# Financial, Social and Economic Impact Assessment (FSEIA)

## Template and Guidance

**July 2023**

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|---|---|---|---|
| Draft – 0.6.1 | 26/6/23 | AE1/23/900410 | Sent to SOG for review |
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# Financial, Social and Economic Impact Assessment (FSEIA)

# Template and Guidance

## Introduction

Section 30 (1)c of the Climate Change Act (Northern Ireland) 2022 (Act) states that Departments must "commission a financial, social, economic and rural impact assessment" on the effects of their policies / proposals for the Climate Action Plan (CAP), and that these assessments must also be carried out on the carbon budget (Section 23 (2)b of the Act) and the CAP as a whole (Section 51 (2) of the Act). Any negative effects uncovered in a financial, social, economic and rural impact assessment must be mitigated (Section 30 (7)).

As a means for Departments to discharge the above duties under the Act, the following Financial, Social and Economic Impact Assessment (FSEIA) template has been developed. The FSEIA is not a substitute for the appraisal requirements of Better Business Cases NI. Similarly, duties relating to rural impact assessments will be discharged via completion of a separate Rural Needs Impact Assessment, which is already required under the Rural Needs Act (NI) 2016. In addition, Departments will be aware of their existing statutory duties to carry out a range of other impact assessments.

An FSEIA should be completed by the lead Department in respect of each policy / proposal that is included in the CAP (i.e. that is included in a sector chapter and has been quantified). The Department responsible for the policy / proposal should complete the FSEIA regardless of where the policy / proposal sits within the CAP. For example, Department A may have a policy that is included in a sector chapter that Department B is leading on. In that case, Department A as the policy lead would be responsible for completing the FSEIA.

One FSEIA Template should be completed for each policy / proposal.

There are seven sections in the FSEIA Template:


- Section 1 – Department Details
- Section 2 – Policy / Proposal Summary
- Section 3 – Financial Impact Assessment
- Section 4 – Social Impact Assessment
- Section 5 – Economic Impact Assessment
- Section 6 – FSEIA Summary
- Section 7 – Completion, Approval and Submission

The level of analysis undertaken in carrying out the financial, social and economic impact assessments, and the level of detail provided, should be proportionate to the scale and likely impact of the policy / proposal.

When completing the FSEIA, it is recognised that policies and proposals will be at different stages of development and approval and therefore the availability of data, evidence and costing information will vary. Departments should complete the FSEIA to the best of their ability, providing as much detail as possible, using the information that is available at that point in time. Where there are information gaps, these should be highlighted, along with any improvements that can be made further down the line as the policy is developed further.

Guidance to assist with the completion of the FSEIA Template is included at the end of each section.

On completion of Sections 1 to 5, the lead Department should prepare an overarching summary of the policy / proposal (Section 6). This section will be used by the Department of Agriculture, Environment and Rural Affairs (DAERA) to feed into the impact assessments for the carbon budget and the CAP as a whole. The summary should note any significant positive or negative impacts which the policy / proposal may have and corresponding mitigation measures to reduce any identified adverse impacts.

As the CAP development process progresses (e.g. in the lead up to draft CAP consultation, publication of CAP and thereafter), Departments should inform the CAP team of any amendments to their policies / proposals and associated impact assessments. It is expected that Departments will revisit and update the FSEIA as a policy / proposal moves through the various phases of development.

# Section 1: Department Details

## Overview

The purpose of this section is to identify the Department leading the policy / proposal for inclusion in the CAP.

In some instances, policies / proposals may be brought forward by more than one organisation, therefore all supporting Departments, Agencies or Organisations (such as arm's-length bodies) should be listed within this section.

## FSEIA Template

| | | |
|---|---|---|
| **1A** | **Lead Department:** | Department of Finance |
| **1B** | **Other Departments / Agencies / Organisations:** | Each of the 9 government departments |

## Guidance: Completing Section 1

Section 1A

Enter the name of the lead Department.

