

**DRAFT**



# Business Case Template

For detailed guidance on business cases and expenditure appraisal, consult the Northern Ireland Guide to Expenditure Appraisal and Evaluation (NIGEAE) or seek advice from the a Departmental Economist.

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**PROJECT TITLE:** Increase in staff in the Civil Contingencies Policy Branch  
(increase to baseline salary cost)

**Type of Expenditure proposed:** Resource

**Total Project Expenditure:** £859,973 (over 5 year period)

**Total Central Government Expenditure<sup>1</sup>:** £859,973

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## Stage 1<sup>2</sup>

**Business Case prepared by:**

NR

**DATE:** 24 January 2020

**Signed:**

**Business Case approved by<sup>3</sup>:**

Chris Stewart

**DATE:**

I have reviewed this business case and I am content to either (delete as applicable) formally approve the business case or support the proposal in principle (subject to further advice from Analytical Services and Finance).

**SIGNED:**

**DATE:**

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## Stage 2

**Business Area Approver:**

Chris Stewart

**DATE:**

I have reviewed this business case and the advice provided by Analytical Services and/or Finance (delete as applicable) and am now content to grant my final approval.

**SIGNED:**

**DATE:**

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<sup>1</sup> TEO Expenditure approval thresholds are based on the total combined central government (all Department, Agency or ALB contributions) expenditure on the project.

<sup>2</sup> If the business case requires further approvals in line with Table 1 page 16 of the TEO Expenditure Approvals Guidance (CG01/19), there is a two stage approach to business area approval. If no further approvals or advice is required then the business area can formally approve the business case at Stage 1 ( Stage 2 is therefore not required).

<sup>3</sup> Guidance on business area approval thresholds are detailed on Table 2 page 18 of the TEO Expenditure Approvals Guidance (CG01/19).

## Section 1: Project Background, Strategic Context and Need

- *Explain the background to the proposal including its relevance to NI Government or Departmental strategic aims and policy objectives.*
- *Identify the key stakeholders and explain their commitment and any outstanding issues.*
- *As specifically as possible, explain the nature of the needs or demands that are to be addressed, and detail any deficiencies in existing service provision.*
- *Include suitable quantification of needs/demands/deficiencies where possible.*

Civil Contingencies Policy Branch (NI) is in urgent and priority need for staff with immediate effect and a requirement to increase the baseline resource funding on a recurring basis with effect from 1 April 2020. The current organisational structure is attached at **Annex A**. The desired position is attached at **Annex B**. The gap in estimated cost is approximately £160,000 per annum in salary costs (excluding corporate overhead costs).

Bridging funding may be required in the interim period (February 2020 – April 2020) to support pressing staffing needs as an interim measure.

CCPB (NI) has for a prolonged period of time experienced insufficient resources to manage the priority work programme. The lack of staff has become critical and is considered a 'RED' risk on the TEO risk register. This has been further compounded by a lack of supply resources available at DP and SO level across the NICS. In addition, the return of Ministers has meant the redeployment of an SO to Private Office.

CCPB (NI) has also had to divert limited resources since October 2018 to November 2019 to manage EU exit planning and in particular, allocate some resource to the National C3 Project.

This has resulted in the CCPB (NI) work programme being put on hold and a backlog of issues to be dealt with building up.

### Current issues

In addition, as a consequence of NI's recent involvement in the EU exit planning Project C3, a report compiled by external consultants, PwC, highlighted significant areas in civil contingencies for improvement and PwC's 'Futures Report' submitted in November 2019, summarises 85 recommendations for early implementation in order to enhance civil contingency arrangements to bring them up to an acceptable

standard across Northern Ireland to provide effective levels of protection. A copy of the PwC recommendations is attached at **Annex C**.

These recommendations must be addressed as a matter of urgency and priority in order to support the Executive, to enable Ministers to have effective arrangements to in place for civil contingencies across NICS, local government and the wider public sector. This is set against a strategic context of newly emerging and increasing level of threats.

**Issue:** There is insufficient resources within Civil Contingencies Policy Branch (NI) to meet business need. In addition CCPB (NI) has due to a variety of factors experienced a loss of experience, corporate memory and valuable including year on year funding due to reducing budgets. As a result, CCPB (NI) has developed a backlog in its programme of work; policies and guidance are out of date and not fit for purpose; has suffered reputational risk due to lack of capacity and capability to support NICS departments, local government and the wider public sector.

There are significant changes that have occurred at strategic level that bring new threats and increase levels of risk for Northern Ireland including:

- Devolved Administration restored;
- EU Exit Planning;
- Climate Change; and
- Technological developments including increasing Cyber risk.

