

**COVID 19
EXECUTIVE STRATEGY AND PLAN**

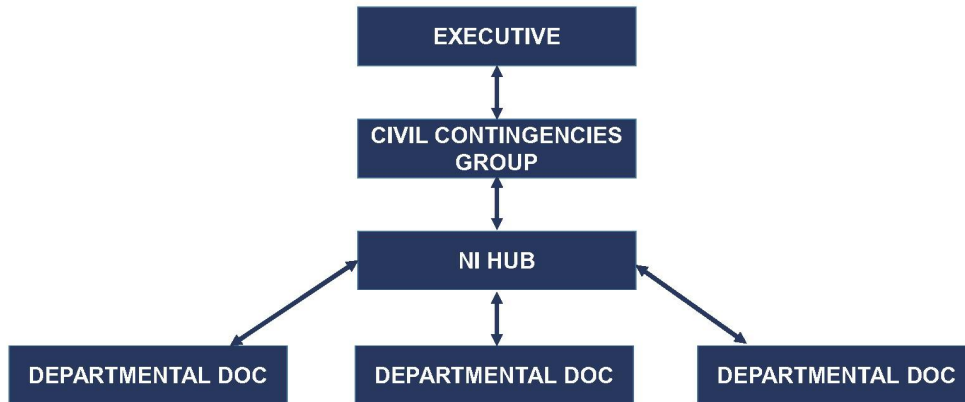
FRIDAY 10 APRIL

STRATEGIC PRIORITIES

The Executive's COVID 19 response has the following strategic priorities:

- Health and well being of our citizens
- Our economic well being and preparing to revitalise the economy (in the immediate/short term and the medium to long term)
- Our societal and community well being

GOVERNANCE FRAMEWORK



PLANNING ASSUMPTIONS

10 April 2020

1. DOH modelling reasonable worst case scenario assumptions - Social distancing measures producing a 66% reduction in contacts outside the home and workplace. In addition, 70% of symptomatic cases would adhere to case isolation.
 - The peak of the first wave of the epidemic is expected between 6-20 April 2020 with a potential second wave later in the year.
 - 140 Covid-19 patients will require ventilation and critical care beds during the first wave of the epidemic.
 - The peak number of Covid-19 hospital admissions would be 500 per week.
 - The projected number of cumulative Covid-19 deaths in Northern Ireland over 20 weeks of the epidemic would be 1,500.
 - There is currently sufficient Personal Protective Equipment (PPE) for healthcare workers. Work continues to ensure additional demand is met.
2. There will be disruption to supply chains which will have implications for the supply of food and critical goods including oxygen, critical medicines, clinical consumables and devices, chemicals and a shortage of parts, and could lead to rationing. Action will be required to maintain connectivity to GB (and to RoI) and support food supply chains. There are supply barriers to the testing regime.
3. There will be additional demand for ventilators to treat the projected number of critically ill patients. There is also an increase in demand for oxygen in hospitals and the community requiring systems to operate up to their maximum capacity.
4. Workload pressures and staff absences on community pharmacies may result in closures.
5. Staff absence in public service during the peak weeks, and as the crisis continues, will cause strain on provision of public services.
6. There will be significant job losses for business across NI. Hospitality, tourism and transport will be badly affected although sectors such as supermarkets and food processing will see a short-term increase in business.
7. Many businesses will not recover in the short-medium term. The decline in manufacturing will continue. Economic output across most sectors will see a decline in the ability to deliver. Uncertainty and cash flow problems will significantly reduce future investment.
8. Economic interventions will be required to support businesses and farmers of-in the beef, pork, lamb, dairy and finishing sectors, and along with and others in the food supply chain.
9. There is a possibility of public disorder, anti-social behaviour, a lack of social responsibility and impacts for domestic violence and vulnerable children.
10. Schools and nurseries will provide childcare to a limited number of children of key workers.

Priority workstreams

Short term – 0-4 weeks
Medium term – 5-12 weeks
Long term – 13+ weeks

HEALTH AND WELL-BEING OF OUR CITIZENS						
Ref	Description	Action	SRO RAG	Metrics	Owner	Timescale
1.1	Identify, contact and provide support for the most vulnerable patients so that they can stay safely at home	Timely information, contacting those who need to stay at home, and putting support arrangements in place			Maira Doherty DfC	Short term
1.2	Sufficient supplies of essential goods and items including ventilators, PPE, testing kits, and other medical devices and supplies	Analysis of need, rapid procurements, and by prioritising on a centralised basis			DOH/ Sharon Smyth DOF (in relation to procurement of PPE only)/ DFE	Short term
1.3	Testing capacity to increase capacity to test and diagnose patients and frontline testing of key workers	Invoke our surge plan and securing additional laboratory capacities			DOH	Short term
1.4	Ensure there is sufficient hospital bed capacity	Consolidating hospital services to focus capacity and resources, and by developing a surge plan for additional beds			DOH	Short term
1.5	Sustain and strengthen NHS workforce	Enhance testing; access to PPE; Seek volunteers to return to health service work, and through free public transport and car parking charges; accommodation			DOH/ DFI	Short term

