

FROM: NR

HEAD OF EU EXIT C3 PROJECT

21 NOVEMBER 2019

BERNIE ROONEY

EU EXIT – C3 FORWARD WORK PROGRAMME

Issue: Work programme to maintain NI C3 at readiness for a 31 January 2020 Exit; and to effectively capture and transition C3 legacy to CCPB to realise the full value from the C3 project

Timing: Urgent – securing additional resources with the right skill set is essential to deliver the C3 ‘maintain at readiness phase’; and approval is required for the C3 final phase to ensure the legacy from, and value of, the C3 work is not lost to NI.

Recommendation: It is recommended that you;

- (a) note the work required to maintain C3 at readiness for Exit on 31 January so enabling NI to declare FOC when needed;
- (b) note that current staffing needs augmented as a matter of urgency, and the impact of any failure to do so on C3 deliverables ; and
- (c) approve the final phase to capture the legacy from C3, support effective transition to CCPB; and closure of the project in line with governance rules.

Status of the NI C3

1. NI has developed Command Control and Co-ordination Arrangements (C3) founded on existing tried and tested civil contingencies arrangements to manage the response to the potential impacts on NI of a 'no deal' EU Exit. These C3 arrangements operate with the UK C3 structure. In line with the C3 Critical Path as agreed by the EU Exit Preparedness Stocktake the build of the revised NI C3 is complete and has been tested during NI and UK level exercises in readiness for activation. Full operating capability (FOC) was declared in the run up to the planned Exit on 31 October.
2. The NI C3 must support an effective response to disruption from EU Exit and civil contingencies situations. Following extension of Article 50 a robust programme of work is now underway to maintain the NI C3 at readiness.

C3 - Maintain at Readiness Phase

3. The NI C3 is not a 'once and for all' product, rather it is a complex system dependant on appropriately trained staff, delivering up to date, tried and tested, arrangements / processes; utilising 'fit for purpose' ICT systems and physical infrastructure. To keep such a complex system, with all its elements and interdependencies ready to operate at FOC requires a significant and multi-faceted programme of work. This is against the backdrop of a tight 2 month timeline which will necessitate the work programme being delivered at pace.
4. The key headlines from this phase of the C3 work are:
 - Identifying learning from YH 2 and implementing any required enhancements
 - Keeping arrangements current - revised CONOPs, SOPs, daily Rhythm, reporting SITREPs
 - Reviewing and refreshing volunteer lists
 - Confirming the Impact Group Liaison Officer cadre

- Keeping partners and volunteers updated – communication strategy
 - Role specific training for staff who didn't receive previously
 - NI Hub Familiarisation / Drop In Sessions
 - Impact Group Liaison Officer training
 - Update the NI Hub Business Continuity Plan
 - Test of Business Continuity Plan at primary fall back site
 - Develop and deliver NI C3 table top exercise
 - Participate at minimum level in the National YH 3 exercise
 - Maintaining IT and other NI Hub kit and systems
 - Project governance – at readiness dashboards; timelines; business cases, budget management.
 - Keeping pace with 6 national workstreams
5. The diagram at **Annex A** shows the key elements of the work programme to maintain C3 at readiness and their respective timeframes for delivery.
- Annex B** depicts the C3 critical path as we move towards Exit on 31 January 2020. This information will be shared with EU Exit Preparedness Stocktake and will also go to C3 stakeholders to ensure NICS and partners organisations continue to progress together in a joined up manner as they have done to date. It will be important to keep pace with national workstreams during delivery.

C3 – Legacy and Project Closure Phase

6. In line with NICS responsibilities, as set out in Managing Public Money (NI), to use public money responsibly in the public interest; and to seek to maximise the benefit accrued from spend on EU Exit, it is essential that the legacy from C3 is captured and transitioned in a sustainable manner to CCPB. This will enhance NI civil contingencies arrangements, capacity and capability and so it is hoped improve NI resilience to future emergencies. Given the current high profile of this work and political and public expectations it is highly likely that any failure to do so would result in

significant criticism and reputational damage.