Section 1B

Enter the name of any Departments, Agencies or Organisations supporting and/or involved in the development of the policy / proposal.

# Section 2: Policy / Proposal Summary

## Overview

The purpose of this section is to capture details of the policy / proposal being planned or undertaken for inclusion in the CAP.

## FSEIA Template

| | | |
|---|---|---|
| **2A** | **Type of measure:** | Policy |
| **2B** | **Policy / Proposal title:** | |
| | Hybrid Working policy | |
| **2C** | **Stage of implementation:** | Commenced |
| | **Provide additional detail in respect of stage of implementation (including dates, business case and procurement status if appropriate):** | |
| | A review of the Hybrid Working Policy has been completed, involving formal consultation with recognised Trade Unions. The updated policy received approval from the Minister of Finance on 23rd July 2025. The updated policy was published 12th August 2025. Implementation across all civil service departments commenced 1st September 2025 with full implementation to be completed by 31st October 2025. | |
| **2D** | **Short description of the policy / proposal:** | |
| | The Hybrid Working policy is one of several flexible working arrangements in the NICS. The policy applies to all permanent and fixed-term employees, agency workers and those seconded to the NICS. The policy was implemented in June 2022. A review of the policy has been completed and revised policy implemented across all departments commenced 1st September 2025.<br>The Climate Change Act (Northern Ireland) 2022 has been considered in the development of the policy. The carbon emissions from working from home versus commuting to the office can vary significantly depending on several factors. This was taken this into consideration in the development of the policy. The requirement of staff to attend the workplace at least 40% of their contractual working hours per week ensures a consistent approach across departments. By continuing to facilitate hybrid working the NICS has been able to reduce the size of the Office Estate enabling more efficient use of resources. | |
| **2E** | **Key aims and/or objectives of the policy / proposal:** | |
| | • The Hybrid Working policy is one of several flexible working arrangements in the NICS. The policy applies to all permanent and fixed-term employees, agency workers and those seconded to the NICS.<br>• Hybrid working is a non-contractual locally agreed, flexible working arrangement subject to business needs.<br>• Hybrid working is a blend of working from a designated workplace, other work or remote locations or home.<br>• Hybrid working is subject to the requirement of attendance in the workplace at least 40% of contractual working hours per week.<br>• Not all business areas or job roles will be suitable for hybrid working. | |

## Guidance: Completing Section 2

Section 2A

Select either 'policy' or 'proposal' from the dropdown list.

Section 2B

Enter the policy / proposal title.

Section 2C

Stage of implementation – select one of the following options from the dropdown list:

- Pre-approved – the policy / proposal is under consideration, is being planned, or is being consulted on, and approval has not yet been granted.
- Approved – the policy / proposal has been granted approval.
- Commenced – implementation of the policy / proposal is underway.

Additional detail of the stage of implementation should be provided in the commentary box. For example, dates, level of approval, and business case and procurement status (if appropriate).

Section 2D

Policy / proposal description – provide a short description of the policy / proposal, setting out its overall scope. The description should be short and concise; one succinct paragraph is acceptable.

Section 2E

Policy / proposal aims and objectives – list the policy / proposal aims and/or objectives as succinctly as possible, preferably in a single sentence or in bullet point format.

# Section 3 – Financial Impact Assessment

## Overview

The purpose of this section is to capture and assess the financial impact of the policy / proposal.

A financial impact assessment reviews the expected stream of expenditures and revenues associated with a policy / proposal to assess its financial feasibility. It portrays initial affordability - in terms of up-front investment required, and ongoing financial feasibility – in terms of year-to-year cash flow to meet ongoing operations, maintenance and debt service requirements. Financial feasibility is a major consideration in establishing the business case for a proposal (along with consideration of investment efficiency and achievement of strategic economic development growth goals).[1]

The financial impact assessment should focus on the financial impact on the public sector rather than the financial impact on the citizen (as the impact on the citizen is the focus of the social impact assessment in Section 4).

