EXPENDITURE OVER E2 MILLION
ESTATE STRATEGY: Regions
Ballymena Consolidation Project Business Case (V6)

Department of Finance
An Roinn
Airgeadais

PROJECT DETAILS

Project Title	Ballymena Consolidation Project	
Sponsoring department	DoF	
Agency / NDPB (if applicable)	n/a	
Senior Responsible Owner	Desi McDonnell	
TOTAL CAPITAL COST (inc 0B & inflation)		
TOTAL REVENUE COST ~~(including inflation)~~	E128,OOO {non-recurrent only)	
	Signed	Date
Project Manager	[redacted] Project Sponsor (S40)	vs: 12/08/2025 V6•. 18/09/25
Approving Officer / Grade	Niall Hobbs Estate Strategy Director	V5: 27/08/2025 V6: n/a

FUNDING

A	DEPARTMENTAL CONTRIBUTION	
B	OTHER GOVERNMENT BODIES[I] CONTRIBUTION	Enil
C	OTHER CONTRIBtmONS (IF ANY)	Enil
	TOTAL PROJECT COST (A+B+C)	£8,976,954

PROPORTIONATE EFFORT, ADVICE & GUIDANCE

- The business case template is based on HM Treasury Better Business Cases guidance and follows the Five Case Model for preparing business cases.
- All sections of this proforma should be completed.
- Proportionate effort should be used throughout commensurate with the level of expenditure and complexity of the proposal e.g. a project costing €500k will not require the same level of detail as a project costing €2 million. The level of detail provided should be based on the judgement of the appraiser.
- Text boxes can be expanded depending on the level of detail required.

- For detailed guidance on business cases and expenditure appraisal, consult the Better Business Case Guidance for NI or seek advice from relevant professionals within your department.

Ver	Date	Comment
	03/09/25	Sent to DOF Economist for comment
	18/09/25	Business case updated from comments received from DOF Economist. Approval not re-sought from Niall Hobbs as changes did not affect cost or basis of agreement.

Refers to the government departments under the control of the Northern Ireland Executive and their NDPBs / ALBS

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APPENDICES

Supporting appendices are included throughout the business case and for ease of reference, and in case any have been missed, we have listed below those we have included.

Appendix 1	NWW Service Mapping Insights
Appendix 2	Estate Strategy Regions
Appendix 3	Ballymena In-scope BMO Financial Data
Appendix 4	ITAssist Data
Appendix 5	Estate Strategy Workshop
Appendix 6	BMO Estate Review Targets and Batlymena Contribution
Appendix 7	Objective and Benefits relationship
Appendix 8	Business Case Costs
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Appendix 12	PD EDMU Ready Reckoner Costs for office Projects
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Appendix IS	Benefits Profile
Appendix 16	Net Zero Retrofitting
Appendix 17	Stakeholder Requirements
Appendix 18	Optimism Bias percentage
Appendix 19	Affordability Confirmation
Appendix 20	Payback

GLOSSARY

AH	Academy House
ALB	Arm's Length Body
BAU	Business as Usual — the day-to-day operational task, the status quo
BCP	Ballymena Consolidation Project
BMO	NI Centrai Government benchmarked office estate
CHB	County Hall Ballymena
CPD-CD	Construction & Procurement Delivery —a Construction Division
DAERA	Department of Agriculture, Environment, and Rural Affairs
DfC	Department for Communities
DfE	Department for the Economy
Dfl	Department for Infrastructure
DoF	Department of Finance
DoH	Department of Health
EDU	CPD Properties Division Estate Development Unit
ES	NICS's Estate Strategy 2022-2035
GIA	Gross Internal Area
HSC	Health and Social Care an agency of DOH
ICT	Integrated Consultant Team
IDM	Investment Decision Maker
IPR	Internal Peer Review
LPS	Land and Property Services (Departmental Division of DOF)
NIA	Net Internal Area
NICS	Northern Ireland Civil Service
NWW	New Ways of Working

OBC	Outline Business Case
PEP	Project Execution Plan
PfG	Programme for Government
PMO	Project Management Office
Project	Ballymena Consolidation Project (BCP)
	Project Sponsor
SRO	Senior Responsible Owner

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BACKGROUND TO THE PROJECT

Please summarise the background to the project; the purpose of the business case; and the expenditure for which approval is being sought.

This business case seeks financial approval for the Ballymena Consolidation Project.

The Ballymena Consolidation is one of several projects that have developed out of the NI CS's Estate Strategy 2022-2035 (Estate Strategy).

The Estate Strategy has been devised from the culminating work and previous strategy of the Reform of Property Management Programme (RPM), which concentrated on rationalisation of the benchmarked office estate (BMO) and delivery of a modern, fit-for-purpose working environments. The RPM Programme closed on the 31st of October 2022 when responsibility for the implementation of the Estate Strategy passed back to the DoF's CPD - Properties Division business area.

The Estate Strategy aims to right size the benchmarked office estate (BMO) considering significant changes on the demand and requirements of office accommodation throughout the Service due to the introduction of the NICS Hybrid Working Policy in June 2022 and the new ways of working adopted during the Covid pandemic and built on and refined since.

Initial work carried out with all departments prior to the introduction of hybrid working indicated that more than 70% of NICS roles were suitable for hybrid working with a preference of attending the workplace for 2-3 days per week on average. The overview of this work is included in Appendix 1.

The underlying principles of the Estate Strategy are:

- Promoting the growth and quality of agile office layouts, shared spaces and shared desking and increasing the availability of NICS-wide shared office facilities such as Connect2 hubs.
- Supporting departments and their business areas to make more effective and efficient use of office space, and new and available technologies.
- Helping to embed hybrid and new ways of working across the NICS by taking a collaborative and consultative approach with departments, TUS, key stakeholders, and business areas.
- Planned interventions and projects that are supported by relevant data such as the Benchmarked Office (BMO) data, staff commuting data (OSNI), projected hybrid working percentages (Departments), and NICS People Survey (staff)
- Ensuring approach is aligned to Programme for Government (PfG) objectives, NICS People and Digital strategies, and Net Zero Carbon ambitions.

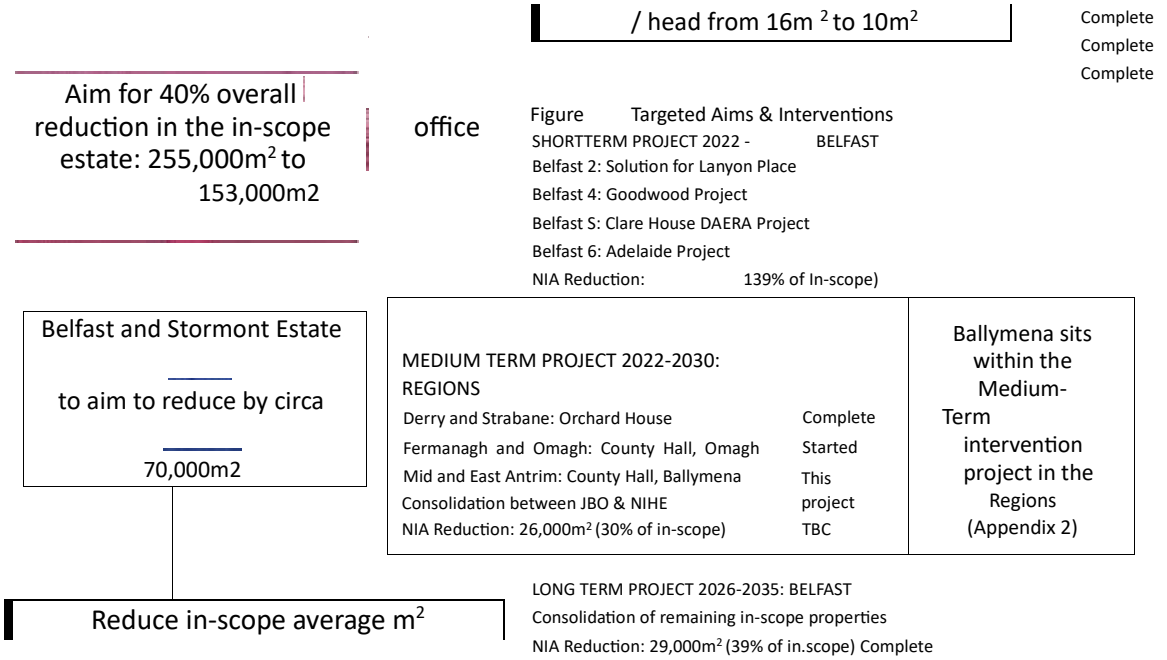
- Exploring opportunities for delivery by partnering and collaboration with wider public sector such as ALBS and local councils.

The Estate Strategy highlights a series of planned interventions in the short, medium, and longer term to right size the benchmarked office estate (BMO) and provide fit for purpose modern working environments.

The strategy was submitted to the NICS Board in February 2022 and approved in June 2022

The Estate Strategy Interventions

The Estate Strategy outlines the targeted aims and projects, or interventions planned in the short, medium, and longer-term and is summarised in Figure 0-1 below.



-

Purpose of this business case

This business case addresses the consolidation of properties in Ballymena. The Project sits within the medium-term Project (2022-2030): Regions (Appendix 2).

A review of the properties provided the basis of the in-scope consolidation.
Table 0.1 included all Ballymena BMO properties and the rationale of whether they are in or out of scope.