Priority workstreams

Short term – 0-4 weeks
Medium term – 5-12 weeks
Long term – 13+ weeks

HEALTH AND WELL-BEING OF OUR CITIZENS						
Ref	Description	Action	SRO RAG	Metrics	Owner	Timescale
1.6	To use the public information campaign to reinforce social distancing messages and encourage wider societal response to current crisis.	Effective communications and by using the powers now available. Closure of schools and non-essential business; stop hospital visits; shielding			Chris McNabb EIS/TEO	Short term
1.7	Ensure there are sufficient school places for key worker parents to continue to work	Continuing to provide school places, refining that as the situation develops		No. of schools open No. of pupils attending school No. of SEN statemented children attending school No. of key worker children attending school No. of vulnerable children known to social services attending school No. of vulnerable children not known to social services attending school (TBC)	Ricky Irwin DE/...NR NR	
1.8	Ensure children, vulnerable people and the self-isolating have access to food and medicines	Enhancing the existing statutory and voluntary services with additional volunteers			Maira Doherty DfC	Short term

Priority workstreams

Short term – 0-4 weeks
Medium term – 5-12 weeks
Long term – 13+ weeks

HEALTH AND WELL-BEING OF OUR CITIZENS (CONT'D)						
Ref	Description	Action	SRO RAG	Metrics	Owner	Timescale
1.9	Ensuring the safe operation of custodial environments	Having a scale of responses available		Prisoner population No. of confirmed Prisoner cases No. of staff absent Analysis of out of cell regime (full regime, partial regime, minimal regime) No of prisoners on SPARs	Ronnie Armour DoJ	Ongoing priority throughout the period of the pandemic
1.10	Ensure common action between NI and RoI on information sharing.	Development of MOU by Health Ministers.			DOH	Short term
1.11	Ensure the continued supply and production of essential food and feed, to and from farms, as well as the supply of essential drinking water and waste water services.	Contingencies in place for Drinking Water and Waste Water Supplies.		Interruption to products moving off farm. Food processing output, transportation/ pallets & packaging, absenteeism rates	Norman Fulton DAERA DfE Julie Thompson - DfI	Medium term
1.12	Protect the health and wellbeing of our citizens	Deliver the DoH Covid-19 Strategy		As per the DoH strategy	Richard Pengelly DOH	Short term, medium and long term

Priority workstreams

Short term – 0-4 weeks
Medium term – 5-12 weeks
Long term – 13+ weeks

ECONOMIC WELLBEING AND PREPARING TO REVITALISE THE ECONOMY – IMMEDIATE/SHORT TERM						
Ref	Description	Action	SRO RAG	Metrics	Owner	Timescale
2.1	Monitor the impact on the economy and consider the measures / policy framework needed to revitalise the economy post COVID 19	Regular monitoring and reporting of economic impacts, and short, medium and long terms responses commensurate with health and well being outcomes.		Vacancies on Burning Glass Footfall in Belfast and NI LGV and HGV traffic at 5 key border crossings UC claims Weekly Redundancies and Furloughed Workers Bulletin • sectoral breakdown of Redundancies and Furloughed Workers • District Council Area Purchasing Managers Index (PMI) – Monthly	DfE – Paul Grocott DAERA DfC DfI DoF	Short term
2.2	Provide financial support and make regulatory easements (within the Devolved sphere)	Rollout the financial support packages speedily		No. of £10,000 grant payments made / bank details submitted. (Similar metric will apply to the £25,000 scheme when established) and other hardships schemes as developed	DoF – Ian Snowden DfE – Diarmaid McLean	Short term

Priority workstreams

Short term – 0-4 weeks
Medium term – 5-12 weeks
Long term – 13+ weeks

ECONOMIC WELLBEING AND PREPARING TO REVITALISE THE ECONOMY – IMMEDIATE/SHORT TERM						
Ref	Description	Action	SRO RAG	Metrics	Owner	Timescale
2.3	Maintain supplies of essential items and related supply chains - Protect the health outcomes by ensuring essential goods are available	Protect the health outcomes by ensuring essential goods are available			Karen Pearson, TEO John McGrath, DfI Paul Grocott - DfE	Short term
2.4	Maintain essential transport arrangements and flows of goods - Work with Administrations and Governments to ensure the goods we need reach us and public transport provision is continued to assist essential workers	Work with Administrations and Governments to ensure the goods we need reach us. DfE, DoF and DfI working with UK Department for Transport (DfT) on their plans to provide support to maintain NI air connectivity (civil aviation is a reserved matter). DfT putting business case to HMT seeking financial support for both airports and airlines, as required.			John McGrath, DfI Trevor Connolly DfE Bill Pauley DoF	Short term

Priority workstreams

Short term – 0-4 weeks
Medium term – 5-12 weeks
Long term – 13+ weeks

ECONOMIC WELLBEING AND PREPARING TO REVITALISE THE ECONOMY – IMMEDIATE/SHORT TERM (CONT'D)						
Ref	Description	Action	SRO RAG	Metrics	Owner	Timescale
2.5	Ensure that individuals and families are supported	Prioritising the benefits and advice systems so that people get the help they need. Direct payments for those eligible for free school meals.		No. of payments made No. of children assisted	DfC Colum Boyle Margaret Rose McNaughton DE	Short term
2.6	To put in place planning for economic recovery : Sectoral assessments and remedial /targeted support	Regular monitoring and reporting of economic impacts, and short, medium and long terms responses commensurate with health and well being outcomes. <i>Cross Departmental working group developing support packages</i>		Vacancies on Burning Glass Footfall in Belfast and NI LGV and HGV traffic at 5 key border crossings UC claims EY FDI Attractiveness IBM – PLI Global Location Trends Monthly PMI	DfE – Paul Grocott DAERA DfC DfI DoF	Medium to Long term