The financial impact assessment adopts both a quantitative and qualitative approach incorporating:

- specific financial questions to assess the financial impact of the policy / proposal, covering key financial areas such as:
  - total cost outlay;
  - average annual net costs, income and savings to the Department;
  - affordability;
  - funding gaps; and
  - cost overruns.
- a scoring approach to assess the financial impact of the policy / proposal on:
  - the Income & Expenditure Accounts and Balance Sheet of the relevant Department; and
  - NI finances as a whole, in particular the likely impact of the policy / proposal on taxation, public spending and public borrowing.

The lead Department is required to:

- score the financial impact of the policy / proposal against each criterion;
- provide commentary in respect of the same;
- identify and describe mitigations to reduce any adverse financial impacts; and
- re-assess / re-score the financial impact of the policy / proposal against each criterion taking into account the identified mitigation measures.

When carrying out the assessment, Departments may wish to consider the following questions:

- What are the potential financial impacts?
- How could the policy / proposal cause these impacts?
- Does the impact change between different public sector organisations? Do some benefit while others do not?
- Will the policy / proposal create new impacts or accelerate/exacerbate existing impacts?

[1] Financial Impact Analysis | TREDIS

- How responsible could the policy / proposal be for causing an impact in isolation?
- Are the scores (qualitative assessment and residual impact) which have been awarded fair and precautionary?

## FSEIA Template

<table>
<tr><td rowspan="6">3A</td><td colspan="4">Cost / Income associated with the policy / proposal (CAP period - 2023-2027)</td></tr>
<tr><td rowspan="2">Total cost outlay for the Department (£m)</td><td>For the CAP period</td><td>Capital: 0</td><td>Resource: £0.3m</td></tr>
<tr><td>Beyond the CAP period</td><td>Capital: 0</td><td>Resource: £0</td></tr>
<tr><td colspan="2">Average annual net costs to the Department (£m):</td><td>Capital: 0</td><td>Resource: £0</td></tr>
<tr><td colspan="2">Average annual net income to the Department (£m):</td><td colspan="2">0</td></tr>
<tr><td colspan="2">Average annual net savings to the Department (where appropriate) (£m):</td><td colspan="2">0</td></tr>
<tr><td>3B</td><td colspan="2">Proposed start date of expenditure:</td><td colspan="2">1 April 2024</td></tr>
<tr><td>3C</td><td colspan="2">Proposed end date of expenditure:</td><td colspan="2">ongoing</td></tr>
<tr><td rowspan="2">3D</td><td colspan="4">Has full funding been secured? (Provide information to support your answer)</td></tr>
<tr><td colspan="4">Yes. The policy was developed 20/21, launched in December 2021 and fully implemented June 22.<br>The policy has been reviewed during 24/25 and 25/26.<br>Costs shown reflect development of policy during that period and proposed review in 24/25, 25/26.</td></tr>
<tr><td rowspan="2">3E</td><td colspan="4">If a funding gap has been identified, are there realistic arrangements in place to meet the shortfall? (Provide information to support your answer)</td></tr>
<tr><td colspan="4">0</td></tr>
<tr><td rowspan="2">3F</td><td colspan="4">Has funding for potential cost overruns been considered? (Provide information to support your answer)</td></tr>
<tr><td colspan="4">There will be no cost overruns.</td></tr>
</table>