The new strategic influences brings the need for a new, modernised approach to risk management and require a new skill set.

### **Purpose**

The purpose of this business case is to set out the business need to re-instate previously suppressed posts – 2 at Deputy Principal grade and one at Staff Officer grade (see proposed organisation chart attached at **Annex B**) to restore the staff complement of Civil Contingencies Policy Branch (NI) (CCPB)(NI) in the Executive Office.

### **Background**



The lack of staff resources has been an issue for a period of time due to a number of variable factors. CCPB (NI) experienced year on year cuts over a number of years. Thus CCPB (NI) has faced reductions in resources both in terms of staff resource and programme resources over a number of years.

This business case deals solely with the immediate staffing resources and is without prejudice to any other reviews that may take place.

A proposal to commission a strategic review is currently being planned to examine the wider issue of the strategic role of civil contingency arrangements across Northern Ireland. The immediate need for staff to execute the work programme cannot wait the outcome of the proposed wider strategic review.

Whilst this business case could be considered as a request to establish 'new' posts within TEO, the request is being categorised by NICS HR terms as a request to '*re-instate posts*'.

This is an NICS HR technicality and is based on NICS HR advice, to enable expediency to rebuild civil contingencies branch to enable it to have the necessary capacity and capability to meet business as usual requirements as efficiently as possible.

### **NICS HR Advice**

NICS HR has advised, that, as the posts previously existed within CCPB (NI), it is technically possible to 're-instate' posts. The benefit of re-instating posts essentially negates the need for a lengthy JEQS process and negotiations. The JEQS process is likely to take up to 3-4 months, in addition to the minimum 20 weeks required to fill a post through the routine Elective Transfer recruitment and the business need is an immediate priority.

### **Priority**

This is an urgent and immediate priority to deal with both current and growing business need and to deal with a legacy programme of work that was put on hold for a prolonged period of time. NICS Departments, local government and the wider public sector have been able to implement improvements over recent years. TEO, CCPB (NI) is now somewhat behind in this rapidly evolving arena. Due to the prolonged period of EU Exit planning (October 2018 – November 2019) the situation is now critical and staff would need to be in post as soon as possible, and definitely



not later than the start of the new financial year. The absence of staff increases the level of risk for the Department, Ministers and the Executive.

The estimated cost of re-instating the posts is £953,288 over 5 years and is a recurring cost.

This business case explains the request to re-instate 3 posts and to increase the baseline in order for CCPB (NI) to deliver the required work programme and to clear the backlog of work that has built up over the past 2 -3 years to deal with the business as usual programme of work and to clear the backlog that has built up due to lack of resources and the diversion due to EU Exit priorities.

### **Recent experience**

Recent work undertaken by the UK Government at national level, (from October 2018 – November 2019), to test contingency arrangements and to build upon enhance existing arrangements, (when the threat arose that the UK could have been placed in a position of where the UK may have left EU without a deal), highlighted gaps in NI civil contingency arrangements and the need for significant investment and improvements.

NI participated as part of the nationwide C3 (Command, Control and Co-ordination) Project, including, Yellow Hammer operations 1 & 2. This Project ran from October 2018 through to November 2019. The Project was a demanding project managed at pace. As a consequence, throughout this period all remaining CCPB (NI) resources were re-directed to EU exit planning, thus, all routine civil contingencies work was placed on hold. Subsequently, considerable backlog of the work programme has not been progressed, resulting in a significant backlog.

Participation in the national C3 Project including various civil contingency testing/exercises demonstrated that civil contingency arrangements for Northern Ireland are in need of significant review and modernisation and reform. Hence the proposal to commission a strategic review that is currently being prepared.

CCPB (NI) policies, procedures and processes are out of date (in some cases 10 or more years) and no longer fit for purpose, structures and networks are inadequate

and Northern Ireland arrangements significantly lag behind that of England and other Devolved Administrations across the UK.

This business case request deals with the need for staff in order to meet priority and immediate business needs, whilst in parallel it is intended that a strategic review is commissioned to examine the strategic issue and longer term requirements in parallel. The position will be reviewed in light of the outcome of the strategic review. It is possible that further investment or restructuring of CCPB (NI) may be required in CCPB (NI) post review.

### **Background to CCPB (NI)**

The Civil Contingencies Policy Branch has a long history in the Northern Ireland Civil Service, having evolved from a World War II civil defence function of the then Ministry of Public Security. After the War, the Home Defence Branch of the Ministry of Home Affairs was created and in 1972 this became the Home Defence / Elections Branch of the Northern Ireland Office. In the early 70's Civil contingency planning did not exist, and most of the Branch's work was devoted to civil defence planning, together with elections.