7. The key elements of this phase include:

- Identifying how the C3 response model could be effectively scaled for general civil contingencies and having surge capacity to deal with a national emergency.
- Identifying the key elements of C3 doctrine and supporting documentation for import into civil contingencies arrangements.
- Considering the application of C3 products to general civil contingencies.
- Identifying with NICS HR how the C3 volunteer cadre could be maintained and transferred to civil contingencies augmentation.
- Identify the key elements of the C3 training materials that can be utilised to support civil contingencies training.
- Seek agreement from CAL to maintain the C3 area on links for general civil contingencies training.
- Identify all legacy systems and kit that should be transferred from C3 to CCPB and make necessary arrangements.
- Identify the key elements of the NI Hub facility which could be used to support general civil contingencies and how the remainder, passed back to office accommodation, could be used for surge.
- Identify legacy costs for CCPB.
- C3 Project Governance – develop and manage a transition plan in conjunction with CCPB.
- Prepare a Legacy Report clearly setting out what is being handed over, to whom and by when – this is necessary for audit and accountability purposes.
- Close all C3 finances in accordance with governance rules.

Risks and Proposed Mitigations

8. The current staffing resource is utilised to maximum capacity and must be augmented to deliver the maintain at readiness work already set out. Work is underway to secure additional resources for the C3 Project team, NI Hub

support, training and exercising.

9. Top management support for the legacy phase would be required to ensure the value of this important work is retained.

10. CCPB is not structured to receive the NI C3 legacy. Branch resources need significant augmentation and upskilling - it would not be possible to hand C3 over to the Branch as currently structured. Opportunities to bring CCPB staff in as the work progresses will be explored in the interest of knowledge and skills transfer so supporting effective and sustainable transition. Additional resources are being sought for CCPB .

Conclusion

11. To protect the public, environment and the economy it is essential that NI has and maintains its C3 arrangements to respond to a 'no deal' EU Exit. EU Exit is a challenge on a scale not seen before and so the bespoke C3 will need tailoring before it can be handed over to CCPB which currently does not have the capacity either in staff or budgetary terms to receive the C3 legacy. The proposed work programme, suitably resourced, provides a way forward to address these issues.

Recommendation

7. It is recommended that you:
- **note the work required to maintain C3 at readiness for Exit on 31 January so enabling NI to declare FOC as needed;**
 - **note that current staffing needs augmented as a matter of urgency, and the impact of any failure to do so on C3 deliverables ; and**
 - **approve the final phase to capture the legacy from C3, support effective transition to CCPB; and closure of the project in line with governance rules.**

NR

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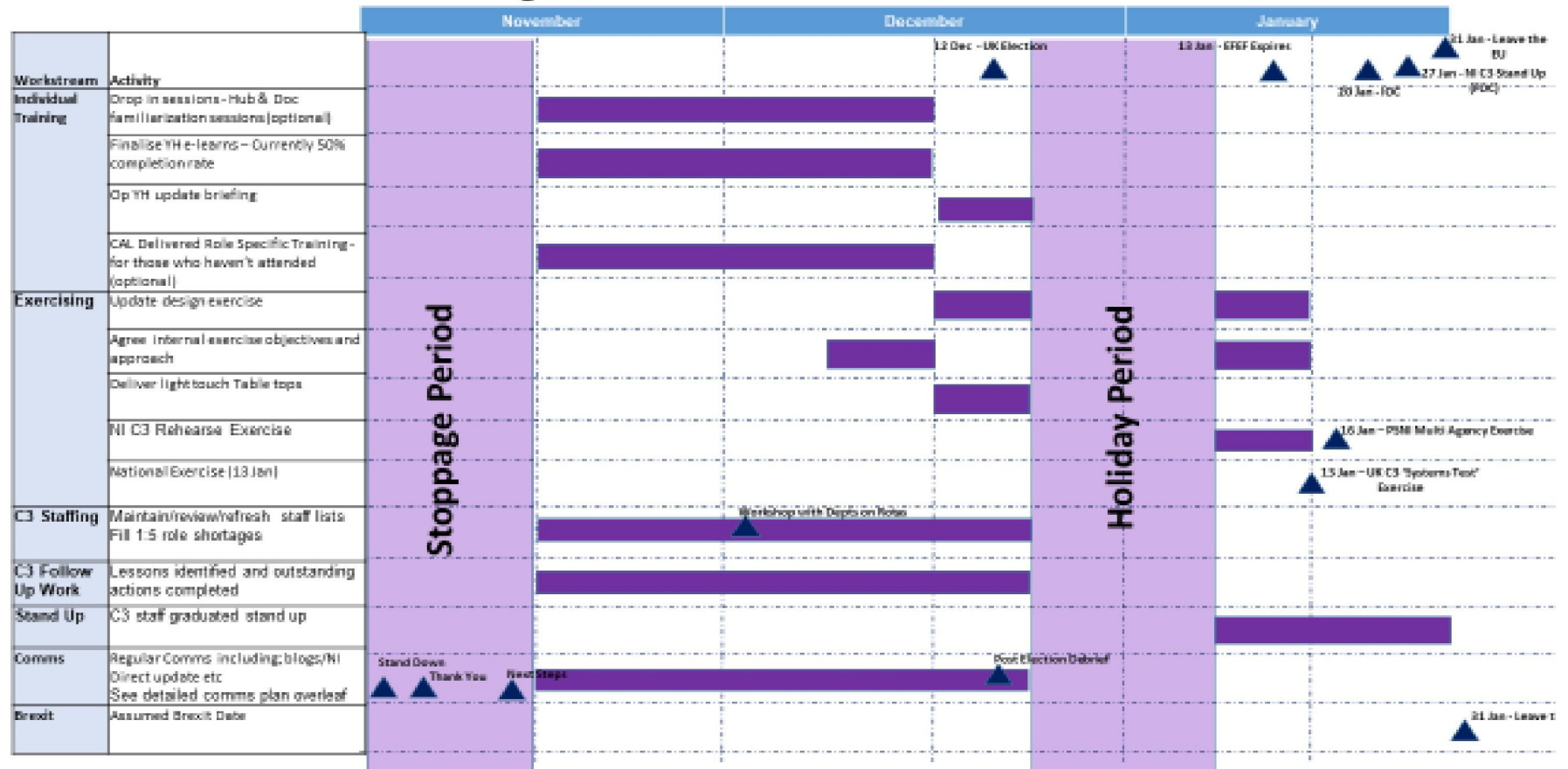
Chris Stewart