Table 0.1: Ballymena BMO Properties

Ref	Building	Freehold / leasehold	PD Estate	Tenant	FTE 31/09/24		Scope Review	Scope
A249	Twickenham House	Free hold	No	NIHE	285.8	4,698	Consider for NIHE and 180 consolidation project	No
P704	Greenmount Plaza (IBO)	Free hotd	Yes		282.73	2,087	Consider for NIHE and JBO consolidation project	No
P802	County Hall Ballymena	Free hold	Yes	Dfl / DAERA/ DfC 2	249.56	7,004	Non-specialist accommodation in-scope	Yes
P854	Academy House	Free hold	Yes	DOF / DfE / DAERA	145.37	2,004	Non-specialist accommodation — in-scope	Yes

The properties in-scope are:

- Ballymena County Hall (freehold)
- Academy House (Freehold)

There are five Clients attached to the in-scope buildings:

- DAERA
- DfC
- DfE
- Dfl
- DOF

For ease of the narrative, we will refer to them collectively as the Client or Clients and only refer to them specifically where necessary. Please note that there is a Connect2 hub, in County Hall, which is available for use by ail Central Government staff. This will be included in the Project, even if the preferred option is not County Hall.

The feasibility study in Appendix II and discussions with the Clients it has been confirmed that the footprint of either County Hatl or Academy House can accommodate the in-scope staff under the New Ways of Working metrics provision for 50% of FTE at 10m [1] / FTE.

[1] County hall Tenants: please note that Health and Social Care (HSC) an agency of DOH are also in County Hall, however they are consolidating within their own estate and will not be part of this project and therefore the FTE figure above does not include them.

In Table 0.2 we have listed some key Requirements raised by the Clients and which have informed the business case options.

Table 0.2: Key Requirements

Client	Notes to Consider in Business Case
Connect2	County Hall houses the Ballymena Connect2, which was opened August 2022. Ground floor location is preferred if location changes.
DAERA	Academy House is a DAERA Direct which means they require interview booths and rooms for visitors. At certain times of the year there would be very high numbers of the farming community accessing their services face to face. • Secure laboratories and storage for the veterinary team.
DfI	• Staff adjacencies key to management CCTV traffic monitors within office space Print room for two MFD and two plotters File store Equipment store
DfC	Front of house requirement Back of house standard office accommodation Office for [redacted] Cannot be shared. (S40)
DfE (BERD Trading Standards Branch)	Office for Trading Standards Service Essential Car users
DoF (LPS)	Front of house requirement Standard office accommodation
DAERA, DfC, DfI, and DOF	Front of house requirement Reception requirements and postal service • Interview booths Interview rooms with secure escape Security
Storage	All Clients noted need for storage. Storage to be accessed with ICT team to ensure that staff and not storage footprint maximised

The Spending Objectives of the Estate Strategy (1.2.4) include a reduction in both footprint and costs for the Estate.

In the Regions this reduction in footprint has been set at 26,000m2, which is a 30% reduction of the in-scope properties.

The Benchmarked Office (BMO) financial data for the two properties is available in Appendix 3.
Appendix 4 includes the pre-pandemic occupancy of each of the buildi ngs averaged at 65% with the maximum occupancy at 88%. The occupancy is typical of the estate as whole and particularly with properties where the Clients are mobile like those in the in-scope Ballymena properties.

It was recognised in the 2013 in the Asset Management Strategy that the estate was underutilised, hence the previous interventions of the Reform of Property Management (RPM) Programme. This underutilisation of the estate has been exacerbated by the move to hybrid working to a scale where there are immediate opportunities to significantly reduce the portfolio and dispose of buildings and exit leases no longer required.

To put the Ballymena properties data into perspective with other properties in the Estate we list below the average and maximum occupancy of other large buildings.

To provide robustness to the data all days where the occupancy was lower than 40% were removed from the calculations, This was to allow for weekends, public holidays, and days around public holidays where staff may choose to extend their time off. This minimum occupancy ensures that the average is not abnormally low.

Table 0.3: ITAssist Data 2018-2019 Examples

Property	Client/s	Average Occupancy	Maximum Occupancy
Omagh County Hall, Omagh	Dfl	52%	89%
Sperrin House, Omagh	DAERA	54%	73%
Crown Buildings, Coleraine	DAERA	56%	
Boaz House, Omagh	OOF, DfE & DC	58%	82%
Dundonald House, Stormont Estate	DAERA, DOF, DfE, Do)	58%	75%
Rathkeltair House, Downpatrick	Dfl, DAERA & DfC	58%	98%
Klondyke Building, Belfast	DAERA	59%	74%

Bruce Street, Belfast	NICSHR, DoF	60%	79%
Clarence Court, Belfast	DfI	61%	74%
County Hall, Ballymena	DfI / DAERA / DfC / DOH	62%	88%
Castle Buildings. Stormont Estate	DOJ* DOH, and TEO	62%	76%
Clare House, Belfast	DoF	62%	78%
Goodwood House, Belfast	DoF	62%	78%
Academy House, Ballymena	DoF / DfE / DAERA	67%	85%

Expenditure

Approval is being sought for expenditure to consolidate both buildings into Academy House (Option 3 — the preferred option).

There is no revenue expenditure requirement as the running costs are business as usual and there is no additional footprint to take into consideration.

The capital cost requirement is for:

- CPD to manage the external supplier relationship
- Procurement of ICT to develop the design to RIBA Stage 4, engagement with statutory bodies, procure a contractor and then manage the construction works and defects period.
- Procurement a contractor to deliver the construction works including a deep refurbishment of the building with some works to the external envelope.
- Delivery of a Net Zero building to align with the Northern Ireland's Executive's "The Path to Net Zero Strategy/'
- Internal refurbishment including mechanical and electrical services. ■ New window installation ■ Re-cover the roof.
- Insulated lining of the internal face of the external walls.
- Floor, ceiling, and wall finishes.
- Furniture fixed and loose. ■

IT Equipment.

Enhancements specific to Net Zero include:

- Additional heat pump to supply LTHW to radiator circuit and heat pump to generate domestic hot water
- Photo voltaic panels
- Electricat storage batteries
- Electric Vehicle (EV) charging points

- Allowance for NIE upgrade due to increased load for Heat Pumps above (transformer potentially)
- Roof - 200mm PIR board and single ply membrane throughout
- Walls — 200mm EPS insulation to external face of cavity wall with either a rendered or brick slip finish to match existing

1 STRATEGIC CASE

.1 Context

Please provide details on:

- The nature and work of the organisation within which this project is taking place;
- How the proposal links to existing policies/ strategies (internal and external), and which Programme for Government (PfG) Outcome(s) it contributes to and how.

The Estate Strategy is being implemented the Estate Management Unit (EMU) part of Properties Division (PD) a branch of DoF's Construction Procurement Division's (CPD).

PD are responsible for the provision of government benchmarked office (BMO) accommodation and services throughout Northern Ireland, including new and refurbished accommodation, building maintenance and management, and the management of the Stormont Estate.

The uncertain economic climate and impact on public spending places much greater emphasis on the efficient and effective management of its property. Stewardship of these property holdings creates a long-term financial liability for their management and maintenance. In terms of scale, annual running costs of central government assets are second only to that of staff costs. In the context of maintaining quality public services, there is an obvious imperative to exploit opportunities that derive greater efficiency from property assets.

The main policies and strategies that this the Estate Strategy and therefore this Project links to are detailed below.

1.1.1 DoF Business Plan April 2022 March 2023

The DOF Business Plan for financial year 2022-23 introduced the priority of the implementation of the Hybrid Working Policy and the opening of the Connect2 Hubs, which offer central government staff regionally located working environments away from the office. The Plan also raises the economic challenges for central government and the importance of new ways of working to meet the challenges and seizing "the opportunities to deliver better services in a more effective and efficient way".

Under Priority 2 (A Well-Led, High Performing Civil Service) Target 10 specifically addresses the Estate Strategy implementation to "Develop and commence implementation of the Estate Strategy (20222025)".

1.1.2 DoF Business Plan April 2023 March 2024

In the latest plan the elements of Priority 2 have moved to Priority 3 in their development to create "a modernised and innovative service". The business plan recognises the implementation of the Estate Strategy Phase I projects "to deliver a right sized NICS Estate".

1.1.3 New Ways of Working

The New Ways of Working (NWW) Project highlighted that the introduction and the roll-out of the Hybrid Working Policy and Connect2 hubs would significantly change the way NICS accommodation is used.

An expected estate occupancy rate of 50% has therefore been built into the new NICS Estate Strategy, which aims to deliver a modern, fit for purpose, and right-sized office estate that supports the needs of business areas and people.

Full implementation of the Estate Strategy will ensure that the NICS is:

- Maximising our space usage to reflect the News Ways of Working as shown in Figure 1-1,
- Reducing carbon by reducing our Net Internal Area (NIA) and thus our carbon footprint.
- Investing in a correctly sized, modern estate to help attract and retain staff.