During the late 70's and early 80's, however, there occurred a number of natural, industrial and transport disasters in Great Britain. The work of what had become Emergency Planning Branch (with the transfer of responsibilities for elections) broadened in response. In addition, in the 90s, following the fall of the Berlin Wall and the break-up of the Warsaw Pact, the planning assumptions for Civil Defence were completely revised, and Civil Defence Planning was put on a "care and maintenance" basis. During this time of change in Civil Defence, civil contingencies planning continued to expand; it now forms the bulk of the work of the Branch.

CCPB (NI) sits within the Communications and Executive Support Division in the PfG and Executive Support Directorate within The Executive Office under the direction of the Head of the Northern Ireland Civil Service and TEO Ministers.

CCPB (NI) is located within the Communications and Executive Support Division in the PfG and Executive Support Directorate within The Executive Office.

Civil Contingencies Policy Branch (NI) has a responsibility to work to provide effective arrangements to protect the NI citizen and wider society across NICS departments, local government and the wider public sector.

TEO has the lead role across NICS departments in supporting the Executive and Ministers to encourage the development of effective emergency preparedness to reduce the effects of a civil emergency on the public and the environment. There is an increasing need for the returning Ministers and Executive to have clarity on their respective responsibilities in relation to civil contingencies and in particular the Executive's responsibility in protecting the NI critical infrastructure assets, identify potential risks and adopt a more resilient approach to risk management. In addition, it is the responsibility of the returning Executive to apply a more professional, modernised and robust approach to civil contingency in Northern Ireland in the areas of resilience, planning and testing.

Over recent years civil contingency arrangements have significantly evolved elsewhere across the UK, whilst NI was in a position of decline. This needs to be addressed as a matter of priority.

### **Civil Contingencies Framework**

Civil Contingencies Policy Branch (NI) is responsible for the provision of an overarching framework of civil contingencies policy, guidance and advice. The existing one is several years old and in significant need of refresh. This in itself is an issue of major concern and will require a DP and SO resource for a period of time to review effectively.

CCPB (NI) work programme should be informed by and promoted through close and ongoing liaison with key contacts in the NICS departments, the emergency services, local government and other stakeholders within the UK and Ireland. Due to lack of available resources the Branch has had to limit its involvement with stakeholders. This has been a disadvantage to TEO in terms of developing partnerships and enhancing and promoting collaborative working.

Another key role for CCPB (NI) is to provide the secretariat function for the Civil Contingencies Group (NI), the principal strategic multi –agency civil contingencies preparedness body for the public sector, chaired by the Head of the NI Civil Service.

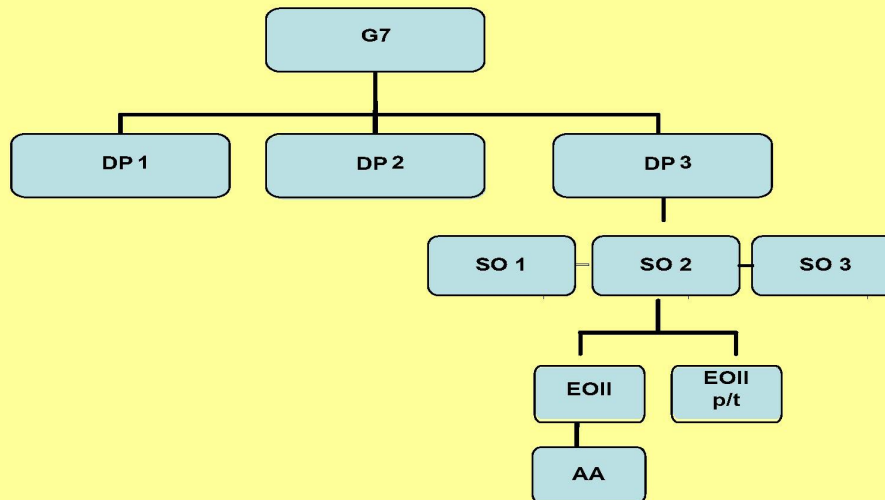


This involves a significant amount of planning and preparation for the meeting to occur three times per year. The meeting is chaired by HoCS.

In addition to its resilience programme and preparedness agenda, CCPB also facilitates the effective delivery of the strategic Crisis Management Arrangements within government in response to the most serious types of emergencies. These areas are in need of immediate development in consultation with stakeholders and through a co-design process.

The most recent review of CCPB (NI) was conducted in 2009 by DoF consultancy services and the report specifically acknowledged and supported the need for additional resources.