Priority workstreams

Short term – 0-4 weeks
Medium term – 5-12 weeks
Long term – 13+ weeks

SOCIETAL AND COMMUNITY WELLBEING						
Ref	Description	Action	SRO RAG	Metrics	Owner	Timescale
3.1	Respectful arrangements to respect the dignity of the deceased	Respectful arrangements in place for a temporary resting facility. Guidance on funeral management.			Julie Harrison, DOJ	Short term
3.2	Ensure good environmental, food safety and animal welfare standards	Responding to animal welfare incidents, disease outbreak management, Registration Movement of animals, TB surveillance (meat plants & AfBI) Contingencies in place for drinking water, waste water and pollution response			Tracy Teague Robert Huey DAERA FSA (NI) DfI	Medium to long term
3.3	We will protect our staff	Good internal communications and advice, social distancing and other measures		Re-allocated to NICSHR – update to be requested	NICS HR/HOCS	Short term
3.4	Measures to mitigate against mental health in place	Identify measures to lessen the impact			DOH Moirá Doherty, DfC	Short term
3.5	Support to rural communities	Collaboration with funded organisations to redirect efforts to focus on Covid response			Fiona McCandless DAERA DfC	Short term

Priority workstreams

Short term – 0-4 weeks
Medium term – 5-12 weeks
Long term – 13+ weeks

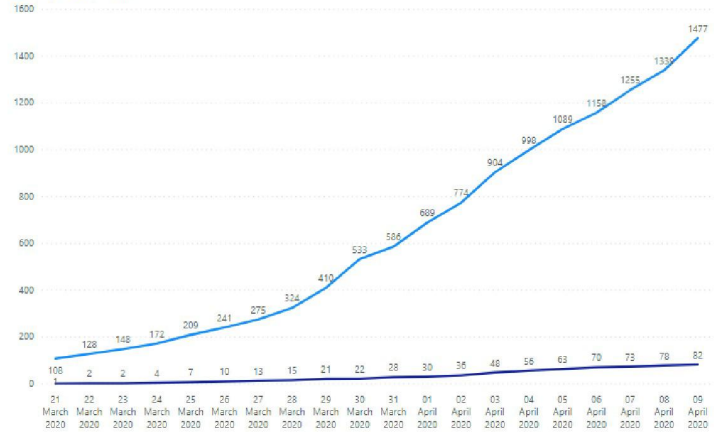
SOCIETAL AND COMMUNITY WELLBEING					
Ref	Description	Action	SRO RAG	Metrics	Owner
3.6	Ensure continuity of learning for children and young people	<p>Prepare policy position for Ministerial consideration and decision in relation to the awarding of grades for the main 2020 public examination series.</p> <p>Work collaboratively with DfE to prepare joint policy position on vocational qualifications.</p> <p>Education development services work collaboratively to support schools to deliver effective education to their pupils.</p> <p>The C2K infrastructure sustains and supports the demand by schools in relation to distance learning.</p>		<p>Advice commissioned and received from CCEA by 3rd April 2020. Ministerial decision by 14th April 2020.</p> <p>Agreed policy position on vocational qualifications is presented to Minister(s)</p> <p>All schools have been allocated link officers to provide advice and signposting to appropriate resources</p> <p>Functions of the C2k network are available to teachers and pupils on 24/7 basis</p>	<p>NR</p> <p>DE DfE – Jim Wilkinson</p>
					Medium term

Data Summary

Confirmed cases compared to deaths in NI (as of 09/04/2020) [Source: HSC: Public Health Agency]

NI Cases and NI Deaths by Date

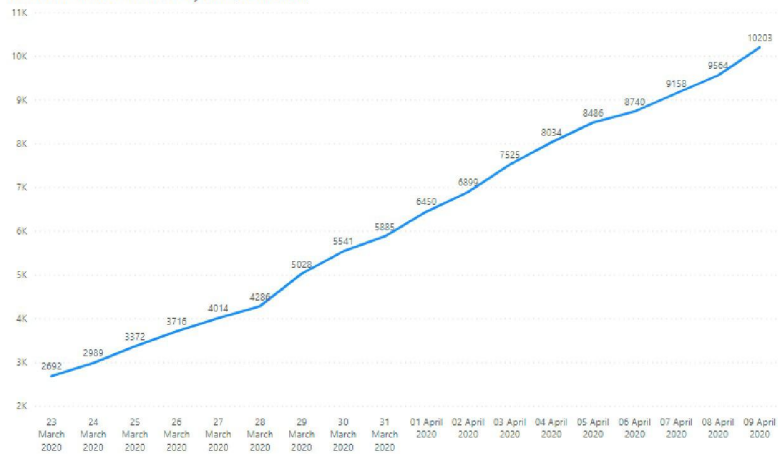
● NI Cases ● NI Deaths



Data Summary

Number of Individuals Tested in NI (as of 09/04/20) [Source: HSC: Public Health Agency]

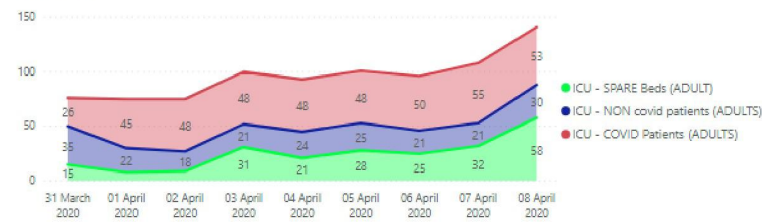
Number of Individuals Tested by Date (Cumulative)