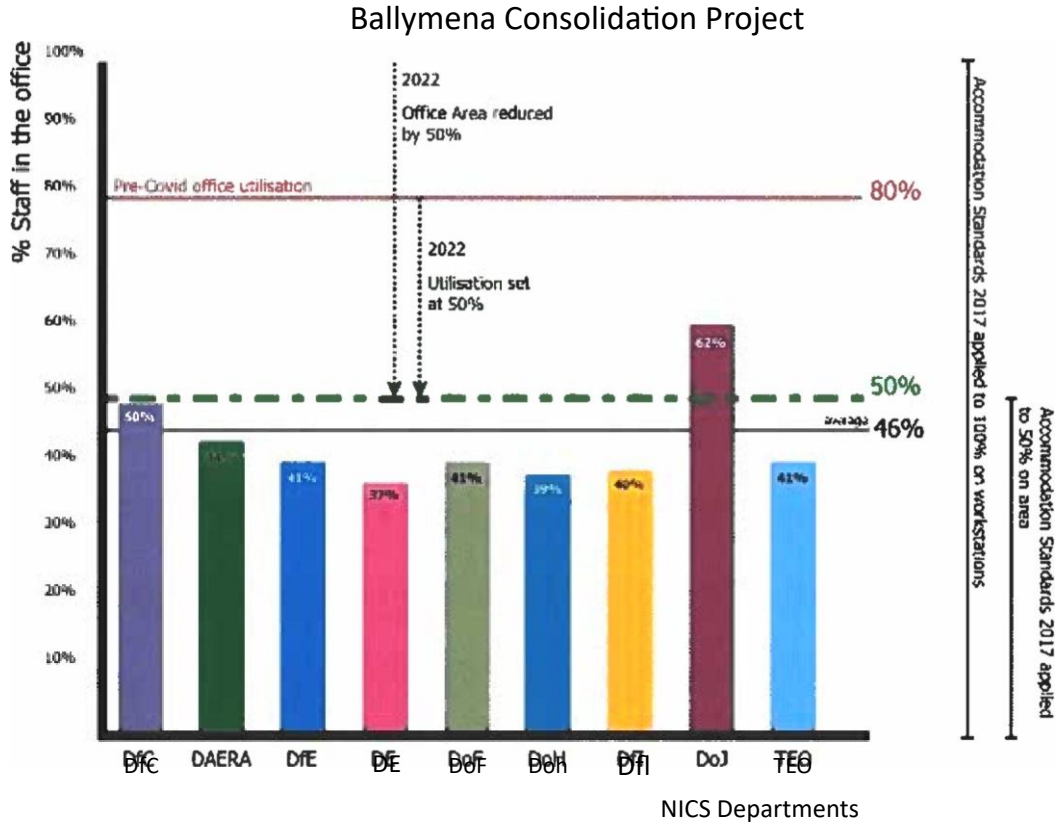


Figure 1-1: New Ways of Working Occupancy

1.1.4 New Decade, New Approach

The New Decade, New Approach document published in January 2020 outlined a deal between the Rt Hon Julian Smith CBE MP, Secretary of State for Northern Ireland, and Simon Coveney TD, Tânaiste and Minister for Foreign Affairs and Trade to restore the devolved government in Northern Ireland.

It lists amongst the priorities for the NI government, further reform on the NICS and gives an undertaking to develop a new outcome based strategic level Programme for Government (PfG).

The PfG will be aligned to multi-year budgets and may positively affect funding available for projects taken forward under the Estate Strategy.

1.1.5 Programme for Government

The Project will continue to contribute to several outcomes identified in the Programme for Government 2024-2027 'Our Plan: Doing What Matters Most', which was agreed on the 27th February 2025:



Table 1.1: Contribution of ES to the PfG Missions

Mission	Mission Description	Contribution of Estate Strategy (ES) to PFG Mission
People	Working to support everyone at all stages of their life to ensure they have the chance to succeed by improving life opportunities. Improving our economic productivity while making sure that we have an economy that works for everyone, and our story continues to be an inspiration to others.	The widespread modernisation of the estate via the Estate Strategy will go together with the embedding of the NICS Hybrid Working Policy and greater use of technology to facilitate agile working and other practices that can result in improvements in productivity and service delivery. The working changes supported by the implementation of the Hybrid Working Policy and Connect2 hubs and changes to the IT infrastructure and hardware associated with office working wilt allow staff to be more agile and not necessarily tied to the one office location.

Mission	Mission Description	Contribution of Estate Strategy (ES) to PFG Mission
Planet	Harnessing the potential of a green growth economy while ensuring we provide an equitable transition to a sustainable and affordable society as we take responsibility for decarbonising our economy and society.	The implementation of the Estate Strategy will leave behind a significantly modernised office estate occupying a significantly smaller footprint. These interventions will ensure lower energy costs per person and reduce government's carbon footprint. Through centralisation and better information management, the approach to property management itself witl be less wasteful reducing unplanned maintenance.
Prosperity	Improving our economic productivity while making sure that we have an economy that works for everyone, and our story continues to be an inspiration to others.	Reducing the office footprint that government occupies, such as vacating leasehold or disposing of freehold, will improve capacity for inward investment, activity in the developer market, and unlock regeneration opportunities.

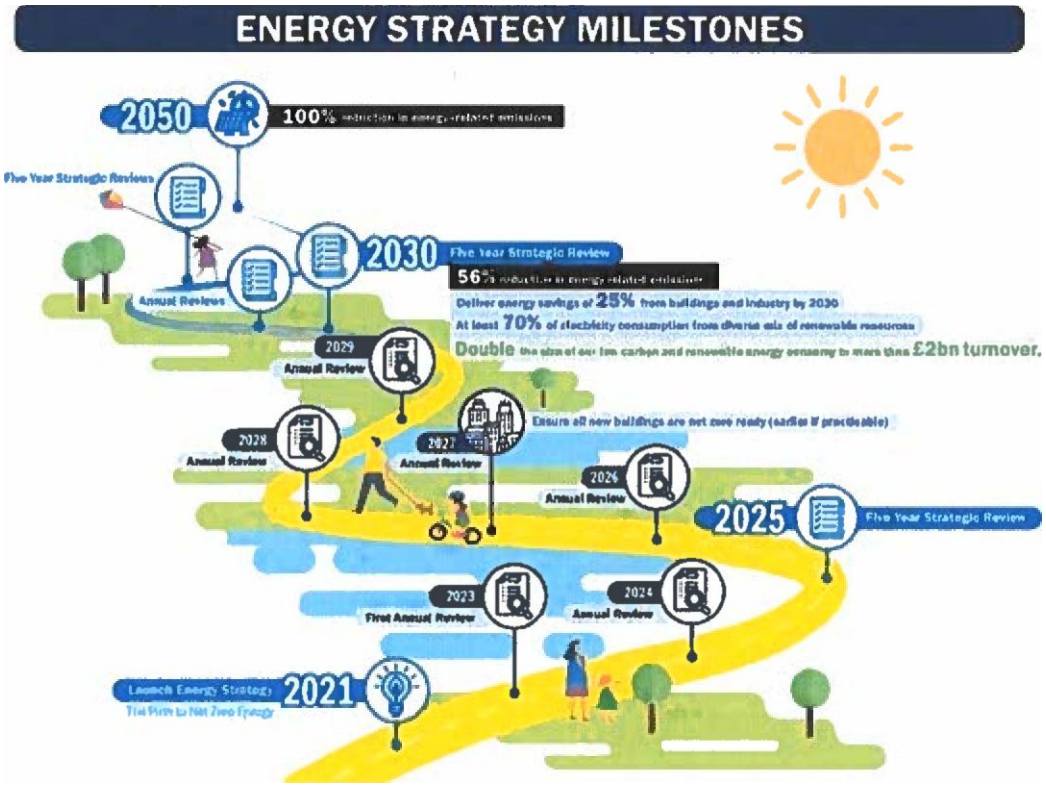
1.1.6 The Path to Net Zero

This Path to Net Zero Energy is the Energy Strategy for Northern Ireland. it is a long-term vision of net zero carbon and affordable energy for Northern Ireland.

It will lead to the highest levels of energy efficiency, thus reducing the amount of energy needed, whilst making sure the energy use comes from clean renewable sources.

Energy accounts for almost 60% of Northern Ireland's greenhouse gas emissions. The Energy Strategy sets out a pathway for energy to 2030 that will mobilise the skills, technologies and behaviours needed to take Northern Ireland towards the vision of net zero carbon and affordable energy by 2050.

In doing so Northern Ireland will make a major contribution to the Climate Change Committee's (CCC) pathway to net zero carbon by 2050 and the Northern Ireland Green Growth Strategy.



1.1.7 Strategies Related to Agile Working

In summer 2018, the agile working phase of the then RPM Programme emerged in response to progressing all aspects of agile working — people, technology, and place.

The Estate Strategy continues to link to NICS People Strategy and the Government Digital Transformation Strategy (outlined below).

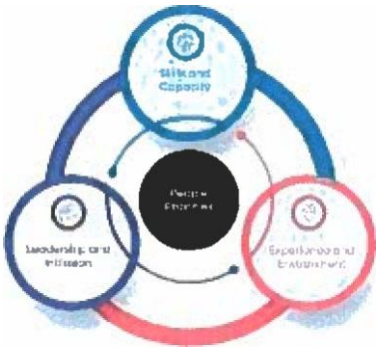
There are themes and objectives which are common, namely:

- A diverse and inclusive workplace culture with well-led, high performing people that are outcome-focused and make optimal use of technology.
- An agile working environment where staff can choose spaces to suit their activity and that maximises the use of technology.

It should be noted that the Digital Transformation Strategy is government-wide, the Estate Strategy focuses on the benchma rked office estate across central government, and the People Strategy covers the NICS (the nine core departments).

Whilst ALBS typically have their own human resource function, their strategic aspirations are for a workplace culture like that advocated in the NICS People Strategy. Given the commonalities, the benefits of a people centric, joined-up approach are evident.

1.1.7.1 NiCS Peopte Strategy 2025-30 Objectives



The vision of the NICS People Strategy 2018-21 sets out the people priorities

- Skills and Capacity
  Ensu ring that our workforce is equipped with the skills and capabilities to meet current and future demands.
- Experience and Environment
  Creating a positive and supportive work environment that enhances the overall experience of the workforce.
- Leadership and Inclusion
  Fostering a culture of strong leadership, inclusivity, and diversity to drive better outcomes for our workforce and the public we serve

1.1.7.2 Government Digital Transformation Strategy 2017-21 Objectives

The Government Digital Transformation Strategy 2017-21 set out a vision for transforming how Government works, which means that:

- People and businesses will be enabled to digitally engage with Government at a time and place that suits them
- Government operations are digitally transformed to deliver effective and efficient public services
- Government aspires to embrace digital in everyday public services to deliver better outcomes.

Digital Transformation is a major change programme across all parts of Government and will align with several other key Government Strategies such as the eHealth & Care Strategy for NI.

By 2021 the Strategy aimed to deliver several outcomes, to improve access to, and quality of, public services including:

- A culture of innovation across the Public Sector
- A skilled workforce and Digital Leaders who work across boundaries to deliver citizen focused solutions
- Services are available everywhere to everyone who needs to use them.
- Public services are personalised putting our citizens in control with a range of integrated services available across the Public Sector

- Public services are easier to use for businesses within the region, reducing red-tape and administration requirements
- Digital Zones provide access to digital services for those without internet at home
- Increased use of social media to communicate with service users and to encourage participation in society
- Maximised use of common technologies and shared services
- Interaction both within and with the public sector will largely be made paperless.