The Review report recommended increasing the staff resources to:



Unfortunately, most of the recommendations from the 2009 review were not implemented due to lack of resources and instead it would appear that the Branch suffered further cuts. This has compounded the current position.

A summary of staffing profile since 2007 is attached at **Annex D**.

### **Policies and Guidance**

A recent internal examination of CCPB (NI) policies, guidance and protocols, supported by the experience of the C3 Project and operations Yellow Hammer has demonstrated that all areas are fundamentally out of date and not fit for purpose.

Published documents on the website need to be reviewed and updated to avoid reputational risk of the Department, Ministers and the Executive.

Systems and processes require modernisation in order to respond to new and emerging threats and increasing technological developments as well as strategic issues of importance to support a returning Executive.

A benefit from the national C3 Project is that Northern Ireland has invested in a modern operations room and enhanced IT and telecommunications infrastructure. The need to update policies, guidance and protocols to support civil contingencies is imperative to build upon this investment.

### **Suppression of posts**

Despite the 2009 Review Report, over the last 10 years posts within the Branch have been suppressed due to year on year budget reductions. These staffing reductions have resulted in work being ceased or not carried out to the extent that is necessary to keep abreast of an ever evolving strategic context. This includes (please note this is not an exhaustive list):

- The production of a Risk Assessment for Northern Ireland. This has not been carried out since 2013 and therefore NI has been relying on the National Risk Assessment which is at a higher level than we require. The National Risk Assessment should be used as a tool to determine NI's risks but as this is not currently being done it leaves NI vulnerable. This process involves extensive research and stakeholder engagement using the majority of a DP and SO's time and takes 9 months, every 2 years if being carried out.
- Risk Management is a rapidly evolving area. Ensuring that risks identified are managed and that NI is resilient is a crucial piece of work that is not currently being carried out to any great extent.
- Revision of the civil contingencies suite of guidance and planning documents, these are crucial to ensuring all organisations and agencies involved in emergency planning have the most up to date and accurate information for planning and for their drafting their own procedures and guidance for dealing emergencies. These have not been updated since 2011

in some cases. The CCG (NI) protocols have not been updated since 2016 and should be revised regularly and after each emergency but this has not been the case in recent years due to staffing resource. This is an intensive piece of work initially involving extensive stakeholder engagement therefore would need a DP and SO as well as administrative support for approximately one year with limited capacity to do other work. This work should be managed on an ongoing review cycle as the civil contingencies arena is revolving rapidly on a global level and is driven by strategic issues.

- Taking forward actions in the CCG(NI) Resilience Programme such as the sector resilience strand of pandemic influenza preparations. NI is behind the rest of the IK by over 18months in this piece of work. A national exercise is taking place on Pan Flu in the Spring and it is crucial that this work be carried out before then to avoid reputational damage;
- Progressing the potential for civil contingencies legislation, this would require a Bill team but before that consideration needs to be given to the need, this would require an element of a DP and an SO's time prior to a Bill team being set up;
- The planning and administering of civil contingency exercises (not EU exit related).CCPB last ran a full exercise in 2012, these can take between 9 months and one year to plan and involve the majority of a DP and an SO's time as well as some administrative support;
- Policy development, formulation and evaluation should be on an ongoing basis but is not being carried out to the necessary levels;
- Attendance at various meetings, engaging with and working with key stakeholders on civil contingency matters.

During preparations for EU exit CCPB 'business as usual' was put on hold, there is therefore a backlog in terms of getting up to speed with the relevant issues, updating contact lists given staff changes, and ensuring attendance at relevant meetings. If additional staff were in place this backlog could start to be addressed.



### **Lessons Learnt**

The recent C3 Project, for EU exit (putting in place preparations for a reasonable worst case scenario should the UK leave the EU without a deal) including operations Yellow Hammer 1 & 2) have highlighted the importance of civil contingencies in the Northern Ireland. It has clearly demonstrated the inter-dependencies in NICS, local government and across the wider public service the critical need for the necessary work to be carried out to ensure NI is prepared for all possible emergencies, and is able to respond to any such emergencies at the strategic level.

These preparations have also highlighted the lack of staffing resources with the external consultants brought in to assist in the preparations. The consultants 2019 report reiterated the recommendation of the 2009 report, that the CCPB staffing complement be enhanced to 3 DP's, and 3 SO's, similar to what it was before the suppression of posts. There are two separate, independent reports, some 10 years apart, that provide supporting evidence and recommending a similar increased staff complement to deal with the business as usual work programme.