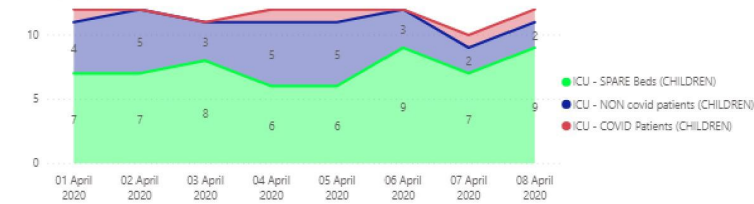
Data Summary

ICU bed availability as of 09/04/2020 [Source: DoH LO Return]

ICU Capacity - Adults (NI)

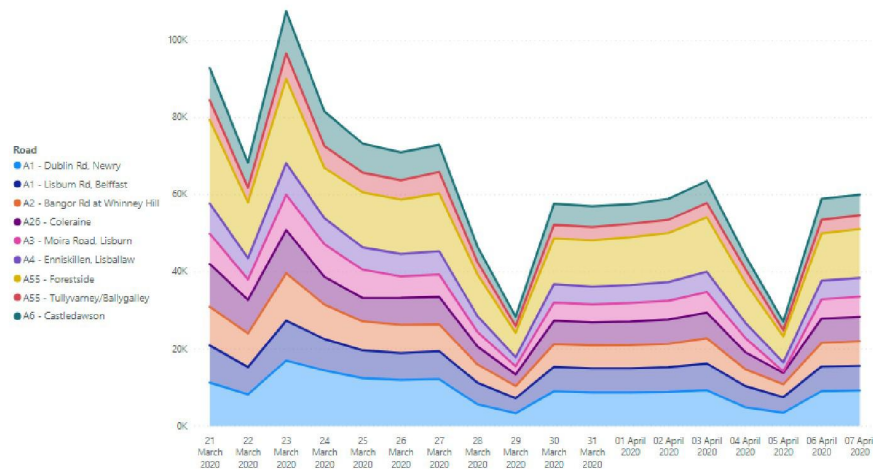


ICU Capacity - Children (NI)



Theme – Travel and compliance

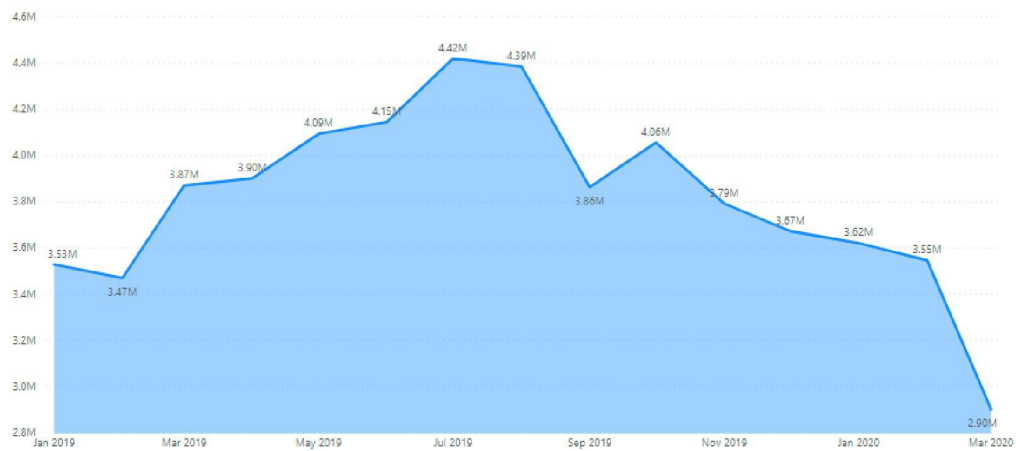
Road Traffic. Up to 07/04/2020 (Source: DfI SitRep)



Theme – Travel and compliance

Traffic at 15 key border crossings – up to March 2020 (all vehicle types)

[Source: NISRA]



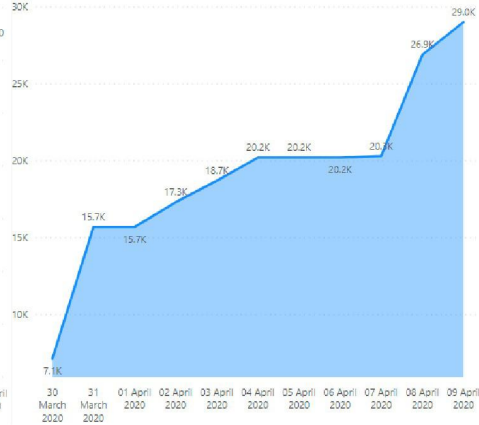
Theme – Economy and Infrastructure

NI Applicants for Business Furlough Volume (09/04) [Source: DfE SitRep]

NI Applicants for Business Support Grants Scheme by Date

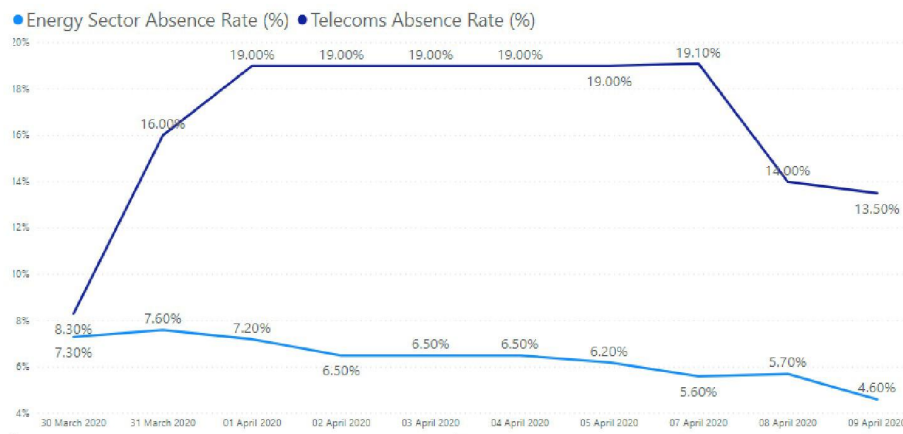


Northern Ireland Furlough Volume by Date



Theme – Economy and Infrastructure

Critical National Infrastructure Absence Rates as of 09/04/20 [Source: DfE]