Whitst both the people and digital strategies are due to be revised for the next period, it is evident that creating modern working environments in the NtCS that support hybrid working will positively contribute to making the NICS a great place to work and attracting and retaining high catibre staff.

1.2 Case for Change

1.2.1 Existing Arrangements

Describe existing arrangements in place (i.e. business as usual); what is currently provided. This may include, but not be limited to throughput, costs, asset availability / utilisation and condition.

Pre•covid most staff work five days a week from their designated office. The option to work elsewhere, including home, was not available to these staff.

Since March 2020 working from home has become the normal for most staff and feedback across NICS departments and staff has broadly expressed the desire to capture and maintain the many benefits this new way of working offers to both individuals and organisations.

The following existing arrangements were documented at a workshop (Appendix 5):

1.2.1.1 Property data and analysis

- Occupancy: property data returns are collated quarterly these include headcount and FTE figures and include any vacancies for which departments are currently funded.
- Financial: cost data for all BMO buildings, which includes rent, rates, utilities, maintenance, cleaning, and security

1.2.1.2 Utilisation

Utilisation of the estate has changed significantly from the pandemic and the subsequent introduction of the hybrid working policy in June 2022.
Utilisation needs to be monitored regularly as hybrid working embeds and business areas try to smooth workplace attendance across the average week.

Baseline projections for estate attendance following the introduction of hybrid working were taken from a service mapping exercise carried out by the New Ways of Working team (Appendix 1).

In this exercise all departments mapped the roles across all their business areas into three categories:

- Hybrid workers:
  Roles that are suitable for remote working and could split their time between workplace and remote / home working.

- Mobile workers:
  Roles that spend most of their time on client/ customer premises and used their designated workplace only occasionally.

- Workplace based workers:
  Roles that require 100% attendance at the workplace and were therefore unsuitable for hybrid working.

The results of this exercise showed that on average more than 70% of NICS roles are suitable for hybrid working and that regular attendance in the workplace would likely to be in the region of two or three days per week (40% - 60%).
This indicated that the estate could be significantly reduced and an average of 50% attendance was used for projections and formulation of the Estate Strategy along with the already proven space metrics.

1.2.1.3 Condition

- Condition Surveys:
  DOF has no internal resource to assess the condition of buildings, they therefore have relied largely on known condition issues, historic reports, and the volume of reactive maintenance required.

- Planned maintenance:
  Costs and the schedule of planned maintenance is available however due to budgetary constraints only repairs required for health and safety reasons are being carried out. This means that in general, areas of the estate not planned for refurbishment are in declining condition.

- Scale of Repairs / Issues:
  Currently the scale of repairs is impacted by whether it is required for health and safety reasons, planned refurbishment schedule, and budgetary constraint,

- Energy Performance Reporting:
  This is limited to energy usage and performance against targets. There is no reporting yet in relation to how the zero-carbon target for 2050 will be applied to the estate, but work is in early stages to understand the implications and actions required,

1.2.1.4 Asset Availability

- Prior to the pandemic and the introduction of hybrid working, DOF had already identified that the estate portfolio was too large and there were significant reductions that could made. The move to hybrid working in the NICS combined with the surplus previously identified in the estate means that the Estate Strategy 2022-35 is aiming for a 40% reduction in overall footprint.

- Whilst the portfolio is too large, most of the current properties are not configured to the agile accommodation standards. The focus for the estate strategy is to improve the quality of the accommodation in both freehold properties in acceptable / good condition and long leaseholds, such as Goodwood House, to surrender leases and dispose of buildings no longer required and to increase the shared spaces across the estate, such as the Connect2 hubs.

- The current pressure on public finance means that it is unlikely that capital will be available to acquire new properties with ideal layouts and agile working environments. The focus of the strategy has therefore been to make the most out of the best of the portfolio and sweat assets with long-term leases. An increase in shared spaces is also likely to be major feature of maximising the utilisation of a reduced estate.

1.2.2 Business Needs

- Describe deficiencies associated with the current provision and the implications if the project does not proceed
- Include suitable quantification of needs/demands where possible
- Provide details around the service gap i.e, the difference between current provision and where the business wants to be in line with the spending objectives of this proposal.

1.2.2.1 Deficiencies associated with the current provision

The rationale for the Estate Strategy is primarily that the BMO estate is too large and, overall, does not meet the current and future business needs* and running costs are unsustainable and urgent action is required.

The move to hybrid working across the NICS has provided a unique opportunity and expectancy for a substantial reduction in the estate and upgrade of the remaining estate.

The interventions also create opportunities to exit leases and generate capital receipts from the disposal of properties. Failure to act will result in additional but avoidable financial pressures and has potential to directly affect the success of hybrid working in the NICS. It is also likely to attract negative publicity and challenge externally.

1.2.2.2 Implications if the project does not proceed

- Full benefits particularly cultural benefits of hybrid working may not be realised
  Hybrid working was rolled out across the NICS in June 2022, but most workplaces remain unchanged. Departments are doing what they can to introduce shared desking and upgrade the IT kit accordingly, but are struggling for enough suitable meeting, collaboration, and alternative shared working spaces with the right facilities,

- No efficiency savings and continued high running costs
  In light of current budgetary pressures and the likelihood of increased financial pressures, the size of the BMO estate and associated costs are unsustainable. Doing nothing is not an option, urgent action and interventions must take place now to right size the estate and reduce running costs.

- Retaining extremely underutiiised estate larger than required
  It has been evident for many years now that the estate portfolio is too large, hence the previous interventions of the RPM Programme. This under-utilisation of the estate has been exacerbated by the move to hybrid working to a scale where there are immediate opportunities to significantly reduce the portfolio and dispose of buildings and exit leases no longer required. The implementation of hybrid working has created a unique opportunity to reduce the estate and bring what remains up to a high workplace standard of accommodation.

- Retaining portfolio properties that are not affordable to refurbish
  Some of the properties in the BMO portfolio have footprints and/or condition and backlog maintenance issues that would make them economically unviable for refurbishment. To not implement the estate strategy means these would be retained along with the burden of their

high running costs. In the event of not being able to progress the estate strategy, radical options such as 'mothballing' surplus buildings would have to be considered.

- Not able to progress zero carbon initiatives
  Whilst the definitive plan for achieving net zero carbon by 2050 has still to be devised, the estate strategy makes progress by reducing the estate and making better use of the buildings retained.

1.2.2.3 Quantification of the nature and level of future needs/demands

- The service mapping exercise carried out by the New Ways of Working team in 2021 (Appendix 1) has provided a robust indication of projected demand, but it wilt need regular revisiting as hybrid working embeds and matures to reassess the levels of demand and utilisation.

- Properties Division (PD) continue to collect quarterly data across the estate on headcount, FTE, and funded vacancies.

- Staff numbers used in the estate strategy will be checked and verified during the detailed requirements gathering phase of the Project. All funded headcounts including staff increases where funding has been secured will be taken into consideration.

- Clarification of the implications of the net zero carbon target 2050 for the estate will necessitate a revisiting of the estate strategy to ensure that any sustainability targets can be met.

- Focus kept on hybrid working progression and opportunities for shared spaces PD wilt continue to focus on supporting hybrid working by providing agile multi-use workplaces that meet business needs and encouraging the use of shared spaces such as Connect2 hubs, meeting and conference facilities.

1.2.2.4 Service gap

The service gap is the difference between current provision and where the business wants to be in line with the spending objectives:

The Estate Strategy outlines a 40% reduction of in the NIA of the estate (68,524m2). This reduction generates annual average savings of circa £12m and a further £19.8m in capital receipts.

Excluding the potential future savings between IBO and NIHE local offices, the three regional projects outlined in the Estate Strategy will deliver an estate footprint reduction of circa 26,000m^2 (30% of the in-scope regional estate).

In Section 2.1.7, the preferred option highlights the contribution it will make to the Estate Strategy within the context of the overall, regional, and Ballymena figures for both NIA and cost reductions and associated percentages.

This information is also provided in a table in Appendix BMO Estate Review Targets and Ballymena Contribution

1.2.3 Potential Scope and Services

In order to deliver potential service improvements, it is useful to classify needs / requirements based on the following hierarchy:

- The 'Essential' requirements without which the project would not be judged to be a success ▪ The 'Desirable' requirements which the project may justify extra expenditure on a value for money basis
- The 'Optimum' or 'Highly Desirable' requirements, which the project may justify on a marginal low cost and affordability basis.

Table 1.2: Classification of Needs

Hierarchy	Requirements
Essential	Accommodation must fit business requirements. Consideration must be given to specialist requirements. Improved utilisation of the estate and exiting leases and properties that are beyond their useful life Efficiency savings Zero carbon considerations
Desirable	Furniture provision to provide variety of workstyJes. Active travel considerations — shower space / bike facilities
Optimum / Highly Desirable	• Consolidation of estate into existing freehold property

1.2.4 Spending Objectives

Outline the key objectives of the proposal by way of what is trying to be achieved in terms of outcomes within Table 1.3. Appraisers shoutd be familiar with Outcomes Based Accountability (OBA) and ensure that the focus of the project is the delivery of 'better offs' regarding the population impacted by the proposed project, rather than outputs. Some examples are as follows:

- To improve the quality of public services by delivering better social outcomes e.g. to meet new policies and operational targets (effectiveness);
- To improve the delivery of public services through better use of inputs and outputs (efficiency);
- To reduce the costs of public services (economy);
- To meet legal, regulatory or organisational requirements and accepted best-practice (compliance and conformance);
- To re-procure services or equipment to avert service failure and provide business continuity (replacement)

Outcomes should be developed based on three key questions: How much did we do? How well did we do it? is anyone better off? These three questions will form the core of what should be measured in relation to the delivery and impact of the project/programme being appraised.