Outline job descriptions to support the posts have been drafted. However, following my consideration of the work programme and the outline job descriptions I am content to reallocate duties to the appropriate grade.

This proposed additional staff complement would bridge the gap to allow the branch to fulfil its current 'business as usual' objectives aligned to the TEO business plan and start to address some of the backlog. This would help to mitigate the reputational risk to the Department, and Ministers. It would also enable recommencing work that had previously been put on hold such as reviewing and revising published policies, guidance and protocols.

## Section 2: State Objectives and Constraints

- Explain and list the project objectives in specific measurable terms.
- Include quantifiable targets where possible.
- Identify any likely constraints to the project e.g. timing issues, legal requirements, professional standards, planning constraints and so on.

Project Objectives	Measurable Targets
1. To ensure CCPB (NI) has the appropriate baseline staffing resource to carry out the required work in both preparing for and responding to any civil contingencies including risk management in NI by 1 <sup>st</sup> April 2020.	1.1 Resource secured to permanently maintain the NI Hub.  1.3 Necessary work strands as set out in the CCG Work resilience and planning Programme commenced within one month of start date of all new staff.  1.3 Work that had ceased due to lack of resources to be recommenced within one month of start date of new staff.
2. To ensure a suitable resources and trained pool of staff to call on for emergencies, including out of hours.	2.1 All new staff at SO and above trained to be implemented during emergencies and included in on call rota within 2 months of start date.
3. To avoid reputational damage to Department, Ministers and the Executive due to a lack of engagement with stakeholders, due to lack of resources	3.1 Introductory meetings with new staff will have taken place within one month of start date.  3.2 Contacts lists updated and maintained on a regular basis  3.3 Attendance and representation at all necessary meetings, Cabinet Office (UK), Devolved Forums To start as soon as possible within 1 month of start date of all new entrants.
Constraints	Measures to address constraints
1. Budget	Liaison with Finance Branch in relation to staffing budget for 20/21
2. No staff available to take up post due to shortage of staff at all grades	Liaison with NICS HR, use of elective transfer, use of Interchange/secondment

## Section 3: Identify and Shortlist the Options

- Consider alternative ways to meet the objectives e.g. variations in scale, quality, technique, location, timing etc.
- Start with an initial 'long list' of options and sift them to provide a shortlist. Record all the options considered and the reasons for rejecting those not shortlisted.
- The shortlist of options should include a baseline Status Quo or 'Do Minimum' option and a suitable number of alternative 'Do Something' options (usually at least two).

Option Number/ Description	Shortlisted (S) or Rejected (R)	Reason for Rejection
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1) Status Quo	S	Not acceptable due to role and responsibilities for Branch not being effectively discharged Whilst it is as per guidance necessary to consider this option, it is not viable option.
2) Increase the current baseline to appoint additional staff (re-instate posts) to CCPB (NI). (The proposed structure at Annex C) 2 x permanent DP 1 x permanent SO	S	Cost of £953,288 over 5 years
3) Increase the recurring baseline to appoint an increased staff complement to CCPB (NI) to include the following additional staff: 2 x permanent DP 1 x Interchange DP 1 x permanent SO 1 x Interchange SO, 1x permanent EO1 1 x permanent AO Interchange staff would be for 2 years.	S	Significant cost of £1.65m over 5 years. This may be an option for consideration post the strategic review
4) Increase the recurring baseline to appoint 1 x permanent DP and 1 x permanent SO's	R	Insufficient resource to deliver work programme
5) Increase the recurring baseline to make provision for appointing 2 x DP's and an SO staff via Interchange opportunities to share knowledge and experience	S	Some of the staff will definitely be required on a permanent basis, use of interchange for all posts initially will mean the loss of a substantial amount of learning at the end of the Interchange period. The use of Interchange for administrative posts would not be beneficial to the office.  This may be an option for consideration post the strategic review

#### Section 4: Monetary Costs and Benefits of Options

- 1) Appraisals should include all the costs and benefits to Northern Ireland arising from the project, not just those to a particular organisation or sector e.g. all costs and benefits to the public, private and third sectors should be included.
- 2) Costs and benefits should be valued in economic cost terms, which are generally reflected by using current market prices.
- 3) All the assets and other resources employed by each option should be costed, even if they have already been purchased. This is because they have an opportunity cost value i.e. if not used in this project they could be put to an alternative use.
- 4) Calculate the Net Present Cost (NPC) for each option:
  - o Use the NPC spreadsheet at the NIGEAE website and append the NPC calculation for each option to the pro forma.