Theme – Justice

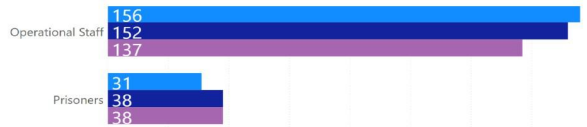
Police Absence Rates as a % (2020 vs 2019) as of 09/04 [Source: DoJ SitRep]

PSNI Absence Rates (%)



Staff and Prisoners In Isolation (Day by Day)

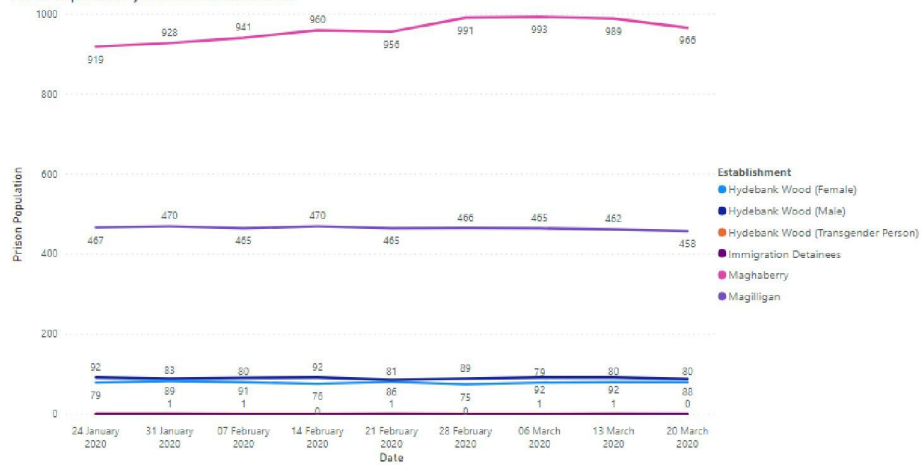
● 07/04/2020 ● 08/04/2020 ● 09/04/2020



Theme – Justice

Prisoner Population up to 20th March [Source: DoJ Website]

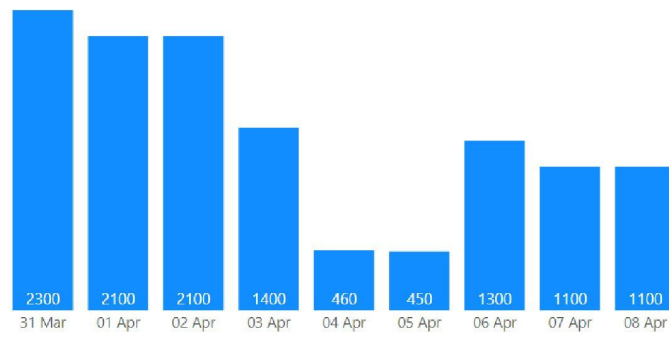
Prison Population by Date and Establishment



Theme – People and Communities

Universal Credit Claims as of 08/04

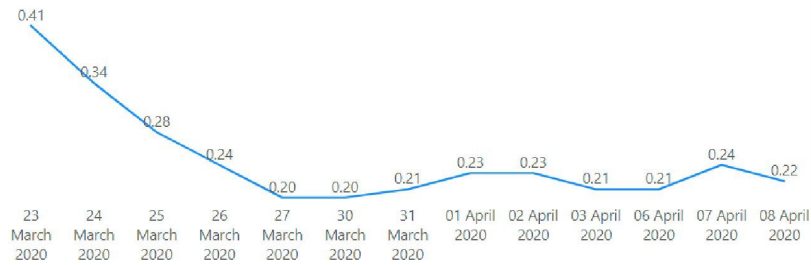
NI Universal Credit Claims by Date



Theme – People and Communities

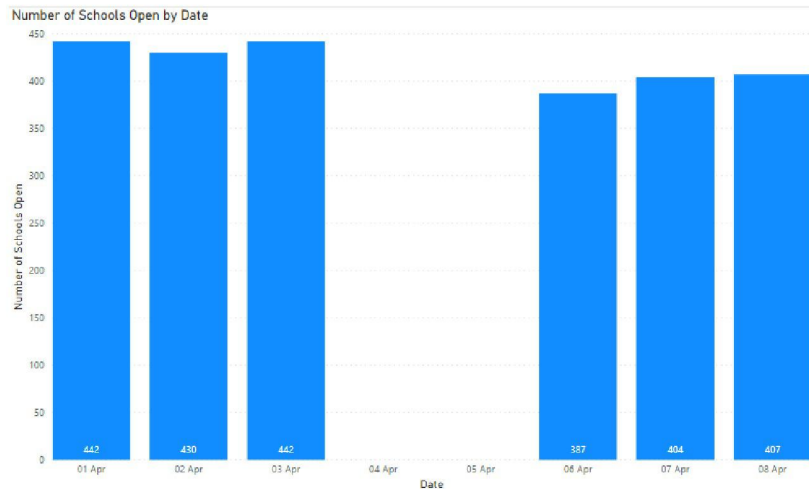
% of pupils attending school as of 08/04
(Source: DE SitRep)

