / Resourcing	Resolve any capacity and/or staffing issues	NICS HR
Comms	Ensuring consistent public messaging	TEO
Data Analytics	To provide timely data insights aiding strategic decision making	TEO/ Departmental NISRA Statisticians
Finance / Procurement	To monitor funding, budgets and spending and contracts (if any)	TBC
Legal	Ensuring any regulatory matters can be resolved quickly	DSO
Expert Advice	Drawing on specialist knowledge (e.g. COVID-19 second wave) to inform decision making	As Required



# Governance - Recovery Level



A light touch governance model is outlined below as our intended approach. By having a central coordination team and support services this will greatly reduce the workload of individual workstreams and free up capacity within Departments to focus on the execution of workstream plans rather than internal issues.



## Governance - Workstream level



A light touch governance model is outlined below as our intended approach. By having a central coordination team and support services this will greatly reduce the workload of individual workstreams and free up capacity within Departments to focus on the execution of workstream plans rather than internal issues.

Role	Purpose
Workstream SRO	The individual responsible for ensuring that the workstream meets its objectives and delivers the projected benefits. The SRO must ensure that the workstream maintains its focus and that the overall context including risk is actively managed
Workstream Project Manager	The project manager manages the string of activities that make up a workstream. They will report to the SRO, provide status updates and manage the workstream team members on a regular basis
Workstream Member	Inclusion in the delivery of the workstream plans as a whole and completion of specific tasks allocated by the project manager to agreed timelines.








## Next Steps






1. Agreement of vision statement, values, workstream and workstream definitions
2. Assignment of workstream SROs. Project Managers and Supporting Teams
3. Development of detailed workstream planning
4. Workstream kick off sessions, to include outline 2020/21 workstream funding

## Appendix

## Workstreams – Departmental Mapping

	Health & Wellbeing 	Inclusive Economic Recovery 	Public Services 	Skills Development 	Sustainable Natural & Built Environment 
DoH	✓		✓		
DfC	✓	✓	✓	✓	
DE				✓	
DfE		✓		✓	✓
DoJ			✓		
DAERA		✓	✓		✓
DfI		✓	✓		✓
DoF	✓	✓			

## Workstreams - Coverage of Original Candidates

	Health & Wellbeing 	Inclusive Economic Recovery 	Public Services 	Skills Development 	Sustainable Natural & Built Environment 
Health & Social Care	✓		✓		✓
A Stronger Economy		✓		✓	✓
Education	✓	✓	✓	✓	✓
Justice		✓	✓		✓
Climate/Environment			✓		✓
Sports & Culture	✓	✓			
Vulnerable People	✓	✓	✓	✓	✓
Travel		✓	✓		✓
Inclusive & Sustainable Development		✓		✓	✓