- In the simplest cases, the table below may be used instead. Create a table for each option, adjusting the no. of columns to reflect the years of the project's life.
- 5) Treat the current financial year as Year 0.
- 6) Set out the expected capital costs and annual revenue costs for each option.
- 7) Express the figures in real terms i.e. held constant at today's prices.
- 8) The checklist of typical costs at the NIGEAE website should help identify relevant costs.
- 9) Financial savings arising from an option will be reflected in its lower costs compared to the Status Quo. Do not double count by also including them separately as benefits.
- 10) Other monetised benefits may be taken into account but are likely to be rare in small expenditure cases. Most benefits will be covered in the non-monetary Section 5 below.
- 11) For particularly uncertain cost assumptions, consider using sensitivity analysis to illustrate how NPCs and option rankings are affected by varying these assumptions.
- 12) For more in-depth guidance, see Step 5 and Step 8 of NIGEAE.

Option 1: Status Quo	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Totals
<b>Capital Costs</b>	0	0	0	0	0	0	0
<b>(a) Total Capital Cost</b>	0	0	0	0	0	0	0
<b>Revenue Costs</b>							
<b>(b) Total Revenue Cost</b>	0	0	0	0	0	0	0
<b>(c) Total Cost = (a) + (b)</b>	0	0	0	0	0	0	0
<b>(d) Disc Factor @ 3.5%pa</b>	1.0000	.9662	.9335	.9019	.8714	.8420	
<b>(e) NPC = (c) x (d)</b>	0	0	0	0	0	0	0

Option 2:	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Totals
<b>Capital Costs</b>	0	0	0	0	0	0	0
<b>(a) Total Capital Cost</b>	0	0	0	0	0	0	0
<b>Revenue Costs</b>							
<b>(b) Total Revenue Cost</b>	0						
		185,023	187,798	190,615	193,475	196,377	953,288
<b>(c) Total Cost = (a) + (b)</b>	0	185,023	187,798	190,615	193,475	196,377	953,288
<b>(d) Disc Factor @ 3.5%pa</b>	1.0000	.9662	.9335	.9019	.8714	.8420	
<b>(e) NPC = (c) x (d)</b>	0	178,769	175,309	171,916	168,594	165,349	859,937

<b>Option 3:</b>	<b>Yr 0</b>	<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>	<b>Yr 4</b>	<b>Yr 5</b>	<b>Totals</b>
<b><u>Capital Costs</u></b>	0	0	0	0	0	0	0
<b>(a) Total Capital Cost</b>	0	0	0	0	0	0	0
<b><u>Revenue Costs</u></b>							
<b>(b) Total Revenue Cost</b>	0	392935	398829	281783	286010	290300	1,649,857
<b>(c) Total Cost = (a) + (b)</b>	0	392,935	398,829	281,783	286,010	290,300	1,649,857
<b>(d) Disc Factor @ 3.5%pa</b>	1.0000	.9662	.9335	.9019	.8714	.8420	
<b>(e) NPC = (c) x (d)</b>	0	379,653.80	372,306.87	254,140.09	249,229.11	244,432.06	1,477,761.93

<b>Option 5:</b>	<b>Yr 0</b>	<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>	<b>Yr 4</b>	<b>Yr 5</b>	<b>Totals</b>
<b>Capital Costs</b>	0	0	0	0	0	0	0
<b>(a) Total Capital Cost</b>	0	0	0	0	0	0	0
<b>Revenue Costs</b>							
<b>(b) Total Revenue Cost</b>	0	185,023	187,798	0	0	0	372,821
<b>(c) Total Cost = (a) + (b)</b>	0	185,023	187,798	0	0	0	372,821
<b>(d) Disc Factor @ 3.5%pa</b>	1.0000	.9662	.9335	0	0	0	
<b>(e) NPC = (c) x (d)</b>	0	178,769	175,309	0	0	0	354,078

**Cost Assumptions:**

The DoF Salary Ready Reckoner has been applied to report on costings with an uplift of 1.5% (as per the ready reckoner) applied to reflect likely salary increases

No funds are currently in place so costs are required.

Any Interchange staff would be for a period of 2 years.

There is no set end date. For the purposes of this business case only, a five year timeframe has been used for costings.

A spreadsheet of costs is attached at Annex E.



## Section 5: Non-Monetary Costs and Benefits

- List and describe the relevant non-monetary costs and benefits e.g. impacts on health, education, environment, transport, equality, sustainability etc.
- Use a table such as the one below to show how each factor impacts on each option.
- Quantify the impacts if possible and highlight important differences between the options.
- For more detailed approaches see the NIGEAE section on multi-criteria analysis.