| Criterion | | Qualitative Assessment (Score) | Impact | Mitigation | Residual Impact (Score) |
|---|---|---|---|---|---|
| | | Score the extent to which the policy / proposal is likely to have an impact on the financial criterion (with 1 being most negative and 10 being most positive) (Annex A) | Describe the impact the policy / proposal is likely to have on the financial criterion | If the policy / proposal is likely to have a negative financial impact (scores 1-3 in the Qualitative Assessment), describe the mitigation measures which are being considered to minimise or remedy the adverse financial impacts, and to ensure the residual impacts are kept within an acceptable level | Taking into consideration the identified mitigation measures, score the extent to which the policy / proposal is likely to have an impact on the financial criterion (with 1 being most negative and 10 being most positive) (Annex A) |
| **3G** | **Department**<br><br>The impact the policy / proposal is likely to have on the Income & Expenditure accounts and the Balance Sheet of the relevant Department | 4 | The Hybrid Working policy will have a neutral impact on the Income & Expenditure of the department | N/A | 4 |
| **3H** | **NI finances**<br><br>The impact the policy / proposal is likely to have on NI finances as a whole (in particular the likely impact of the policy / proposal on taxation, public spending and public borrowing). | 4 | The Hybrid Working policy will have a neutral impact on NI finances. | N/A | 4 |

## Guidance: Completing Section 3

Section 3A

Identify the total cost outlay associated with the policy / proposal, for the CAP period (2023-2027) and beyond the CAP period. Total cost outlay should be split into capital and resource.

In addition, identify the average annual* net costs (split into capital and resource), net income, and (where appropriate) net savings (to the Department) associated with the policy / proposal.

**Over the five-year period from 1 April 2023 to 31 March 2027*

Section 3B

Confirm the proposed start date of the expenditure associated with the policy / proposal.

Section 3C

If known, confirm the proposed end date of the expenditure associated with the policy / proposal. If unknown, note 'N/A' rather than leaving the field blank.

Section 3D

To assess affordability of the policy / proposal confirm whether or not full funding has been secured. Provide information to support your answer.

Section 3E

If a funding gap has been identified, confirm if realistic proposals to meet the shortfall have been identified. Provide information to support your answer.

Section 3F

Confirm if funding for potential cost overruns has been considered. Provide information to support your answer.

Sections 3G and 3H

Consider the impact the policy / proposal is likely to have on the financial criteria. In doing so the lead Department must complete the following:

*Qualitative Assessment*

Using the matrix in ***Annex A***, score the extent to which the policy / proposal is likely to have an impact on the criterion (with 1 being most negative, 10 being most positive, and 4 being neutral).

*Impact*

Based on the score given, provide a short description of the impact of the policy / proposal on the criterion.

Sufficient information should be provided here to explain the reasoning for the score.

*Mitigation*

If the policy / proposal is likely to have a negative impact on the criterion (scores between 1 and 3), identify and describe appropriate mitigation measures which would be put in place to reduce any adverse effects of the policy / proposal.

If no measures can be put in place, or if the impacts are accepted implications of the policy / proposal decision, this should be explained.

*Residual Impact*

Taking into consideration the mitigation measures identified to reduce the negative / adverse impact on the criterion, qualitatively re-assess / re-score the impact on the criterion (using the scoring matrix in ***Annex A).***

# Section 4 – Social Impact Assessment

## Overview

The purpose of this section is to capture and assess the social impact of the policy / proposal.

Social impact assessment has no single, universally accepted definition. However, according to the International Association for Impact Assessment, "social impact assessment includes the processes of analysing, monitoring and managing the intended and unintended social consequences, both positive and negative, of planned interventions (policies, proposals, programs, plans, and projects) and any social change processes invoked by those interventions".[2]

Assessment of social impact should therefore focus on the impact on citizens and society of Departments' policies / proposals for the CAP.

A qualitative approach has been adopted to assess the social impact of policies / proposals against the following social criteria:

- Income
- Employment
- Health, wellbeing and disability
- Education, skills and training
- Access to services
- Living environment
- Crime and disorder

The social criteria reflect the seven deprivation domains used within the Northern Ireland Multiple Deprivation Measures (NIMDM) 2017. The deprivation domains are based on 38 different indicators. Whilst Departments are welcome to use the indicators as a guide to inform assessments, they are not expected to undertake detailed quantitative analysis on the impact which policies / proposals may have on the indicators.