-OBC-

Objectives and associated outcomes should be based on SMART methodology (Specific, Measurable, Achievable, Realistic and Time-Dependent). Targets related to these Objectives, along with the current Baseline measure (the use of performance indicators, using the OBA approach) may be hetpful here.

Appraisers should consider developing their outcomes and objectives through a workshop format with stakeholders, end-users, sponsor / SRO and other key participants to ensure that groups are fully engaged, can challenge thinking and shape the direction of the project.

Please refer to Appendix 7 for the link between the Project 's Objectives and benefits.

Table 1.3: Objectives

	Objective	Baseline	Target	Specific actions to achieve objective	How will the customer be better off? (i.e. Outcomes)
1.	Contribution to the reduction in estate footprint of 40% by 2030	BMO Data	10m² / person not any specialist accommodation.	Footprint sized to 50% occupancy as agreed through the New Ways of Working (NWW) and 10m2 / person.	Consolidation of business areas in Ballymena improving communication and teamwork.

2.	Contribution to the reduction in costs of the estate commensurate with 40% reduction of footprint by 2030	BMO Data	Reduce Approx 30% Based on current costs and footprint change.	With a reduced Ballymena footprnt the costs will also reduce.	Consolidation of business areas in Ballymena improving communication and teamwork.
3.	To improve the quality of office estate and provide modern fit for purpose working environments that support business needs	A baseline surveyto be carried out pre-ICT procurement	Score of 8 out of 10 or higher from of respondents	Selection and design of space Employer Requirements	Furniture to suit the business areas working model. Access to technology to facilitate agile working Increase in collaborative space.

1.2.5 Constraints

Document the constraints that have been placed on the investment proposal which are a set of parameters within which the project must be delivered. This may include, but not be limited to affordability; spatial; legislative; timing; legal constraints etc.

The Project will be subject to the following constraints:

Constraints	Measures to address constraints
Operational and Timing	• Works must be carried out with minimal disruption All businesses must have continuity plans in place to ensure little to no disruption to business service provision. Preference is for businesses to decant to alternative accommodation If decanting is not possible then works must be phased and timed to allow knock-on and connected staff moves to take place.
Level of works undertaken	The level of works undertaken should be proportionate to the condition and future use / longevity of the building.
Budgetary/affordability	The Project must be financially viable and generate savings for the estate. The Project must be completed within the overall affordability envelope. NICS needs to act as the rising costs and the under-utilisation of the estate is unsustainable. There needs to be an assessment of any off-site storage requirements for client departments and agreement reached as to how these costs will be covered. Please note these costs are not included in this business case and will be borne by the business area not DOF. • The constraint on the Project is ensuring that the business resolve the issue so that transition of the bodies can happen as planned.
Timing	• The Ballymena Consolidation Project is planned for completion by end of 2030.

1.2.6 Dependencies

Specify any dependencies outside of the scope of the investment proposal upon which successful delivery is dependent (i.e. is the project reliant on another / external environment to be successful?).

The main dependencies for Project are:

- Clients: ongoing involvement, cooperation, participation, local communications, and joined-up delivery.
- Clients: participate proactively in staff moves and staff internal move projects

- ITAssist: for the timely provision of IT refit work and kit out of accommodation.
- CPD: for the timely provision of services and procurement support and for condition assessment information.
- NICSHR —for support with employee matters such as redeployment, excess fares, health, and wellbeing

1.2.7 Environmental Screening Process

See the Supplementary BC Guidance on Incorporating Environmental and Climate Considerations into Business Cases.

Consider the potential environmental impact of the project by answering the screening questions below.

Where relevant, provide more info within these sections of the Business case for each question:

Monetisable	Economic Appraisal
Quantifiable	Non-monetary analysis
Qualitative	Non-monetary analysis
Risk in need of mitigation	Risk Appraisal

1.2.7.1 use or management of land

Land is the basis for natural assets and the various 'broad habitats' that occupy land: woodland, moorland, enclosed farmland, urban, semi-natural grassland, coastal margins. Any proposal that potentially affects management, development, use or appearance of the land, including through changing incentives, will be in scope.

Impact	None. The estate strategvs focus is on making use of our freehold assets. Within Ballymena there are two DOF owned properties, which can accommodate the in-scope business areas. The long-list of options will consider a new build, however this proposal witl be built within the grounds of one of the freehold sites on a brownfield area, which is not considered to be a 'habitat' or natural asset.
Monetisable	
Quantifiable	
Qualitative	
Risk in need of mitigation	

1.2.7.2 The atmosphere/ climate

This primarily relates to potential effects, positive or negative on air quality or its composition including GHG emissions (which relates to a proposal's climate change impact). It also includes effects on levels of noise or tranquility.

Impact	None The options are to make reduce the footprint and to move to Net Zero. The works could have a short-term impact on the level of noise within the vicinity, however the refurbishment options will be primarily internal works in a standalone building and the new build is within a large site which will have minimal impact on neighbours.
Monetisable	
Quantifiable	
Qualitative	
Risk in need of mitigation	

1.2.7.3 Inland, coastal or marine water body

The water cycle cuts across natural assets and includes non-tidal rivers, lakes, ponds, wetlands, floodptains as well as coastal estuaries and the marine environment. It also includes groundwater where water is stored beneath or within soil and rocks. Water quality can be affected by changes in point source pollution from specific industrial locations, or changes in diffuse pollution from a variety of sources such as transport routes, agriculture, or housing.

Impact	It is highly unlikely that the proposal would impact water quality to any significant degree. The refurbishment options certainly will have no impact, the new build option could have an impact and this will be mitigated through surveys, and avoidance or protection of any groundwater sources. This realisation of this risk is dependent on the preferred option.
Monetisable	To be addressed dependent on the preferred option.
Quantifiable	
Qualitative	
Risk in need of mitigation	To be addressed dependent on the preferred option.

1.2.7.4 Biodiversity

Wildlife is an indicator of biodiversity, as too is wild vegetation. Biodiversity is core to natural capital and can also be a final cultural service in its own right.

Wild life can be affected not only by direct changes to protected sites (for example, because of building development) but also by disrupting or creating connections between sites caused by changes in transport systems or tourist activities.

Impact	The options wilt result in increased construction activity, however both sites whether the refurbishment options or the new build are existing brownfield sites. With the new build the proposat is to building on the existing car-park and then demolish the existing building and have a reduced car-park, and return the rest of the site to natural habitat.
Monetisable	To be addressed dependent on the preferred option.
Quantifiable	
Qualitative	
Risk in need of mitigation	To be addressed dependent on the preferred option.

1.2.7.5 The supply of raw materials from natural sources

A proposal may not affect land or natural assets directly, but it may have strong indirect effects through significant changes to a certain type of raw material which comes directly from a natural source, particularly non•renewable sources. This may have implications both for the sustainable supply of that material or for the wider environment from which it is extracted.

Impact	The options will result in increased construction activity, however both sites whether the refurbishment options or the new build are existing brownfield sites. Particularly for the new build option the design team witl consider sustainably sourced materials. For all options the contractor will adhere to best practice measures documented in their Construction Environmental Management Plan (CEMP).
Monetisable	To be addressed dependent on the preferred option.
Quantifiable	
Qualitative	
Risk in need of mitigation	To be addressed dependent on the preferred option.

1.2.746 Outdoor recreation

Nature-based outdoor recreation is a major source of non-market value provided by the environment. This includes very high values provided by green spaces in and close to urban areas,

for example: urban and country parks, local woodlands, riverside paths. Changes in the quantity, quality or access of such sites can have significant welfare effects.

Impact	None This is currently office accommodation and will be in the future
Monetisable	
Quantifiable	
Qualitative	
Risk in need of mitigation	

If you have answered yes to one or more of the questions above, you should consider page 11 of the Supplementary Guidance and action appropriately.

Further information and links to templates regarding Outcomes Based Accountability (OBA) are as follows: OBA Guidance http://nics.intranet.n igov.net/staff•services/.pl/proaram me-governmentoutcomes•deliverv p!an guidance

2 ECONOMIC CASE

2.1 Options Analysis

Please refer to Pages 27-61 of the HMT Better Business Cases Guidance for Projects when completing this section.

2.1.1 Critical Success Factors (CSFs)

- Identify and agree the CSFs for the project • These are the attributes essentiat for successful delivery of the project.
- The critical success factors for the project must be crucial, not merely desirable, and not set at a level that could exclude important options at an early stage of identification and appraisal. ▪ Five basic CSFs which should be considered for all proposals are: strategic fit and business needs; potential VFM; supplier capacity and capability; potential affordability and potential achievabitity.
- In some cases one or two more may be added, but if a proposal's objectives, constraints and dependencies are correctly understood this is rarely the case. At most the number should not exceed seven.

The critical success factors (CSF) are those outcomes that if absent would cause the project to fait.

The CSF fisted above align with those raised as part of the Estate Strategy workshop (Appendix 5). This were further clarified in agreements and listed in the Strategic Outline Case (SOC) as the following:

SOCI Must deliver the Belfast projects (2, 4-6) by 2025 and the remaining projects by 2035

SOC2 Must reduce the BMO office estate footprint 47,000m2 (40%) by 2035

SOC3 Must deliver savings commensurate with a 40% reduction of the estate (c.£12m annual savings plus c.£19.8m in capital receipts)

SOC4 Must provide right-sized agile office accommodation using the Agile Office Accommodation Standards (bearing in mind that some buildings will have structural limitations) to meet business needs now and into the future.

SOCS Accommodation must fit business requirements and take into consideration solutions for any specialist business requirements e.g. ministerial suite, tribunal space, PPE storage, security requirements, seasonality/flex, access control requirements.

SOC6 Active travel will be considered and shower space and bike docking facilities will be included where possible.

SOC7 Every effort wilt be made to minimise disruption where possible and ensure business downtime is kept to a minimum

Some of these CSF wouldn't cause the Project to fail, however to align with the SOC they have been included in Table 2.1 below against the required CSF noted in the 2.1.1 above as part of this business case. We have also added in customer satisfaction as a sixth CSF as noted below.

