

FROM: DAVID STERLING

DATE: 29 APRIL 2020

Our ref: SUB57/2020

**TO: PS/FIRST MINISTER
PS/DEPUTY FIRST MINISTER**

RECOVERY: STRATEGIC RECOVERY REFERENCE GROUP (SRRG)

Following the Executive's approval to the approach to recovery on 27 April 2020, this submission sets out in greater detail how the Executive will operate in the recovery phase, including the formation of the SRRG and the workstreams that could support this work.

2. In addition the submission makes recommendations for the sectoral (non-governmental) appointments to SRRG. Finally the submission explains how we intend to run a learning exercise to prepare for recovery and seeks your views on Ministerial involvement at the second stage.

Detail

3. The Executive will meet weekly in the recovery phase of this crisis. While some urgent issues will still arise, the debates and decisions needed will become increasingly strategic and need to be informed by the long term objectives of the Executive.

4. The detailed proposals for the SRRG and the workstreams are attached at Annex A. The number and nature of workstreams will change according to the issues being faced. As the public health emergency from the pandemic becomes less acute, so a wide range of other issues will arise. The SRRG will offer advice to the Executive as well as providing prior warning of significant problems. Papers and recommendations will normally still come from individual Ministers.

Risks

5. Having discussed these proposals with Departments, we have identified some risks to be managed as we go down this path. Firstly, it is important that individual Ministers do not have their proper scope for action constrained by the reference group and approach to workstreams. Alongside that, to succeed in the next phase we will also need to avoid a purely Departmental approach to what will be highly complex environment and part of the purpose of the Reference Group is to hear external voices before decisions are made. Second, the reference group cannot

delay important business coming forward to Executive so we will need to plan the work agenda of the reference group carefully and not expect that every issue will have been discussed by it. Finally, the arrangements will need to avoid creating extra bureaucracy at a time when everyone is stretched. We will operate with that need in mind.

Appointments

6. The appointments to the SRRG from business and trade unions could be made in a range of ways. The need to move quickly and set up the Group means that we propose asking you to make the appointments drawing from the membership of the engagement group which has already been meeting (see Annex B) as relationships having been developed within this group. We are suggesting one/two representatives from each sector.

7. For the community and voluntary sector we suggest asking Seamus McAleavy to be their representative. We will approach SOLACE to identify a local government representative. Finally we will also ask the Chief Constable to nominate from the PSNI. The ToR allow for others to be invited to join whether for single items or more regularly.

Learning from elsewhere

8. We are looking at how we can learn lessons from other countries. It is clear that this is not a straightforward exercise given the need to evaluate where others are on the curve, the comparability in terms of disease incidence and the lag in time between action and measurable result. As we discover more about the best examples to compare against we will come back to you.

Learning exercise

9. To prepare in the best possible way for the recovery phase we have brought in a very well regarded expert in incident management, Jonathan Crego. His CV is attached at Annex C. Jonathan has developed a simple but effective tool called 10,000 volts for gathering the insights of those involved in addressing crises - both inside and outside Government. The approach involves using technology to input remotely to a set of core questions and getting participants to engage with the answers provided by others. Everyone's contribution is anonymous meaning everyone's voice has equal weight. The hour long exercise provides a lot of inputs which are then distilled into a report which draws out areas to consider for the future.

10. The first exercise will take place with a significant number of those directly involved in the crisis - such as CCG members and members of the LRA engagement forum. They will be asked to look ahead (this is not a tool to look at what has gone wrong) using their insights to promote new ideas and to see what would be likely to be widely welcomed. (To give an idea of scale these exercises can be run with anything from a few to 400 people).

11. The first exercise will be run [next week] with the report due [w/c 11 May]. Jonathan has also used the tool with Ministers and has suggested a second exercise could be run with the Executive if there was the desire to do so. This would build on the inputs from the first exercise and provide an opportunity to establish which ideas are worth pursuing.

12. The one-hour long input time means this could be arranged at short notice in the event you wanted to see the outcome from the first exercise before reaching a view. Each exercise costs £10k.

Conclusion

13. You are invited to:

- i) agree the terms of reference for the SRRG and indicative outline of the workstreams;
- ii) agree to appoint one/two representatives of business and trade unions to the SRRG;
- iii) consider whether you wish the Executive to be part of the exercise to look ahead to recovery.

DAVID STERLING

STRATEGIC RECOVERY REFERENCE GROUP AND WORKSTREAMS

1. This note sets out how the Strategic Recovery Recovery Group (SRRG) will operate. It also identifies indicative workstreams which are either already in place or which could be developed to take work forward in specific areas to support the Executive's work on recovery thematically.

Strategic Recovery Reference Group

2. The SRRG is an advisory and coordinating mechanism which reports to the Executive. All policy issues are for Ministers or, where appropriate, the Executive, to decide. The SRRG can make recommendations/offer advice to the Executive on matters relating to recovery but would not normally involve itself in areas which are within the decision making authority of an individual Minister save for when those matters have significant implications for elsewhere.