The lead Department is required to:

- score the social impact of the policy / proposal against each criterion;
- provide commentary in respect of the same;
- identify and describe mitigations to reduce any adverse social impacts; and
- re-assess / re-score the social impact of the policy / proposal against each criterion taking into account the identified mitigation measures.

When carrying out the assessment, Departments may wish to consider the following questions:

- What are the potential social impacts?
- How could the policy / proposal cause these impacts?

[2] Social Impact Assessment (iaia.org)

- Does the impact change between different groups? Do some benefit while others do not?
- Will the policy / proposal create new impacts or accelerate/exacerbate existing impacts?
- How responsible could the policy / proposal be for causing an impact in isolation?
- Are the scores (qualitative assessment and residual impact) which have been awarded fair and precautionary?

| Criterion | | Qualitative Assessment (Score) | Impact | Mitigation | Residual Impact (Score) |
|---|---|---|---|---|---|
| | | Score the extent to which the policy / proposal is likely to have an impact on the social criterion (with 1 being most negative and 10 being most positive) (Annex A) | Describe the impact the policy / proposal is likely to have on the social criterion | If the policy / proposal is likely to have a negative social impact (scores 1-3 in the Qualitative Assessment), describe the mitigation measures which are being considered to minimise or remedy the adverse social impacts, and to ensure the residual impacts are kept within an acceptable level | Taking into consideration the identified mitigation measures, score the extent to which the policy / proposal is likely to have an impact on the social criterion (with 1 being most negative and 10 being most positive) (Annex A) |
| **4A** | **Income**<br>The impact the policy / proposal is likely to have on household income. | 5 | The Hybrid Working policy is likely to have a positive impact on household income as a result of reduced travel costs. | N/A | 5 |
| **4B** | **Employment**<br>The impact the policy / proposal is likely to have on the proportion of economically active people in employment. | 5 | Likely to have a positive impact on people's employment as will help to make the civil service an employer of choice. | N/A | 5 |
| **4C** | **Health, Wellbeing and Disability**<br>The impact the policy / proposal is likely to have on people's quality of life, considering any impairment due to disability and poor health or wellbeing. | 5 | Likely to have a positive impact on people's quality of life as commuting to the workplace is less than 100% requirement. | N/A | 5 |
| **4D** | **Education, Skills and Training**<br>The impact the policy / proposal is likely to have on education, skills and training for children and working age adults. | 4 | The Hybrid Working policy will have a neutral impact on education, skills and training for children and young adults. | N/A | 4 |
| **4E** | **Access to Services**<br>The impact the policy / proposal is likely to have on people's access to key services, including physical and online. | 4 | The Hybrid Working policy will have a neutral impact on access to key services. | N/A | 4 |

| | | | | | |
|---|---|---|---|---|---|
| | Physical services may include: hospitals, pharmacists, opticians, post offices, GPs, dentists, job centres or jobs and benefits offices, financial services, leisure centres, supermarkets, schools, nurseries, libraries etc. | | | | |
| **4F** | **Living Environment**<br>The impact the policy / proposal is likely to have on the quality of housing, access to suitable housing, and the outdoor physical environment. | 4 | The Hybrid Working policy will have a neutral impact on the living environment. | N/A | 4 |
| **4G** | **Crime and Disorder**<br>The impact the policy / proposal is likely to have on the rate of crime and disorder. Consider environmental crime, anti-social behaviour and civil disorder. | 4 | The Hybrid Working policy will have a neutral impact on crime and disorder. | N/A | 4 |

## Guidance: Completing Section 4

Sections 4A – 4G

To complete Sections 4A to 4G the lead Department must consider the impact the policy / proposal is likely to have on the seven social criteria. The lead Department may wish to consider the impact on people living in disadvantaged areas or in relative poverty.

In doing this the lead Department must complete the following:

*Qualitative Assessment*

Using the matrix in ***Annex A***, score the extent to which the policy / proposal is likely to have an impact on the criterion (with 1 being most negative, 10 being most positive, and 4 being neutral).