School Attendance Rate by Date (%)



Theme – People and Communities

Number of Schools Open [Source: DE SitRep]

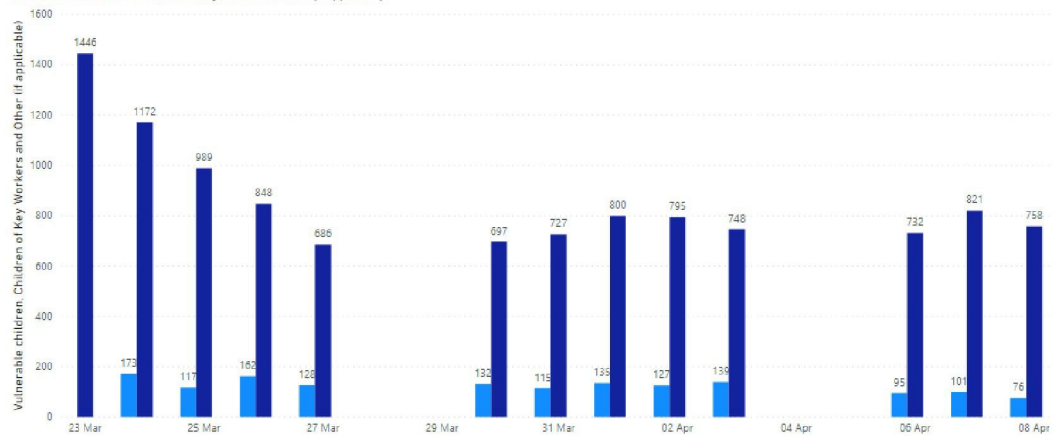


Theme – People and Communities

Number of Children Attending School as of 08/04 [Source: DE SitRep]

Number Vulnerable children, Children of Key Workers and Other (if applicable) by Date

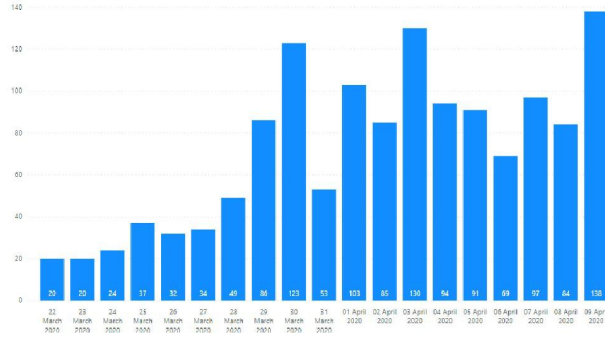
● Vulnerable children ● Children of Key Workers ● Other (if applicable)



Additional/Supporting data

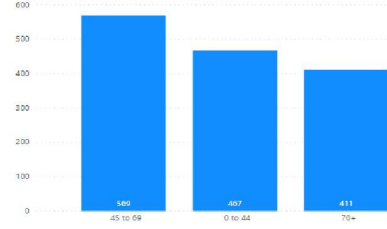
New Confirmed Cases by Day (NI) as of 09/04/20

New Confirmed Cases by Date



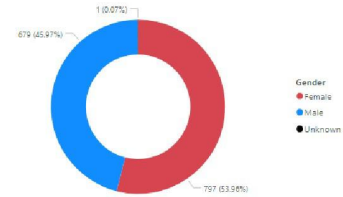
Age of positive cases as of 09/04/20

Number of Confirmed Cases by Age Group



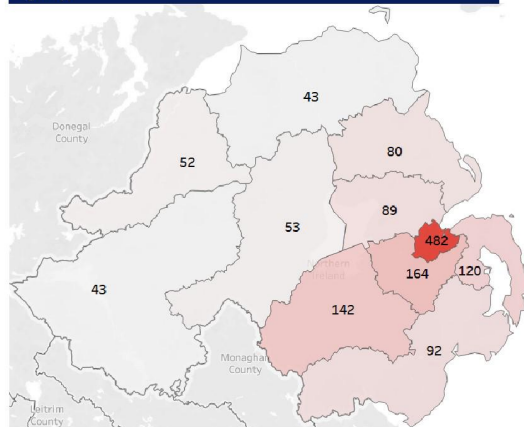
Gender of positive cases as of 09/04/20

Number of Confirmed Cases by Gender



Additional/Supporting data

Number of Positive Cases in NI as of 01/04 [Source: HSC: Public Health Agency]