3. The SRRG will have membership comprising:

- a. One representative from each Government Department;
- b. One representative from SOLACE representing local government;
- c. One/Two representative(s) of the business sector;
- d. One/Two representative(s) of the trade union movement;
- e. One representative of the community and voluntary sector;
- f. One representative of PSNI.

4. The Head of the Civil Service (or his nominee) will chair the group. Additional members or attendees can be invited to join the group by the chair and other specialist inputs may be sought on specific items. Wherever possible, efforts will be made to ensure a consistency of attendees but substitutes can be fielded where necessary. The SRRG is likely to meet weekly at a set time and day.

5. TEO will provide the secretariat.

6. The SRRG will operate during the recovery phase of the pandemic (including the relaxation of restrictions) and will cease when the Chair or the Executive concludes its role is complete.

7. The SRRG chair will provide regular updates on progress to the FM/DFM and the Executive. The approach of the SRRG should seek to identify opportunities in the recovery phase as well as being guided by the long term requirements of the region.

8. The work on recovery will also need to take into account any concurrent issues that arise unrelated to Coronavirus. One such obvious example is Brexit and the NI Protocol.

Workstreams

9. The Executive will continue to receive papers from individual Ministers and to address a range of issues which affect a number of Departments. In the short to medium term, it is likely that the normal working arrangements within Departments may need some additional broader focus to address the implications of the pandemic and join up effectively across Government. Where suitable existing machinery already exists, this will provide the necessary input. We want to avoid unnecessary bureaucracy.

10. The purpose of the workstreams will be to address the most significant problems in the recovery phase. The work will be done with long term intent as well as short term problem solving in mind.

11. There will still be many issues which are for individual departments to take forward as normal line of business. The workstreams will cover cross cutting issues and those where the issues are of such significance that there is a need to have a strategic connection to other work. Finance will be an important part of many of the discussions but this is an area where the Executive will be the primary means of engagement.

12. The workstreams will change over time. As work concludes (or becomes business as usual) individual workstreams will be closed down and it is likely that issues will arise which require new workstreams to be set up.

13. The workstreams will start with a focus on the changes needed as the relaxation of restrictions become possible and on the problems likely to emerge in the next 6-9 months as a result of the crisis. As time passes it may be appropriate for this work to evolve into the development of a short-term Programme for Government, perhaps covering the period to the end of the current Assembly mandate.

14. Workstreams will draw in the expertise needed from within and outside Government. In addition to other Government, Departments, a number of the workstreams will have external expertise and input. Membership of the workstreams will be for the workstream lead to define.

15. The menu of workstreams is:

- a. Education;
- b. Travel (recognising some policy areas are non-devolved);
- c. Economic growth;

- d. Vulnerable people (to cover mental health, the shielded and infirm, the elderly);
- e. Health Service;
- f. Food security;
- g. Sports and culture (advice and guidance on what is and is not acceptable);
- h. Justice;

16. Draft Terms of Reference for these groups is set out below.

Draft ToR for Workstreams

17 In addition to the specifics below, where relevant, workstreams will be responsible for producing guidance to the public and stakeholders during the relaxation of restrictions and, as necessary, during the recovery phase.

i. Education (lead DE)

The education workstream will consider:

- 1. how school place provision for key workers should adapt (if at all) as more sectors return to work;
- 2. plans for the resumption of full scale education activity across the sectors (in conjunction with DfE on FE&HE) and recommending the timescales for resumption;
- 3. the scope for enhanced remote learning to enable speedier resumption;
- 4. how the time lost educationally should be managed when schools return;
- 5. potential for transformation activity as part of the reboot of the education system;
- 6. the objectives of the future economic strategy in reaching decisions about the recovery of education services.

ii. Travel (lead Dfl)

The transport workstream will consider:

1. how public transport provision will adapt as more sectors return to work;
2. opportunities from more flexible working patterns in terms of avoiding congestion at peak hours (including promotion of more active travel);
3. how to develop a financially sustainable approach to public transport moving forward;
4. connectivity and pace of resumption issues in terms of air travel, ferry and cruise ships.

iii. Economic Growth (lead DfE)

The economic growth workstream will consider:

1. how sectors and businesses can resume their activity during the social distancing period;
2. measures that could be taken to minimise the loss of employment within whatever financial envelope exists;
3. any FDI opportunities or disincentives and considering the scope to address these;
4. priority sectors to assist/promote as key enablers of productivity growth.

iv. Vulnerable people (lead TBC)

The vulnerable people workstream will consider:

1. the mental health implications of the pandemic - whether as a result of bereavement, isolation or fear of the pandemic;
2. how and when the current exceptional measures available to vulnerable people will taper away and end;
3. the support and messaging to the elderly and shielded populations going forward in terms of how they can live their lives, access services etc;
4. the ongoing use of volunteers during this period.

v. Health Service (lead DoH – note the Transformation Advisory Board is already in place and important to avoid duplication)

The health workstream will consider:

1. readiness for a second peak of COVID-19 cases;
2. the recovery plan to enable the full range of health services to be resumed;
3. next steps on the transformation agenda including any opportunities emerging from changed working practices during the pandemic.