*Impact*

Based on the score given, provide a short description of the impact of the policy / proposal on the criterion.

Sufficient information should be provided here to explain the reasoning for the score.

*Mitigation*

If the policy / proposal is likely to have a negative impact on the criterion (scores between 1 and 3), identify and describe appropriate mitigation measures which would be put in place to reduce any adverse effects of the policy / proposal.

If no measures can be put in place, or if the impacts are accepted implications of the policy / proposal decision, this should be explained.

*Residual Impact*

Taking into consideration the mitigation measures identified to reduce the negative / adverse impact on the criterion, qualitatively re-assess / re-score the impact on the criterion (using the scoring matrix in ***Annex A).***

# Section 5 – Economic Impact Assessment

## Overview

The purpose of this section is to capture and assess the economic impact of the policy / proposal.

An economic impact assessment aims to facilitate understanding of the economic implications of an investment decision by presenting details of the effects of policies / proposals on sustainable economic growth and employment.

A qualitative approach has been adopted to assess the economic impact of policies / proposals against the following economic criteria:

- Economy – economic growth / greener sustainable economy
  - Economic growth is the process by which a nation's wealth increases over time. It is generally measured by the value of goods and services produced by a country. The economic vision for Northern Ireland for the next ten years ("10X Economy - an economic vision for a decade of innovation"[3]) aspires to drive a greener, more sustainable economy that will benefit all citizens. This is also a key feature of the Executive's draft Green Growth Strategy[4], which aims to transform society towards net zero by 2050 whilst protecting and enhancing the environment and delivering sustainable economic growth.

- Competitiveness of particular sectors of the economy
  - A competitive market is one where businesses, large and small, are able to compete to deliver services and products to consumers. Competitive markets drive innovation, productivity, and sustainable economic growth; and provide consumers with a choice of goods and services.

- Jobs and employment opportunities
  - The creation of high value job and employment opportunities is essential for economic development and growth.

The lead Department is required to:

- score the economic impact of the policy / proposal against the identified criterion;
- provide commentary in respect of the same;
- identify and describe mitigations to reduce any adverse economic impacts; and
- re-assess / re-score the economic impact of the policy / proposal against the identified criterion taking into account the identified mitigation measures.

When carrying out the assessment, Departments may wish to consider the following questions:

- What are the potential economic impacts?
- How could the policy / proposal cause these impacts?

[3] 10X Economy - an economic vision for a decade of innovation | Department for the Economy (economy-ni.gov.uk)
[4] A Green Growth Strategy for Northern Ireland - Balancing our climate, environment and economy | Department of Agriculture, Environment and Rural Affairs (daera-ni.gov.uk)

- Does the impact change between different groups/organisations? Do some benefit while others do not?
- Will the policy / proposal create new impacts or accelerate/exacerbate existing impacts?
- How responsible could the policy / proposal be for causing an impact in isolation?
- Are the scores (qualitative assessment and residual impact) which have been awarded fair and precautionary?

