

Hannon, Maria

From: Rooney, Bernie
Sent: 20 November 2019 09:19
To: Stewart, Chris (TEO)
Cc: [redacted] NR
Subject: HPRM: Official Sensitive

Chris

[redacted] from PwC took me through the outline report yesterday and I have been assessing the CCPB (NI) work 'put on hold' due to the EU planning work and C3 Project. The overall position is dire. There has been systemic failure to invest funding and resources in CCPB (NI) over a number of years and the current position is that at a time of focus, the lack of investment I regret to have to advise you has left it not fit for purpose.

The work being driven at nation level to ensure preparedness should the UK leave the EU without a Deal has exposed the actual situation and highlighted the backlog of work, lack of resources and lack of staff equipped with the required skills.

Considerable invest has been made to address the establishment of a central operations room and supporting secure infrastructure however this only addresses part of the infrastructure issues. The operations room is of limited value without the appropriate support structures in place. The three key elements are:

- staff with the appropriate skills and experience;
- a stable and viable CCPB with a dedicated team managing all aspects of the infrastructure on an ongoing basis; and
- necessary full time dedicated resources and an appropriate level of funding.

In my view, there is a significant deficit between where we are now, where we should be and where we want to get to.

There is a critical staff resources, experience and skills deficit within the current team [redacted] and [redacted] on a daily basis, explain both my lack of knowledge and experience on the specialism of Civil Contingencies and the lack of Civil Contingencies experience within TEO as being a significant failing and critical risk.

There are two ways of interpreting this, firstly, a desire to pull back to the past and lack of understanding or acceptance of the need for leadership to look to creating a new and fit for purpose NICS model ; or ; listening and acknowledging that there may be an element of experience highlighting issues that ought to be listened to.

The PwC report on lessons learnt and recommendations for the future sets out a lot of work that needs to be done.

You are scheduled to meet the team and I tomorrow. There is absolutely, without doubt insufficient resources and skills to address the overall challenge and despite exhaustive efforts, unfortunately the NICS systems and processes do not make it possible for me to put together, through the normal business case and recruitment routes, the necessary team to start to address the many issues before March 2020. I have explored all possible options.

If you have time, I would be happy to discuss my exhaustive efforts to date and brief you on the issues that are likely to be raised tomorrow.

It is with regret and disappointment that I have reached this position.

Happy to discuss.

Bernie

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