 **CORONAVIRUS** (COVID-19) 



**WE ALL
MUST DO IT
TO GET
THROUGH IT**



STAY HOME KEEP DISTANCE WASH HANDS

EIS Communications Update 

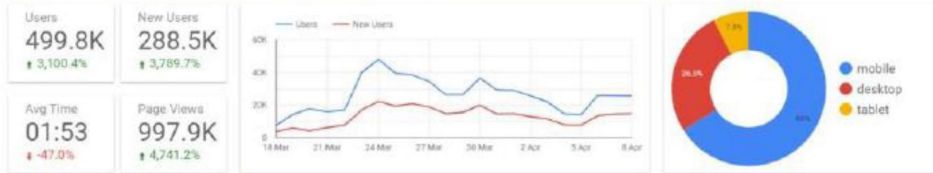
OVERVIEW

- To date, we've seen a total of **499.8k users** on the **nidirect.gov.uk** coronavirus pages, with a total of **997.9k page views** and users spending an average of approx. 2 minutes on site.
- On the main overview and advice page, time on page has almost doubled however from 1min 20s to 2min 13s since the advertising campaign started, which is a strong sign that users are spending longer taking the content on page into consideration. The staying at home and self-isolation page has also recorded an increased time on page from 2min 51sec to 3min 16secs.
- The more **tabloid news sites** are appearing in the top performers for video (Daily Mail, Mirror, Metro, What Culture, Sky, Entertainment Daily and Sky Sports).
- On **Facebook**, over **21k** have watched the post videos through to completion delivering over **15k** clicks from this channel alone.
- The first **Daily Mail website takeover** created nearly half a million impressions in one day and **2,827** clicks. There are 5 more takeovers still to run throughout the campaign with the Daily Mail focusing on the core messages of staying at home, keeping a distance of at least 2 metres and washing hands well and often.

OFFICIAL SENSITIVE

nidirect Coronavirus - Google Analytics

18 Mar 2020 - 8 Apr 2020



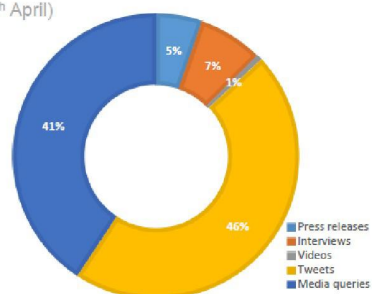
Top 5
nidirect pages

Coronavirus (COVID-19) nidirect campaign page	329,419
Coronavirus (COVID-19) and Benefits	200,780
Coronavirus (COVID-19): and motoring	92,202
Coronavirus (COVID-19): advice for vulnerable people	73,139
Coronavirus (COVID 19): overview and advice	66,755

OFFICIAL SENSITIVE

NICS DEPARTMENT OVERVIEW (Thurs 2nd- Wed 8th April)

- 33 Covid-19 press releases have been issued across the nine departments, providing the latest key messages on the work being undertaken in response to the coronavirus outbreak.
- Press offices have dealt with 257 Covid-19 related media queries.
- On social media, department accounts have issued 291 Tweets, as well as additional posts on Facebook and Instagram, providing up-to-date access to useful information and advice to the public.



ACTIVITY SUMMARY:

PRESS RELEASES	INTERVIEWS (inc pressers)	TWEETS (inc retweets)	VIDEOS	MEDIA QUERIES
33	46	291	4	257

OFFICIAL SENSITIVE

NICS DEPARTMENT OVERVIEW cont.

- **DAERA** – Poots announces £1.5 million support package for fishing industry
- **DFC** – Hargey provides £1.5m to councils to help in Covid-19 support measures
- **DFE** – Telecoms engineers help us stay connected during social distancing – Dodds
- **DE** - Education Minister calls for urgent volunteers to assist in Education Sector
- **DOF** - Murphy outlines Executive's Budget
- **HEALTH** - Health Minister visits Northern Ireland's first Nightingale Hospital
- **DFI** - Mallon delivers MOT test centres to help fight COVID-19
- **DOJ** - Long: Collaborative working key to upholding integrity of justice system in NI



OFFICIAL SENSITIVE

SAMPLE DEPARTMENT TWEETS (Thurs 2nd- Wed 8th April)



Minister @poole2edwin "This Easter must be different. Do not visit our forests and country parks, beaches or beauty spots." Full statement covering Easter, farm safety, fly-tipping and supporting local farmers here: daera-ni.gov.uk/news/statement...-COVID19/#StayHomeSaveLives



08/04/2020, 20:01



@CommunitiesNI Minister @DereidHargreave has put in place additional supports for the most vulnerable in society to provide essential food parcels to around 10,000 people shielding because of COVID-19 and who have no support communities-ni.gov.uk/news/hargreave-...



Indirect and 8 others
08/04/2020, 12:56



A BIG THANKS to all those companies helping fight #COVID19. 40+ companies have volunteered to assist in providing support to produce various PPE requirements. 30+ companies have offered to participate in manufacturing consortia to make ventilators



NI Executive and Diane Dodds MLA
04/04/2020, 12:32



Guidance has been issued to schools on clustering to ensure there are sustainable arrangements and sufficient places for vulnerable children and the children of key workers during the Covid-19 crisis. bit.ly/3dKZn8r



01/03/2020, 16:52



Speaking at @nieexecutive #COVID19 press conference, Finance Minister @conormurphy said: "I have been working closely with the Health Minister to procure Personal Protective Equipment & other supplies based on the needs identified by them."



Department of Health
02/04/2020, 16:20

OFFICIAL SENSITIVE

COVID-19 COMMUNICATIONS UPDATE : 10.04.2020

SAMPLE DEPARTMENT TWEETS (Thurs 2nd - Wed 8th April)



Health Minister and Chief Nursing Officer have visited Northern Ireland's first Nightingale Hospital. The regional unit is a key part of surge plans drawn up to cope with the expected increase in patients affected by #COVID19 symptoms.



07/04/2020, 14:34



Minister Mallon delivers MOT test centres to help fight COVID-19 infrastructure-ni.gov.uk/news/mallon-delivers-mot-test-centres-to-help-fight-covid-19



06/04/2020, 23:26



Minister Long has paid tribute to the wider justice family for the way in which they have responded to the #COVID19 health emergency.