| Criterion | | Qualitative Assessment (Score) | Impact | Mitigation | Residual Impact (Score) |
|---|---|---|---|---|---|
| | | Score the extent to which the policy / proposal is likely to have an impact on the economic criterion (with 1 being most negative and 10 being most positive) (Annex A) | Describe the impact the policy / proposal is likely to have on the economic criterion | If the policy / proposal is likely to have a negative impact on the economic criterion (scores 1-3 in the Qualitative Assessment), describe the mitigation measures which are being considered to minimise or remedy the adverse economic impacts, and to ensure the residual impacts are kept within an acceptable level | Taking into consideration the identified mitigation measures, score the extent to which the policy / proposal is likely to have an impact on the economic criterion (with 1 being most negative and 10 being most positive) (Annex A) |
| **5A** | **The Economy**<br>Consideration should be given to whether the policy / proposal is likely to positively or negatively impact the economic growth of NI, either by increasing or decreasing the value of goods and services produced. | 4 | The Hybrid Working policy will have a neutral impact on the economy. | N/A | 4 |
| **5B** | **Competitiveness of Particular Sectors of the Economy**<br>Consideration should be given to whether the policy / proposal is likely to positively or negatively impact on particular market sectors within NI, affecting their competitiveness in relation to other regions of the UK and globally.<br>Sectoral competitiveness disadvantages may include pushing up the cost to produce goods or services (which are then passed on to consumers) or causing barriers to trade within a particular sector.<br>Alternatively, policies / proposals may be designed to increase competition within the particular sectors. | 5 | The Hybrid Working policy is likely to have a positive impact on competitiveness in the market, particularly the public sector. | N/A | 5 |
| **5C** | **Jobs and Employment Opportunities** | 5 | The Hybrid Working policy is likely to have a positive impact on jobs and employment opportunities in | N/A | 5 |

| | | | | | |
|---|---|---|---|---|---|
| | Consideration should be given to whether the policy / proposal is likely to impact employment opportunities.<br><br>A positive impact may be secured through the creation of new jobs or full-time positions, or improving job prospects through the generation of sustainable high quality jobs, in line with the economic vision for Northern Ireland ("10X Economy - an economic vision for a decade of innovation")[5].<br><br>Alternatively, a negative impact may be through the loss of jobs or job displacement, particularly the displacement of higher value jobs for lower value jobs. | | the civil service offering more flexible employment opportunities. | | |

[5] 10X Economy - an economic vision for a decade of innovation | Department for the Economy (economy-ni.gov.uk)

## Guidance: Completing Section 5

Sections 5A – 5C

To complete Section 5A to 5C the lead Department must consider the impact the policy / proposal is likely to have on the three economic criteria.

In doing this the lead Department must complete the following:

*Qualitative Assessment*

Using the matrix in ***Annex A***, score the extent to which the policy / proposal is likely to have an impact on the criterion (with 1 being most negative, 10 being most positive, and 4 being neutral).

*Impact*

Based on the score given, provide a short description of the impact of the policy / proposal on the criterion.

Sufficient information should be provided here to explain the reasoning for the score.

*Mitigation*

If the policy / proposal is likely to have a negative impact on the economic criterion (scores between 1 and 3), identify and describe appropriate mitigation measures which would be put in place to reduce any adverse effects of the policy / proposal.

If no measures can be put in place, or if the impacts are accepted implications of the policy / proposal decision, this should be explained.

*Residual Impact*

Taking into consideration the mitigation measures identified to reduce the negative /adverse impact on the criterion, qualitatively re-assess / re-score the impact on the criterion (using the scoring matrix in ***Annex A).***

# Section 6: FSEIA Summary

## Overview

The purpose of this section is to summarise the financial, social and economic impacts identified as part of the impact assessments set out in Sections 3, 4 and 5 respectively, and any mitigation measures that were identified to minimise or remedy adverse impacts to ensure the residual impacts are kept within acceptable levels.

This section will be used by DAERA to feed into the financial, social and economic impact assessments on the carbon budget and the CAP as a whole.

## FSEIA Template

| | |
|---|---|
| **6** | **Based on the financial, social and economic impact assessments (Sections 3 to 5), summarise the financial, social and economic impacts of the policy / proposal (including any significant positive or negative impacts which the policy / proposal is likely to generate).**<br><br>**In addition, summarise any mitigation measures identified as part of the assessment to reduce any adverse financial, social and economic impacts.** |
| | ***Financial Impact***<br>4 – The Hybrid Working policy is expected to have a neutral impact on both departmental Income and Expenditure and on overall NI public finances. |
| | ***Social Impact***<br>4 – The Hybrid Working policy is expected to have modest positive effects on income, employment and wellbeing, with neutral impacts across all other social criteria. |
| | ***Economic Impact***<br>5 – The Hybrid Working policy is expected to have a neutral effect on overall economic growth while delivering modest positive impacts on sectoral competitiveness and civil service employment opportunities. |

## Guidance: Completing Section 6

Provide a high-level summary of financial, social and economic impacts identified in Sections 3, 4 and 5.