Table 2.1: Critical Success Factors

Nr	Critical Success Factors	Better Business Cases	Explanation
1	Strategic fit and business needs	How well the option: • meets the agreed spending objectives, related business needs and service requirements • provides holistic fit and synergy with other strategies, programmes and projects	This Project is part of the Estate Strategy, which reviewed the public sector office estate to determine how to "right size" the estate based on the changes to use of the estate since the introduction of hybrid working. Ballymena is a key Project for rationalisation in the regions. SOCI: Must deliver the Belfast projects (2, 46) by 2025 and the remaining projects by 2035

2	Potential value for money	How well the option: • optimises public value (social, economic and environmental), in terms of the potential costs, benefits and risks	The Project will rationalise the footprint of the Ballymena estate in-scope properties, which will see a reduction in annual costs. Dependent on preferred option it will also provide a capital receipt. SOC2.• Must reduce the BMO office estate footprint 47,000m2 (40%) by 2035 SOC3: Must deliver savings commensurate with a 40% reduction of the estate (c.E12m annual savings plus c.E19.8m in capital receipts) SOC6: Active travel will be considered and shower space and bike docking facilities will be included where possible.
3	Su pplier capacity and capability	How well the option: • matches the ability of potential suppliers to deliver the required services • is likely to be attractive to the supply side.	The impact of procurement challenges, poor workmanship and poor delivery will impact on the triangle of cost, time and quality. The use of procurement frameworks is reduce this impact as the capacity and capability has been already tested. However, whether a framework is available to use or not the capacity and capability criteria need to be tested.
4	Potential affordability	How well the option: • can be funded from available sources of finance	This refers to whether a proposed solution, project, or initiative can be funded and sustained within the available financial resources. It considers

NC	Critical Success Factors	Better Business Cases	Explanation
		• aligns with sourcing constraints	factors like the ability to generate savings or revenue, the availability of funding streams, and the alignment with financial constraints.
5	Potential achievability	How well the option: • is likely to be delivered given the organisation's ability to respond to the changes required • matches the level of available skills required for successful delivery	CPD Properties Division will deliver the Project in partnership with CPD Construction Division and have committed resources to the Project. SOC4: Must provide right-sized agile office accommodation using the Agile Office Accommodation Standards (bearing in mind that some buildings will have structural limitations) to meet business needs now and into the future. SOC5: Accommodation must fit business requirements and take into consideration solutions for any specialist business requirements e.g. ministerial suite, tribunal space, PPE storage, security requirements, seasonality/flex, access control requirements.
6	Customer Satisfaction	n/a	If the customer is not satisfied that their requirements have been met then the project could stall, cost more money and not meet its benefits. For a Project to be successful it needs the end user to be content with their position. SOC7: Every effort will be made to minimise disruption where possible and ensure business downtime is kept to a minimum

2.1.2 Determine the long-list of options

Identify a wide range of possible options for achieving the project's business needs, potential scope and service requirements, and undertake an assessment of how well each option meets the spending objectives and critical success factors agreed for the project.
Use the Options Framework template on the Better Business Cases NI website to identify the tonglist of options — key dimensions include:

- Scope (What?)
- Service Solution (How?)
- Service Delivery (Who?)
- Service Implementation (When?) ■ Funding.

It is important that these key dimensions are considered in sequence, as this prevents the long-list becoming unmanageable with a large combination of options which is not necessary.
The long-list must include the Business As Usual and a realistic Do Minimum

Pages 29•35 of the HMT Better Business Case Guide wilt provide further information on the options framework.

2.1.2.1 Key Dimensions

As per above the key dimensions are detailed from the Better Business Case Guide in Table 2.2 below. These Key Dimensions are then reviewed for each of the long•listed options.

Table 2.2: Key Dimensions Details

Key Dimension	Description
Scope	The 'what', in terms of the potential coverage of the project. • Potential scopes are driven by business needs, service requirements and the scale of organisational change required to improve service capabilities. Examples include coverage in terms of: business functions, levels of service, geography, population, user base and other parts of the business.
Service solution	The 'how in terms of delivering the 'preferred' scope for the project. Potential service solutions are driven by available technologies, recognised best practice and what the market place can deliver. These solutions provide the potential 'products' (inputs and outputs) and as such the enabling work streams and key activities required.
Service delivery	The 'who' in terms of delivering the 'preferred' scope and service solution for the project. • Potential options for service delivery are driven by resources, competencies and capabilities — both internal and external to the organisation. Examples include: in-house provision, outsourcing, alliances and strategic partners

Key Dimension	Description
Service implementation	• The 'when' in terms of delivering the 'preferred' scope, solution and service delivery arrangements for the project. • Potential implementation options are driven by deadlines, milestones, dependencies (between outputs), economies of scale, benefit realisation and risk management. • The optimal option provides the critical path for delivery of the agreed products and activities and the basis for the project plan. Options for implementation include: piloting, modular delivery, big bang and phasing (tranches).
Funding	• The 'funding' required for delivering the 'preferred' scope, solution, service delivery and implementation path for the project. • Potential funding options are driven by the availability and opportunity cost of public funding, Value for Money and the characteristics of the project. • Potential funding options include the public or private capital, the generation of alternative revenue streams, operating and financial leases, and mixed market arrangements.

2.1.2.2 Long List of Options

The long list of options identified in the Estate Strategy are:

- Option 1: Status Quo

  Retain both County Halt and Academy House without investment over and above normal levels

- Option 2: Do Minimum

  Retain County Hall and sell Academy House. Complete a minor refurbishment of County Hatl to accommodate Academy House staff.

  This option will accommodate all staff, but will not meet all the Objectives, within a building that requires major refurbishment. Academy House is a smallerfootprint and couldn't accommodate al/ staff without a major refurbishment. Please note Do Minimum was discounted in the Estate Strategy, but this was on the basis of doing the minimum with the Estate rather than buildings, however Do Minimum for the buildings will not achieve the spending objectives of the Project.

- Option 3: Consolidation into the existing estate — Academy House

  Reduce the overal estate portfolio and footprint through consolidation into the best properties within the existing estate. Consolidating in Academy House (Freehold) and sell County Hall

- Option 4: Consolidation into the existing estate — County Hatl

Reduce the overall estate portfolio and footprint through consolidation into the best properties within the existing estate. Consolidating in County Hall (Freehold) and selt Academy House

- Option 5: Development of new accommodation

The development of new accom modation on sites that are already in public sector ownership and suitable for development will be considered as an option alongside consideration of the

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- 6S

most appropriate approach to procurement and funding. Development of a new building rightsized on the County Hall site, demolition of County Hall, and sell Academy House.

Table 2.3: Long List Options SWOT Analysis

Nr	Title	Strengths / Opportunities	Weaknesses / Threats	Meets Objectives
1	Status Quo	No additional cost	Does not support new ways of working Does not achieve Objectives and Benefits No change N ICS negative	No
2	Do Minimum	Less investment Shorter timeline due to minor nature of the refurbishment Reduces footprint.	Does not support new ways of working Does not achieve all Objectives and Benefits	No
3	Consolidation into the existing estate Academy House	Supports new ways of working Achieves Objectives and Benefits Makes best use of existing footprint in support of Estate Strategy.	Refurbishment Cost Risk of procurement Timeline	Yes
4	Consolidation into the existing estate County Hall	Supports new ways of working Achieves Objectives and Benefits Makes best use of existing footprint in support of Estate Strategy.	Refurbishment Cost Risk of procurement Timeline	Yes
5	Development new accommodation	Supports new ways of working • Achieves Objectives and Benefits • Build right-sized accommodation	Construction Cost Risk of procurement • Timeline	Yes

Service

The of delivering the 'preferred' scope

		• Meet sustainability standard for Net Zero.		

(1/6) 6S

2.1.2.3 Scope-What?

- The 'what', in terms the potential coverage of the project.
- Potential scopes are driven by business needs, service requirements and the scale of organisationat change required to improve service capabilities.
- Examples include coverage in terms of: business functions, levels Of service, geography, population, user base and other parts of the business.

The Scope is driven by the Estate Strategy and the classification of need in section 1.2.3 above. For the Project to be success the options needs to address the issues in the Estate and in particular the Essential needs of the Scope (S):

Sl Accommodation must fit business requirements.

S2 Consideration must be given to specialist requirements.

S3 Improved utilisation of the estate and exiting leases and properties that are beyond their useful life

S4 Efficiency savings

S5 Zero carbon considerations

Table 2.4: Key Dimension: Scope

Key Dimension	Option 1 Status Quo	Option 2 Do Minimum	Option 3 Academy House	Option 4 County Hall	Option 5 New Build
Scope;	Sli Not met S2• Not met S3: Not Met SQ. Not Met SS: Not Met	Sl: Not met S2: Partial S3: Not Met S4: Partial SS: Not Met	Sl: Yes 52: Yes S3: Yes S4: Yes — highest level of saving SS: Yes	SEYes S2: Yes S3: Yes Yesmedium level of saving SS: Yes	SI- Yes S2. Yes S3: Yes S4: Yes — lowest level of saving SS: Yes highest level of compliance

of

	Discounted — doesn't meet any criteria	Discounted — doesn't meet any criteria	**Preferred**	Carried Forward	Carried Forward

Although Options 3, 4 and 5 all comply with the scope requirements, Option 3 is the Preferred Option as it will realise the greater level of saving.

2.1.2.4 solution — How?

- 'how in terms for the project.
- Potential service solutions are driven by available technologies, recognised best practice and what the market place can deliver.
- These solutions provide the potential 'products' (inputs and outputs) and as such the enabling work streams and key activities required.

The service solution for each of the options will be through tried and tested procurement routes. Some of the options would be less complicated and less risky than others and these are note below.