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Annex A

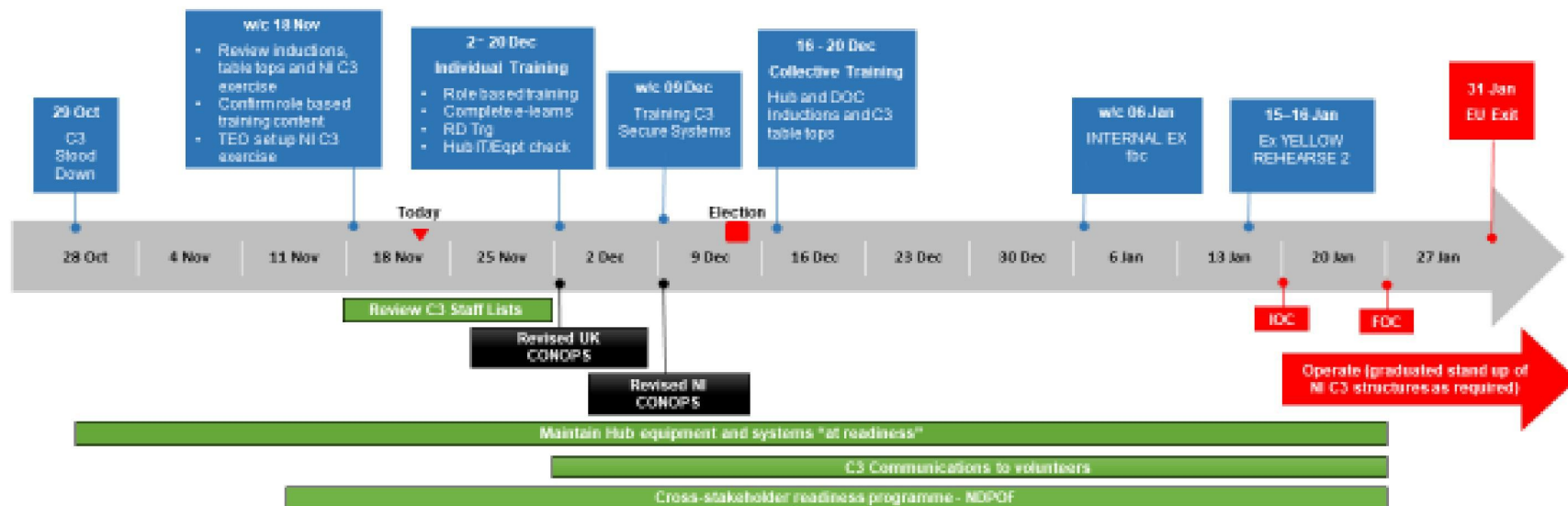
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Maintaining the NI C3 at Readiness – Draft Plan



Annex B

C3 'At Readiness' Critical Path and Timeline



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