For the full statement visit justice-ni.gov.uk/news/long-collapse



08/04/2020, 17:38



Do you know what to do if you or a family member show symptoms of coronavirus?

Check out this advice about self-isolating and stopping the spread of #COVID19.

More information videos available

nidirect.gov.uk/articles/coronavirus

#StayAtHomeSaveLives



06/04/2020, 11:37

OFFICIAL SENSITIVE

COVID-19 COMMUNICATIONS UPDATE : 10.04.2020

PAID FOR MEDIA SUMMARY (up to Wednesday, April 8)

EASTER – This week the key message for paid-for media has been ‘*This Easter stay at home to save lives*’ to emphasis the fact that the ‘*Stay at home*’ message still applies during the Easter holidays.

An Easter radio advert is currently running on all NI stations.

Daily and weekly adverts appeared this week (right). Daily ads are booked next week for Wednesday 15th April and all weeklies. Adshels have also been carrying Easter adverts this week.

PARTNERSHIPS – The Orange Standard has agreed to place a ‘Stay at Home to Save Lives’ advert on their website free-of-charge and this will be live for a month. The GAA have also confirmed that they will carry assets on Twitter and Facebook free of charge and are looking to see what else they do to help. Ulster Rugby are considering options.



OFFICIAL SENSITIVE

COVID-19 COMMUNICATIONS UPDATE : 10.04.2020

PAID FOR MEDIA SUMMARY (up to Wednesday, April 8)

LEAFLET – Is currently being delivered to every household in NI. Signed, audio, braille and larger print version are available on request, along with electronic language translations.

TV – All four adverts (Belfast Trust staff/touch/stay at home/self-isolation) are currently running on TV including UTV, C4, ITV Breakfast, Sky, All 4 and Virgin. All adverts are available signed in BSL and ISL and subtitled on nirect.

RADIO – There are 2 general radio adverts (self-isolation/touch) currently running on all NI stations plus Spar instore radio.

ONLINE – Daily Mail 'Take-over' (right) has so far created 470,725 impressions (times on screen) and 2,827 clicks.



OFFICIAL SENSITIVE

PAID FOR MEDIA SUMMARY

OUTDOOR – Outdoor adverts are live and this is being targeted primarily at retail/chemist locations.

This includes a backlit 96-sheet on the sydenham bypass that under normal circumstances has 31,500 daily – the third busiest road in NI. This will run until 14th June.



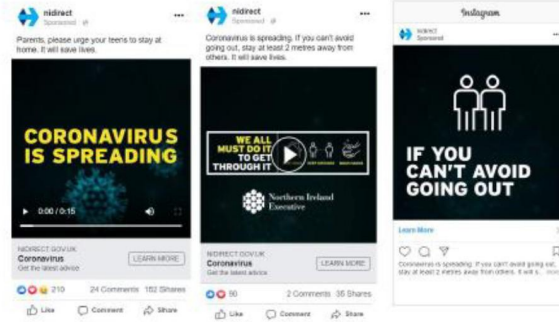
OFFICIAL SENSITIVE

PAID FOR MEDIA SUMMARY (up to Wednesday, April 8)

DIGITAL - Digital ads are performing strongly with **3,362,402 impressions** (number of times the advert has appeared on screens) to date and **24,893 clicks** and **5,358 reactions** (Comments, Likes, Shares).

Ads are currently running on:

- Twitter
- Facebook
- Instagram
- Snapchat
- Spotify and various other podcasts
- Websites (these are targeted to websites depending on your browsing history)



OFFICIAL SENSITIVE

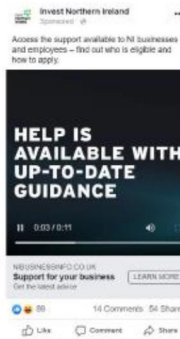
PAID FOR MEDIA SUMMARY (up to Wednesday, April 8)

BUSINESS

The business strand of the campaign began on Monday 6th April. This will involve digital adverts, carrying messages about financial support, VAT, rate relief, help for the self-employed and employees, as well as business radio adverts.

As this campaign only went live on Monday 6th April, we will be able to provide further insights next week once more learnings have been gathered.

Since Monday there have been 125,568 digital advert impressions (times on screen): 125,568 and 140 clicks.



OFFICIAL SENSITIVE

nibusinessinfo.co.uk coronavirus customer usage

Report date: 18 Mar 2020 - 8 Apr 2020

coronavirus-specific content

Customer visits (sessions)

220,443

Customer views (page views)

537,436

Campaign page (page views)

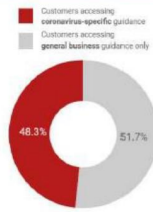
122,378

Support PDF (downloads)

18,660

External clicks to more info

160,192



Top 5 | Coronavirus-specific guidance pages

Views...

1.	Coronavirus: Business Support Grant Schemes	209,249
2.	Coronavirus updates: Support for your business	126,768
3.	Coronavirus: Support available through the Coronavirus Job Retent...	23,791
4.	COVID-19: Emergency rates package for businesses	19,149
5.	COVID-19: Managing staff health, pay, leave and absence	16,956

Top 5 | General business guidance pages

Views...

1.	Small Business Rate Relief	43,958
2.	Advantages and disadvantages of employees working at home	7,297
3.	Payment terms - commonly used invoice payment terms and their ...	6,175
4.	National Minimum Wage and National Living Wage rates	5,108
5.	Employers' responsibilities when closing down a business	4,991

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