Table 2.5: Key Dimension: Service Solution

Key Dimension	Option I Status Quo	Option 2 Do Minimum	Option 3 Academy House	Option 4 County Hatl	Option 5 New Build

Service

The of delivering the 'preferred' scope

Service Solution	No procurement risk as no works is being completed, this doesn't fulfil the requirements of the Project	Minimal procurement risk as this level of work will be called off the maintenance framework, however the scope cannot be achieved through this option	Higher risked solution due to procurement requirements for both design and construction.	Higher risked solution due to procurement requirements for both design and construction.	Higher risked solution due to procurement requirements for both design and construction.
	Discounted — doesn't meet any criteria	Carried Forward	Preferred Option	Carried Forward	Carried Forward

Although Options 3, 4 and 5 alt carry the same procurement risk as they will require both design and construction procurement routes, Option 3 is the Preferred Option as it meets the Objectives and will realise the greater level of saving.

Service

The of delivering the 'preferred' scope

2.1.2.5 delivery: Who?

- 'who' in terms and service solution for the project. ▪ Potential options for service delivery are driven by resources, competencies and capabilities — both internat and external to the organisation.
- Examples include: in-house provision, outsourcing, alliances and strategic partners

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The service delivery for each of the options will be through tried and tested procurement routes. Some of the options would be less complicated and less risky than others and these are noted below.

Table 2.6: Key Dimension: Service Solution

Key Dimension	Option 1 Status Quo	Option 2 Do Minimum	Option 3 Academy House	Option 4 County Hall	Option 5 New Build

Service

The delivering the 'preferred' scope,

Service Delivery	No procurement risk as no works is being completed, those this doesn't fulfil the requirements of the Project	Minimal procurement risk as this level of work will be catted off the maintenance framework. Minimal design and could be done in-house, however the scope cannot be achieved through this option	In-house resources would not be available for this level of commitment and therefore it would be external consultants and contractor personnel.	In-house resources would not be available for this level of commitment and therefore it would be external consultants and contractor personnel.	In-house resources would not be available for this level of commitment and therefore it would be external consultants and contractor personnel.
	Discounted — doesn't meet any criteria	Carried Forward	Preferred Option	Carried Forward	Carried Forward

Although Options 3, 4 and 5 all require delivery by external consultants due to the level of work commitment, Option 3 is the Preferred Option as it witl meet the Objectives

2.1.2.6 implementation: When?

- 'when' in terms of arrangements for the project.
  solution and service delivery
- Potential implementation options are driven by deadlines, milestones, dependencies (between outputs), economies of scale, benefit realisation and risk management.

- The optimat option provides the critical path for delivery of the agreed products and activities and the basis for the project plan. Options for implementation include: piloting, modular delivery, big bang, and phasing (tranches).

Service implementation is the timeline to completion.

Table 2.7: Key Dimension: Service Implementation

Key Dimension	Option I Status Quo	Option 2 Do Minimum	Option 3 Academy House	Option 4 County Hall	Option 5 New Build
Service Implementation	No works therefore no time risk.	This route be mobilised quicker due to the shorter procurement process and the shorter design period however the scope cannot be achieved through this option	Although a longer procurement route it is not innovative in its nature and therefore the procurement of the ICT can start immediately after approval of the business case if this was the preferred option.	Although a longer procurement route it is not innovative in its nature and therefore the procurement of the ICT can start immediately after approval of the business case if this was the preferred option.	Although a longer procurement route it is not innovative in its nature and therefore the procurement of the ICT can start immediately after approval of the business case if this was the preferred option.
	Discounted	Carried Forward	Preferred Option	Carried Forward	Carried Forward

Although Options 3, 4 and 5 all have a tong delivery period due to level of work required, Option 3 is the Preferred Option as it will be the shorter with less risk due to the scale of the solution in comparison with Option 4 and 5. Options I and 2 do not deliver the Objectives.

2.1.2.7 Funding

- The 'funding' required for delivering the 'preferred' scope, solution, service delivery and implementation path for the project.
- Potential funding options are driven by the availability and opportunity cost of public funding, Value for Money and the characteristics of the project.
- Potential funding options include the public or private capital, the generation of alternative revenue streams, operating and financiat leases, and mixed market arrangements.

The delivering the 'preferred' scope,

The Project will be funded by the Department of Finance (DOF), no other funding is required.

Table 2.8: Key Dimension: Funding

Key Dimension	Option 1 Status Quo	Option 2 Do Minimum	Option 3 Academy House	Option 4 County Hall	Option 5 New Build
Funding	Not applicable no funding required	This project would not be funded as it meets none of the Objectives	Funded by DOF	Funded by DOF	Funded by DOF
	Discounted	Discounted		Carried F0Mard	Carried Forward

Although Options 3, 4 and 5 will all be funded by DOF, Option 3 is the Preferred Option as it will require the least amount of funding and less risk for delivery due to it being an existing building.

2.1.3 Preferred Way Forward

Use the completed options framework template from above (HMT Better Business Case Guide) to arrive at an options shortlist.

There must be at least 4 short-listed options — BAU, Do Minimum, the recommended preferred way forward and one or two other options which would be more or less ambitious than the recommended option.

Note the preferred way forward at this stage will not necessarily be the preferred option, which is identified later from appraisal of shortlisted options (in terms of costs, benefits, risks).

Table 2.9: Summary Assessment of Options

Element	Option i Status Quo	Option 2 Do Minimum	Option 3 Academy House	Option 4 County Hall	Option 5 New Build
1.2.4 Spending Objectives					
Reduce footprint	NO	Partal	PREFERRED	YES	YES
Reduce costs	NO	Partal	PREFERRED	YES	YES
Quality of offices	NO	NO	YES	YES	PREFERRED
2.1.1 Critical Success Factors					
Strategic fit and business needs	NO	NO	PREFERRED	YES	YES
Potential value for money	NO	Unlikely to get funding	PREFERRED	YES	YES
Supplier capacity and capability	N/A	PREFERRED	Yes but longer timelines	Yes but longer timelines	Yes but longer timelines
Potential affordability	N/A	Unlikely to get funding	PREFERRED	Yes 2nd	Yes — 3rd
Potential achievability	N/A	YES	PREFERRED	YES	YES
Customer Satisfaction	NO	NO	Compromise	Compromise	PREFERRED
2.1.2 Key Dimensions					
Scope	Discounted	Discounted	Preferred	C / Forward	C / Forward
Service Solution	Discounted	C / Forward	Preferred	C / Forward	C / Forward
Service Delivery	Discounted	C / Forward	Preferred	C / Forward	C / Forward
Service Implementation	Discounted	C / Forward	Preferred	C / Forward	C / Forward
Funding	Discounted	Discounted	Preferred	C / Forward	C / Forward
SUMMARY					

Summary	DISCOUNTED	C / Forward	PREFERRED	C / Forward	C / Forward
Shortlisted	Yes	Yes	Yes	Yes	Yes

Conclusion

As noted in 2.1.2 above Option 2 Do Minimum is not a viable option and was discounted at the Strategic Outline Case in the Workshop discussions. The Project is to Do Something and to achieve the Objectives which it does not. However, as required, Do Minimum will be taken forward to the appraisals stage as comparator.

The Do Something options are all viable however Academy House refurbishment (Option 3) is preferred over County Hall refurbishment (Option 4) as it is a more compact footprint, making better use of existing space. Academy House is a third of the size of County Hall, which is a large spread-out building with higher resource and maintenance costs.

Option 3 will be more cost effective than Option 4, both in the capital and resource budgets, however as both viable options using existing estate they will both be taken forward.

Option 5 provides the ideal solution of a fit for purpose building that will be designed to meet the Net Zero standard, however the environmental screening would need to be further reviewed if it was the final preferred option due to the high volume of waste and new products in comparison to option 3 and 4.

To conclude ail of the long-listed option will be taken forward:

- Option 1: Status Quo
  Retain both County Hall and Academy House without investment over and above normal levels

- Option 2: Do Minimum
  Retain County Hall and sell Academy House. Complete a minor refurbishment of County Hall to accommodate Academy House staff.

- Option 3: Consolidation into the existing estate — Academy House
  Reduce the overall estate portfolio and footprint through consolidation into the best properties within the existing estate. Consolidating in Academy House (Freehold) and sell County Hall

- Option 4: Consolidation into the existing estate — County Hall
  Reduce the overall estate portfolio and footprint through consolidation into the best properties within the existing estate. Consolidating in County Hall (Freehold) and sell Academy House

- Option 5: Development of new accommodation
  The development of new accommodation on sites that are already in pu blic sector ownership and suitable for development will be considered as an option alongside consideration of the most appropriate approach to procurement and funding.

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2.1.4 Economic Appraisal

Prepare the economic appraisals for shortlisted options
It is good practice to do the following when calculating the monetary costs and benefits for the short-listed options:

- Include all monetary costs/benefits arising from the project (inclusive of public, private and third sectors)
- Include tables that show a detailed breakdown of total monetary costs/benefits by individual cost/benefit line.
- Provide a clear explanation of assumptions. For example, what calculations did you make for each cost/benefit line and why? What evidence did you use to come up with these assumptions?
- Calculate the Net Present Social Value/Cost (NPSV/NPSC) (an excel template for this can be found here). Formula should be used to show the derivation of the cost estimates, and these shoutd be easily reconciled with the assumptions summary tab. Excel sheets should accompany this pro forma.
- Optimism Bias (0B) should be included where appropriate in NPSV/NPSC calculations. Use 0B calculators if required and follow guidance.
- The effects of general inflation must be excluded from the NPSVs/NPSCs i.e., prices should be in reai terms.
- The appraisal period must be based on the usefut life of the asset or the duration of the level of service to be provided.

The Project is to provide accommodation to consolidate the Clients into one building, driver of which is to reduce the footprint within Ballymena and ensure that the office provision is to the required agile standards.

As Ballymena has two freehold properties within DoF's ownership they are tested in two different options as noted below in Option 3 and Option 4.