Food security (tbc)

The food security workstream will consider:

1. monitoring demand and supply for food with a view to pre-empting problems;
2. risks and issues relating to food security and supply chains that can impact on the quantity, diversity and quality of food;
3. how to develop cross-departmental plans to address risks and issues, to include a range of interventions from communication and behavioural change, logistics and any necessary enforcement.

vii. Sport and culture (lead DfC)

The sport and leisure workstream will consider:

1. the sports and culture activities available to the public during the social distancing period and how that can be maximised while maintaining the appropriate standards at the various stages;
2. how a sports and culture infrastructure can be maintained for when normal freedoms return;
3. how summer scheme type activity for children can be enabled in a social distancing period.

viii. Justice (lead DoJ)

The justice workstream will consider:

1. how the justice system can operate more fully during the pandemic while observing social distancing;
2. options for reducing the backlog of casework;
3. longer term transformation using any opportunities arising from changed working practices during the crisis, including, incorporating use of technology into future justice system operation.

ENGAGEMENT PANEL

Membership

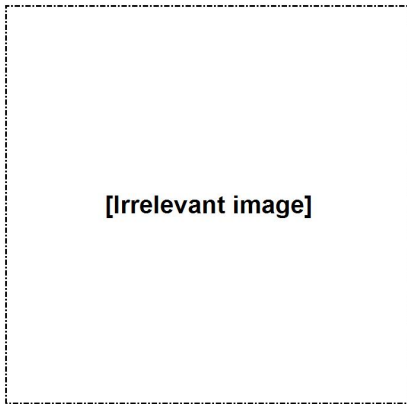
Business representatives.

Sam Davidson, CBI
Ian Henry, NI Chamber of Commerce
Brian Irwin (NIFDA)
Tina Mackenzie FSB
Gordon Milligan, IOD
Stephen Kelly Manufacturing NI
Aodhan Connolly NI Retail Consortium

Trade Union representatives

Owen Reidy, NICICTU
Michaela Lafferty, USDAW
Patricia McKeown, UNISON
Alison Millar, NIPSA
Gerry Murphy, INTO
Jackie Pollock, UNITE

Biography of Jonathan Crego M.B.E. BSc. (Hons.) Ph.D. D.Sc.



Visiting Professor
Dept. of Criminology Portsmouth University
Visiting Professor
International Centre for Policing and Security
University of South Wales
Director of the Hydra Foundation www.hydrafoundation.org
C.E.O Critical Simulations Ltd
jcrego@10kv.com

Creator and owner of all Intellectual Property of the Minerva and Hydra Strategic Management Simulation Systems. The Hydra system is currently operating in 85 locations worldwide for Law Enforcement, Fire Service, UK, USA and Australian Security Services, Military and Academia.
Awarded M.B.E by HM Queen Elizabeth II, for Service to Policing, 2009

10Kv Debriefing

Creator and owner of the debriefing system called 10,000 Volt Debriefing, used to analyse critical incidents with a current data-set of over 350 debriefing sessions, including International Terrorism (9/11 attacks to London Bombings), Catastrophic Incidents such as Tsunami and Pandemic. Policing operations including murder investigations, child abuse, serious and organised crime and multiagency management of critical incident. Debriefs include; the Stanley Miller Beating - LAPD Los Angeles, Marijuana Growing Canada, Organised Crime Gangs, Canada, Red Cross and United Nations International Security, hostage negotiation and International Conflict. The methodologies have been used also to debrief the Iraq and Afghanistan negotiations to recover British and foreign hostages. Family Liaison and Body Recovery Operations. The approach has been used to debrief the five UK Counter Terrorism Units and UK Intelligence services. The Blue Ribbon Panel debrief for the Security of LAX, was used to generate the City of Los Angeles Security Plan. The methodologies have been used to work through security issues in the Australia, Greece, Vancouver and London Olympics. Recently suites have been operational in USA Homeland Security, UK Fire and Police Services, Nationwide. Current projects include USA Homeland Security, UK Immigration Enforcement Agency, UK National Crime Agency.

Books

Policing the Legacy of Lawrence Nathan Hall, John Grieve, Stephen Savage, Doreen
Lawrence OBE Chapters: J Crego Publisher: Willan (4 Feb 2009) ISBN-10: 1843925052
ISBN-13: 978-1843925057

Policing Critical Incidents: Leadership and Critical Incident Management Laurence
Alison, Jonathan Crego