

DRAFT @ 18 Feb 2020

**DRAFT TERMS OF REFERENCE FOR STRATEGIC REVIEW OF CIVIL
CONTINGENCIES ARRANGEMENTS IN NORTHERN IRELAND**

Proposal : To commission a review to re-design Civil Contingencies Policy Branch (NI) at strategic level to ensure effective delivery of civil contingency arrangements in Northern Ireland including the strategic leadership role of the Executive.

1. The Civil Contingencies Policy Branch (NI) and EU Brexit Planning C3 Project form a temporary Division that has been established within the Executive Support Group within The Executive Office. It is envisaged that the Division will be in place for a period of 6 – 9 months, with effect from 6 September 2019, in order to manage the transition period between the final phase and closure of the C3 Project, implementation of the lessons learnt report and recommendations and leading the handover of the NI Hub as a final product to CCPB (NI). The transition programme also involves the Director includes a strategic review of civil contingency arrangements for NI with recommendations for the future structure.

Aim

1. The aim of the Review will be to take a strategic and forward looking perspective and examine the civil contingencies arrangements for Northern Ireland, involving the NICS and wider public sector, to consider:
 - If they are fit for the future in a rapidly changing world; and
 - The purpose and required role of Civil Contingencies Policy Branch going forward.
2. A key lesson for the NICS from the C3 Project and the Yellow Hammer operations was that the area of contingencies, emergency response and planning has evolved quite significantly over the past years. It is timely for Northern Ireland to re-examine and re-define its position in this critical area.

Objectives

3. The key objectives for the Strategic Review are to:
 - i. Set a vision for civil contingency arrangements in Northern Ireland.

- ii. Define and assess high level options for an operating model in support of that vision.
- iii. Draw up a high level plan or roadmap to achieve the preferred operating model option.

Scope

- 4. In addressing the objectives above, the Strategic Review will draw upon the recommendations of the Futures Report and the Lessons Learnt from the C3 Project (including operational exercises, UK planning to leave the EU Planning and national exercises) and broadly cover the areas of:
 - i. Organisation and governance
 - ii. People
 - iii. Processes
 - iv. Technology and infrastructure
- 5. It is envisaged that the Review will be conducted through a series of short phases, namely: establishing a clear baseline: developing and assessing options in a collaborative manner; setting recommendations and a roadmap for their implementation. This will entail building consensus and depth of definition through a series of meetings, workshops and senior stakeholder engagement, including with appropriate Ministers and Permanent Secretaries. This will be key to defining and achieving a shared future vision for civil contingency arrangements.
- 6. In setting the vision and framing the operating model options, the Review will examine:
 - The preparedness and resilience of the NICS for dealing with strategic risks and crises for Northern Ireland;
 - The potential for the NICS to move from focusing on planning for and managing traditional 'shocks' (such as flooding, infrastructure failure and cyber-attack) to cover horizon-scanning and early identification of potential cumulative risks;
 - The potential support required for an Executive to have the capacity to plan for and manage a wider or more strategic range of contingencies aligned to the Programme for Government.
 - Existing civil contingency and emergency planning arrangements in Northern Ireland with a view to enhancing partnerships and improving structures;
 - Clarify the strategic role of the Executive, Ministers and Departments and what future governance needs to be;
 - More widely, the potential central role for CCPB (NI) in promoting and improving risk management and business continuity across the NICS;
 - Best practices elsewhere to enhance the risk management and resilience arrangements.

7. In outlining the roadmap for the way forward, the Review will identify the gaps between the baseline and the state envisaged in the preferred operating model option. While not exhaustive, the Review will set out summary recommendations for addressing any gaps or requirements in the following areas:
- Mandate – NI Legislative position;
 - Northern Ireland's critical assets and infrastructure – definition, ownership and responsibility;
 - Northern Ireland's strategic risk register;
 - The overall governance model, including the role and responsibilities of the Devolved Administration and, in particular, the Executive;
 - Future capabilities and professional pathways for the necessary skills and career development;
 - Process / value chain and key interactions within it;
 - Minimum supporting technology and infrastructure.