The summary should be succinct, setting out the impacts, along with any mitigation measures that have been identified to reduce any adverse effects.

# Section 7: Completion, Approval and Submission

## Overview

The purpose of this section is to record completion, approval and submission details.

## FSEIA Template

### *FSEIA Completion*

| | | |
|---|---|---|
| **7A** | **Name:** | [redacted] |
| **7B** | **Position and Grade:** | G7 |
| **7C** | **Division and Branch:** | People & OD, HR Policy |
| **7D** | **Contact Details (Email Address & Contact Number):** | [redacted] |
| **7E** | **Signature:** | [redacted] |
| **7F** | **Date:** | 23/9/25 |

### *FSEIA Approval*

| | | |
|---|---|---|
| **7G** | **Name:** | Aisling Quinn |
| **7H** | **Position and Grade:** | Head of HR Policy, G5 |
| **7I** | **Division and Branch:** | People & OD, HR Policy |
| **7J** | **Contact Details (Email Address & Contact Number):** | [redacted] |
| **7K** | **Signature:** | A Quinn |
| **7L** | **Date:** | 10/2/26 |

### *FSEIA Submission to DAERA CAP team*

| | | |
|---|---|---|
| **7M** | **Name:** | Joan Fleetham |
| **7N** | **Date:** | 11/2/26 |

## Guidance: Completing Section 7

Sections 7A – 7F

Enter the details of the person completing the FSEIA Template, and the date of completion.

Sections 7G – 7L

Enter the details of the person approving the FSEIA Template, and the date of approval.

Sections 7M and 7N

Enter the name of the person submitting the FSEIA Template to the DAERA CAP team, and the date of submission.

It is for Departments to decide who should complete, approve and submit FSEIA Templates and their appropriate grade / level, bearing in mind the statutory nature of the assessments and that their findings and mitigations will be summarised in Northern Ireland's first CAP, which will attract significant political, stakeholder and media interest. It is suggested that CAP departmental leads seek to ensure an appropriate level of consistency in scoring across their Department's policies / proposals, and liaise with sector leads to ensure consistency in scoring across sector policies / proposals.

As set out in Sections 3, 4 and 5 of the FSEIA Template, Departments must ensure that they identify mitigating measures for any negative impacts uncovered when carrying out the impact assessments and prior to submission of completed assessments to the DAERA CAP team.

Departments are responsible for saving all records associated with their completion, approval and submission of assessment templates in Content Manager, in line with NICS records management policy and guidance.

Completion of the assessments should be noted by Departments in their CAP commissioning template (in section 4 for Departments not leading on sectors or in section 5 for Departments leading on sectors).

# Annex A: Qualitative Assessment Scoring Matrix

| Score | Definition |
|---|---|
| 9-10 | **Positively impacts, to a large extent:**<br>The policy / proposal is likely to have a direct, substantial, or tangible positive impact on the criterion. There is unlikely to be any significant negative or rebound effects on the criterion in the short, medium or long-term. |
| 5-8 | **Positively impacts, to a minor extent:**<br>The policy / proposal is likely to have an indirect, insubstantial, or intangible positive impact on the criterion. There is likely to be minor negative or rebound effects on the criterion in the short, medium, or long-term. |
| 4 | **Neutral**:<br>The policy / proposal is likely to have no discernible impact (positive or negative) on the criterion. |
| 2 - 3 | **Negatively impacts, to a minor extent**:<br>The policy / proposal is likely to have an indirect or minor negative impact on the criterion. |
| 1 | **Negatively impacts, to a large extent:**<br>The policy / proposal is likely to have a direct, substantial, or tangible negative impact on the criterion. |