Non-Monetary Factor	Impact on Option 1	Impact on Option 2	Impact on Option 3	Impact on Option 5
1. Relieve exiting pressure on staff thereby reducing potential work related stress	L No change in pressure on staff if no new staff appointed	H Additional permanent staff will make a huge difference to pressure on existing staff	H Additional staff will make a huge difference to pressure on existing staff	H Additional staff will make a huge difference to pressure on existing staff
2. Ability of CCPB to resume work previously put on hold due to reduced staff resources	L No change	M Some additional staff will make a difference but may not enable all necessary work to be completed, the outcome of the strategic review may have an impact in terms of further additional work	H An increase such as option 3 would certainly deal with the backlog, the outcome of the strategic review may have an impact in terms of further additional work and this option may be more appropriately considered then	M Some additional staff will make a difference but will not enable all necessary work to be completed, the outcome of the strategic review may have an impact in terms of further additional work
3. Increased capacity of staff to develop cross-organisational working relationships	L No increased capacity if no additional staff appointed	M Additional staff will mean that pressure on diaries should be reduced enabling staff to attend all required meetings and ensure stakeholder engagement	H This level of additional staff will mean that pressure on diaries is reduced, enabling staff to attend all required meetings and ensure stakeholder engagement	M Additional staff will mean that pressure on diaries should be reduced enabling staff to attend all required meetings and ensure stakeholder engagement
4. Long term investment in human capital and retention of knowledge and experience	L No investment if no additional staff are appointed	H Permanent staff so less likely to move on after 2 years	M A mix of Interchange and permanent staff will enable long term investment while benefiting from short term	L All Interchange staff so any investment in them will be lost at the end of the Interchange period

			knowledge transfer through Interchange staff	
5. Knowledge transfer from other public sector organisations /elsewhere in NICS	L No additional staff so no potential for transfer of knowledge	M NICS staff may have existing civil contingencies experience	H Interchange staff could bring knowledge, experience and a fresh outlook	H Interchange staff could bring knowledge, experience and a fresh outlook
	L	M	H	M

## Section 6: Assess Risks and Uncertainties

- Identify and describe the risks that the project may face.
- Explain how these compare under the various options using the table below.
- Identify measures to ensure that each risk is appropriately managed and mitigated.
- Explain any contingency allowances included for risks in the option costings.
- More sophisticated optimism bias adjustments should not generally be required but may be relevant in some cases e.g. ICT projects or cases with significant capital costs.
- For further guidance see Step 6 of NIGEAE.

Risk Description	State how the options compare and identify relevant risk management / mitigation measures				
	Opt 1	Opt 2	Opt 3	Opt 5	
1. Budget not available	L	H	H	H	Given current pressures on public money Option 1 is the only one that carries no risk as it requires no monetary resource. However it is not a workable solution given the reasons outlined. For all other options, ensuring Finance Branch are aware of the business case at an early stage and the need for it to enable them to advise on what is required to ensure budget is crucial.
2. Necessary approvals not achieved	L	M	M	M	Given current pressures on public money Option 1 is the only one that carries no risk as it requires no monetary resource, however it is not a workable solution Senior management and Finance Branch aware and supportive of the need for additional staff
3. Civil service staff not available/ not applying	L	H	H	H	Given current staffing pressures, there is the potential that there will not be sufficient available staff within the NICS that are available to take up posts. A recent elective transfer for an existing DP post in CCPB gained 6 applications so there is some interest at that level at least.
4. No interest in Interchange from public sector organisations	L	L	M	M	Options 3 and 5 involve the use of Interchange and therefore carry this risk. NICS staff can apply for Interchange opportunities and there was interest in the recent DP elective transfer process so there is likely to be interest in any Interchange application, particularly when it is open to all public sector organisations.
5. Interchange staff ending contract early	L	L	M	H	Options 3 and 5 carry the risk here as they involve the use of Interchange. Any training invested in the staff member will be lost. Option 3 includes a mix of permanent and Interchange



						staff so at carries a slightly lower risk as compared to option 5.
6. Workload starts to even out after a period and staff are deemed surplus	L	M	L	L		Options 3 and 5 provides the opportunity to revert to less staff after a 2 year period, or alternatively re-assess and consider the need for permanent staff.  The strategic review may say that there is additional work that CCPB should be doing and therefore it may be necessary to reassess following that review so Option 2 is deemed low risk also.
Overall Risk (H/M/L):	L	M	M	M		

**KEY:** H = high M = medium L = low N/A = Not Applicable

## Section 7: Summarise the Option Comparisons and Identify a Preferred Option

- Summarise the main differences between the options e.g. in terms of key assumptions, NPCs, non-monetary impacts, risks and other factors.
- Identify which option is preferred and explain why.

