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FROM: Bernie Rooney

DATE: February 2019

TO: TEO Departmental Board

TITLE Civil Contingencies Policy Branch (CCPB) – Approval sought for increase in baseline for staff.

Issue: Insufficient staff in CCPB to carry out all work required to ensure that Northern Ireland is prepared for and can respond to any civil contingency on any scale.

Timescale: Urgent

Recommendation: That you:

- Note and approve the request to increase the baseline within CCPB for the reasons outlined within this paper.

Background

1. CCPB's role is to work across the public sector to promote and encourage the development of effective emergency preparedness to mitigate the effects of a civil emergency on the public and the environment. In addition to its preparedness agenda CCPB facilitates the effective delivery of the central strategic crisis management arrangements within government to deal with the most serious types of emergencies.
2. These functions are informed by, and promoted through, close and ongoing liaison with key contacts in NI Civil Service departments, the emergency services, local government and other stakeholders within the UK and Ireland.

3. CCPB supports the effective functioning of the Civil Contingencies Group (Northern Ireland) (CCG(NI)), the principal strategic civil contingencies preparedness body for the public sector chaired by the Head of the NI Civil Service and comprising senior level membership from key civil contingencies stakeholders. CCPB also delivers this role when CCG(NI) is in emergency response mode.
4. As part of its role to promote and encourage good civil contingencies practice, CCPB has produced an overarching framework of civil contingencies policy, guidance and advice.
5. CCPB are the central point for information flow to SCS through CCG (NI). This requires significant liaison with all NICS Departments, Cabinet Office, Northern Ireland Office, other devolved administrations, Emergency Services and several other stakeholders as well as horizon scanning through membership of various Boards and Groups to ensure CCPB and therefore CCG (NI) are aware of the full scale of what is happening across GB and Ireland and what the potential risks and mitigation of those risks are. It is crucial that the staffing resource is sufficient to carry out these functions to ensure NICS Board and the Executive have a common understanding and are well informed of all risks to enable an assessment of the cumulative risks.

Detail

6. Due to austerity staffing within CCPB has greatly reduced over the last 10 years with 2 DP posts and one SO being suppressed due to budget cuts. These staffing reductions have resulted in certain areas of work ceasing or not being carried out to the extent that they should be. Some examples of this are:
 - A risk assessment for Northern Ireland has not been completed since 2013 with the GB one being used by all despite the risks not necessarily being in the same order of priority leading to a lack of governance of identification of risks.

- the suite of civil contingency policy documents which CCPB have ownership of have not been fully revised since OFMDFM became TEO. This in itself is a huge piece of work.
- CCPB have not had the resources to attend numerous meetings to which they should have input in order to ensure affectively horizon scanning.
- There has been very limited engagement in terms of Critical National Infrastructure
- CCG (NI) Resilience Programme actions have not been taken forward

Staff Complement

7. The table below shows the staffing reductions in CCPB since 2001:

Commented [EA1]: Is this too far back? Could start at 2007

	DP	SO	EO1	EO2	AO	AA
2001	3	3	0	1	1	1
2007	3	3	0	2 (1 p/t)	1	0
2009	2	2	0	2 (1 p/t)	1	0
2014	1	3	0	2 (both p/t)	0	1
2015	1	2	0	2 (both p/t)	0	1
2020	1	2	0	2 (both p/t)	1	0
Approval Requested for:	4	4	1	2	2	0

Justification for additional staff

8. The current staffing structure within CCPB is attached at Annex A.
Preparations for EU exit showed that NI was not equipped to deal with an emergency on a large scale. PwC were procured by NIO as consultants to assist in the setting up of the NI Hub in a joint venture with TEO. Whilst the Hub was not required to formally stand up, the processes put in place have been a worthwhile and significant investment both in terms of money and staff training. It is crucial that the lessons learned from the setting up of the NI Hub as well as the higher profile that civil contingencies now have are not lost.
9. A PwC report produced in May 2019 included proposed recommendations regarding CCPB structures. This included increasing the staff complement to 3 DP's and 3 SO's, the same as it has been in 2007 and before the years of austerity. However, given the focus on maintaining C3 'at readiness' and moving into Yellowhammer 2, it was not possible for TEO to implement all of the recommendations during the short timeframe. Thus, the November 2019 Report produced by PwC carries forward relevant May recommendations.
10. Given the recommendations contained in the PwC November 2019 report, I believe the staffing structure should be enhanced further. The proposed staffing structure is attached at Annex B.
11. The November 2019 contains 75 recommendations which are presented under key themes and PwC have also provided their own RAG assessment for each of the themes: Organisational, People, Processes and Technology and Infrastructure. Work has commenced to address some of these issues but staff resources are hindering the progression of the majority of the recommendations.
12. Many are very specific to the functions and operation of CCPB and its future role, and the responsibilities of TEO. Others are wider for the NICS, for

example, those recommendations regarding cultural change, attitudes and behaviours across the NICS departments and staff.

13. The report states that ' Work is required to redefine the future role and structure of CCPB, including a clear vision. CCPB would be well-placed act as a 'centre of excellence' for NI civil contingencies, wider risk management and business continuity planning across NI, providing a focal point for consistent standards and operating procedures, as well as contingency planning, training, exercising and thought leadership, linked into the wider UK civil contingencies network. '
14. In addition the Head of the Civil Service has indicated his support for a review of civil contingencies with a change of direction. This review is due to start shortly, a terms of reference has been drafted.
15. The PwC report together with a Legacy Report as part of the closing of the C3/NI Hub Project which is currently being collated will require substantial work and a change of direction for CCPB, and additional staff will be required to ensure that the legacy is not lost. Maintaining the Hub to ensure that it can be scaled to deal with any disaster is a crucial role for CCPB going forward. In order to account for this additional work one of the DP and SO posts has been considered by the NICS HR grading Unit to ensure that they sits at the correct level. This was approved on xxx. At present approval has been given for a DP on loan to cover this role until such times as permanent resources can be secured.
16. A business case for additional staff based on the proposed organisational structure at Annex A was approved by xxxx
17. It is clear that there is much work to be done and it will take a period of time to implement and work through. The future direction of CCPB will be much more focused on risk assessment and we will work closely with our colleagues in Cabinet Office to ensure a consistent approach. Without additional staff CCPB cannot provide the Executive with the full facts and information relating to the cumulative risks that Northern Ireland faces, its preparedness to respond to

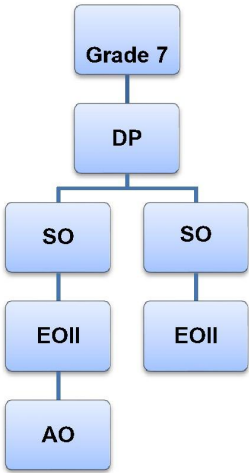
emergencies or the resilience it has when faced with an emergency. The legacy of the tremendous work and effort that was required to set up the NI Hub will potentially be lost and Northern Ireland's reputation will be damaged.

Recommendation

18. That you: Note and approve the request to increase the baseline within CCPB for the reasons outlined within this paper.

signature
NAME

CCPB Organisational Chart – Jan 2020



Proposed Organisational Chart