Option 1 is not a workable option. CCPB is grossly under resourced and additional staff are required in order to restore the reputation of CCPB, reduce pressure on existing staff and take forward recommendations from the various reports completed as a result of preparations for EU exit.

Option 2 brings staff complement to before staffing/budget cuts and in line with the recommendations from a 2009 review of CCPB and a 2019 PwC report following preparations for EU exit. This would greatly assist the current situation whereby work cannot be taken forward due to a lack of staff. It takes into account that a strategic review of civil contingencies is due to commence which may result in additional or different ways of working but address the need to bridge the gap in addressing work required pending the outcome of that review. It has a medium impact in terms of non-monetary costs and benefit as well as risk. **Option 2 is the preferred option.**

Option 3 is the most costly and brings great benefits and includes additional administrative resource, however there is the risk that following an initial period and the outcome of the strategic review there will be a need to reassess the exact grades that are required, so it would be more appropriate to consider an increase of staff resource to this degree at that point in time. It has a high impact in terms of non monetary costs and benefits because there is the potential to bring a range of experience from other public sector organisations, particularly relating to civil contingencies. It is medium in terms of risk.

Option 4 was rejected at Section 3.

Option 5 provides an appropriate level of staff to take forward the necessary work while taking into account that once the backlog has been addressed and new procedures are in place going forward there may be a need to reconsider staffing numbers and grade. At the end of a 2 year period however the investment will be lost as the Interchange period ends and the staff move on. It also enables experience and knowledge to be brought in that could help and assist the work of CCPB. It has



a medium impact in terms of non-monetary costs and benefit as well as risk. It is the lowest cost however, this is because it only provides staff for a 2 year period.

## Section 8: Assess Affordability and Funding Arrangements

- Set out the annual capital and resource Departmental Expenditure Limit (DEL) requirements for the preferred option, as per the table below.
- Subtract existing DEL provision from total DEL required, to get additional DEL required.
- Figures should allow for inflation, contingencies and (where relevant) optimism bias.
- Resource DEL figures should include appropriate allowance for depreciation/impairment.
- Identify expected sources of funding and the degree to which each funder is committed.
- NB DEL figures differ from cash figures e.g. their timing may differ due to distinctions between accruals and cash accounting; and cash should exclude depreciation/impairment. This pro forma only requests the DEL figures but if you also require cash figures for cash accounting purposes, then you will need to adjust the DEL figures to cash separately.
- Consult a finance specialist if necessary.

	Yr 0 £000's	Yr 1 £000's	Yr 2 £000's	Yr 3 £000's	Totals £000's
<b>Total DEL Required:</b>					
Capital DEL	0	0	0	0	0
Resource DEL	0	159	162	164	485
Allowance for depreciation/impairment (included in Resource DEL figures above)					
<b>Existing DEL Provision:</b>					
Capital DEL					
Resource DEL	0	0	0	0	0
Allowance for depreciation/impairment (included in Resource DEL figures above)					
<b>Additional DEL Required:</b>					
Capital DEL					
Resource DEL	0	159	162	164	485
Allowance for depreciation/impairment (included in Resource DEL figures above)					

Funding Body	Sum funded & % of total	Funding secured? Yes/No	If not secured, indicate status of negotiations
TEO	£485,000 (100%)	NO	
	£ ( %)		
	£ ( %)		

## Section 9: Project Management

- Explain the proposed project management structure (e.g. use of PRINCE2), key management personnel and project timetable.
- Where relevant, indicate the proposed approach to procurement.
- Consider provision for benefits management and realisation, including e.g. Benefit Profiles using the templates at the CPD programme and project management website.
- Identify any significant management issues e.g. legal, contractual, accommodation, staff or TUS issues.
- Is any external consultancy support required? If so, it must be supported by a separate business case as per FD(DFP)07/12 and section 5 of the accompanying guidance note.

The post holder's performance will be monitored as part of the existing NICS Performance management Review process, against stated targets and objectives.

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#### **Section 10: Monitoring, and Evaluation Arrangements**

- *Indicate arrangements for regular monitoring of the project's progress.*
- *State proposed evaluation arrangements e.g. when it will happen, who will do it, what factors will be evaluated?*
- *For further guidance see para 2.9.15 at Step 9 of NIGEAE.*

All post holders' performance will be monitored as part of the existing NICS Performance management Review process.

***Finally, remember that this is a general template and that the boxes and tables above may be enlarged or modified to suit the particulars of the case in hand. When necessary, refer to the NIGEAE website or seek help from a Departmental economist.***