The short-listed options are:

- Option 1: Status Quo
  Retain both County Hall and Academy House without investment over and above normal levels (i.e. funding available for maintenance activities)-

- Option 2: Do Minimum
  Retain County Hall and sell Academy House. Complete a minor refurbishment of County Hall to accommodate Academy House staff.

- Option 3: Consolidation into the existing estate — Academy House
  Reduce the overall estate portfolio and footprint through consofidation into the best properties within the existing estate. Consolidating in Academy House (Freehold) and sell County Hal'

- Option 4: Consolidation into the existing estate — County Hall
  Reduce the overall estate portfolio and footprint through consolidation into the best properties within the existing estate. Consolidating in County Hall (Freehold) and sell Academy House

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- Option 5: Development of new accommodation
  The development of new accommodation on sites that are already in public sector ownership and suitable for development will be considered as an option alongside consideration of the most appropriate approach to procurement and funding. Development of a new building rightsized on the County Hall site, demolition of County Hall, and sell Academy House

Table 2.10: Monetary Impacts Summary Tabte

Option	Total Capital Cost	Total Operating Cost / Annum	Total Monetary Benefits	NPSV/NPSC
Option 1: Status Quo				
Option 2: Do Minimum	£11,914,813	£1,323,173	[redacted]	[redacted]
Option 3: Refurb Academy House	£8,848,954	€392,172		[redacted]
Option 4: Refurb County Hall	£13,283,554	£1,323,173	[redacted]	[redacted]
Option 5: New Build		E453,967	[redacted]	

The option costs are included in Appendix 8 and the Net Present Social Value/Cost (NPSV/NPSC) for each option is included in Appendix 10.

Optimism Bias

Please note that the optimism 0B has been set as—on refurbishment works, as advised by CPD and eon all other capital expenditure.

(S43)

Please refer to Appendix 8 for the breakdown of 0B between the Dand[redacted]

(S43)

Please refer to Appendix 18 which includes correspondence to support the —which CPD gave for the Omagh Consolidation Project and therefore will appEy to Ballymena Consolidation Project.

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2.1.5 Benefits

- Describe the benefits from achieving the anticipated project outcomes, as well as any proposed beneficiaries (e.g. type of benefit, who witt be better off, how will this be measured — i.e. is the benefit cash / non-cash releasing?) using the table below (Table 2.11).
- Can it be quantified or is it a qualitative benefit?
- How does each benefit impact upon the options?

Appraisers should document:

- direct public sector benefits (to originating organisation); ▪ indirect public sector benefits (to other public sector organisations); and
- wider societal benefits (households, individuals and businesses where applicable)

2.1.5.1 Benefits Review

Please refer to Appendix 7 for the link between the Project's Objectives and benefits.

The short•listed options are:

- Option 1: Status Quo
  Retain both County Hall and Academy House without investment over and above normal levels (i.e. funding available for maintenance activities).

- Option 2: Do Minimum
  Retain County Hall and sell Academy House. Complete a minor refurbishment of County Hall to accommodate Academy House staff.

- Option 3: Consolidation into the existing estate — Academy House
  Reduce the overall estate portfolio and footprint through consolidation into the best properties within the existing estate. Consolidating in Academy House (Freehold) and sell County Halt

- Option 4: Consolidation into the existing estate — County Hall
  Reduce the overall estate portfolio and footprint through consolidation into the best properties within the existing estate. Consolidating in County Hall (Freehold) and sell Academy House

Option5: Development of new accommodation
The development of new accommodation on sites that are already in public sector ownership and suitable for devefopment will be considered as an option alongside

consideration of the most appropriate approach to procurement and funding. Development of a new building rightsized on the County Hall site, demolition of County Hall, and sell Academy House

The benefits listed in Table 2.11 were agreed at the Estate Strategy workshop (18/10/22) and applicable to the Estate Strategy as a whole. Some may not be applicable to alt Projects but are addressed for consistency through the business cases.

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Table 2.11: Benefits

	Benefits	Benefit Type	Impact on Option 1	Impact on Option 2	Impact on Option 3	Impact on O ption 4	Impacton Option 5
1	40% reduction in estate (NIA)	cash & Quantitative	None	NIA Reduction B'Mena: 22% Region: 12% Estate: 3% NWW occupancy 243% / FTE)	NIA Reduction: B'Mena: 78% Region: 41% Estate: 9% NWW occupancy 75% (15m2/FTE)	NIA Reduction: B'Mena: 22% Region: 12% Estate: 3% NWW occupancy 243% (48m2 / FTE)	NIA Reduction: B'Mena: 74% Region: 39% Estate: 9% NWW Occupa ncy 50% {10m2 / FTE}
2	Visibility of timely disposal of assets	cash & Quantitative	None	Consolidation into County Hall and dispose of Academy House	Consolidation into Academy House and dispose of County Hall	Consolidation into County Hall and dispose Of Academy House	Consolidation Into a new purpose. built building on the County Hall site, Demolition of County Hall and dispose of Academy House
3	Increased consolidation for departments	Non-Cash & Qualitative	None	Consolidation into County Hall would bring the business areas under one roof	Consobdation into Academy House would bring the business areas under one roof	Consolidation into County Hall would bring the business areas under one roof	Consolidation into a new build would bring the business areas under one roof
4	More modern better quality workspace	Non-Cash & Qualitative	None	Minor refurbishment will be the minimum and therefore moderrisation not a priority	Design and fit•out would achieve this benefit	Design and fit-out would achieve this benefit	Design and fit-out would achieve this benefit
5	Builds on NICS •wide collaborative approach already in place for New Ways Of Working (NWW)	Non-Cash & Qualitative	None	Five depts plus Connect2 in one building rather than two, using existing estate.	Five depts plus Connect2 in one building rather than two. using existing estate.	Five depts plus Connect2 in one building rather than two, using existing estate.	Five depts plus Connect2 in one budding rather than two. Not using existing estate building, though new build on existing estate land.

6	Maintains focus on increasing shared spaces	Non-Cash & Qualitative	None	Minor refurbishment be the minimum and therefore sharing is not a priority	Creates shared spaces in one building	Creates shared spaces in one building	Creates shared spaces in one building
7	Supports hybrid working - 50% occupancy provision	Non-Cash Qualitative Quantitative	None	Each business area has embraced NWW, however with a large footprint in County hall this option achieves 243% occupancy (NWW	Each business area has embraced NWW. This option achieves 75% occupancy (NWW	Each business area has embraced NWW. however with a large footprint in County hall thIS option achieves 243% occupancy (NWW	Each business area has embraced NVM. This option achieves 50% occupancy as it will be built to match the NWW requirement of 50%
8	Direct public sector benefits - to originating organisation	Cash & Quantitative	None	DoF A reduction of footprint to maintain and associated costs: Footprint: 22% Cost: 18%	OOF A reduction of footprint to maintain and associated costs: Footprint: 78% Cost: 82%	DoF A reduction of footprint to maintain and associated costs. Footprint: 22% Cost:	DoF A reduction of footprint to maintain and associated costs: Footprint: cost

- -

	Benefits	Benefit Type	Impact on Option i	Impact on Option 2	Impact on Option 3	Impact on Option 4	Impact on option 5
9	Indirect public sector benefits • to Other public sector organisations	Cash & Quantitative	NCX1e	A reduction of costs of for tenants: DfC and on. This option however sees an increase in costs of 172% for. DAERA, DfE and OoF	A reduction of costs for tenants: DAERA: 40% DfC DfE. 40% Doh 406	A reduction of costs of 60% for tenants: Ofc and on. This option however sees •n increase in costs of 172% for: DAERA, OfE and DoF	A reduction of costs for tenants: DAERA: 26% DfC: 89% DfE: Dfl: 89%
10	Wider societal benefits households, individuals and businesses where applicable	Cash & Quantitative	None	Easier access to building for farming community. Releases central town centre property for other businesses.	Town property which provides easer access for public. No change for farming community.	Easier access to building for farming community. Releases central town centre property for other businesses.	Easter access to building for farming community. Releases central town centre property for other businesses.
	SUMMARY		Meets no benefits	Meets some of the benefits though not aligned with the estate strategy	Meets benefits and makes best use of the existing estate	Meets benefits though building is too build for requirement	Meets benefits and would be right-sized but does not make best of the existing freehotd estate.

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2.1.6 Risks

- Document the risks associated with achieving the anticipated project outcomes using the table below (Table 2.12). Include the proposed countermeasures for mitigating and managing the risk.
- You should focus on the business risks (those that are retained in the organisation) and the service risks (those that may be shared with the supply side, as required, in the design, build, funding and operationat phases of the investment proposal).
- The probability of each risk occurring and its likely impact should be assessed, atong with an overall risk rating.

The short-listed options are:

- Option 1: Status Quo
  Retain both County Hall and Academy House without investment over and above normal levels (i.e. funding available for maintenance activities).

- Option 2: Do Minimum
  Retain County Hall and sell Academy House. Complete a minor refurbishment of County Hall to accommodate Academy House staff.

- Option 3: Consolidation into the existing estate — Academy House
  Reduce the overall estate portfolio and footprint through consolidation into the best properties within the existing estate. Consolidating in Academy House (Freehold) and sell County Hall

- Option 4: Consolidation into the existing estate — County Hall
  Reduce the overall estate portfolio and footprint through consolidation into the best properties within the existing estate. Consolidating in County Hall (Freehold) and sell Academy House

- Option 5: Development of new accommodation
  The development of new accommodation on sites that are already in public sector ownership and suitable for development wilt be considered as an option alongside consideration of the most appropriate approach to procurement and funding. Development of a new building rightsized on the County Hall site, demolition of County Hall, and sell Academy House

		IMPACT		
		Low {1)	Medium (2)	High (3)
	Low (1)	1	2	3

PROBABILITY				
	Medium (2)	2	4	6
	igh (3)	3	6	9

Figure 2-1: Risk Scoring

Table 2.12: Risk

Risk Nr	Risk Description	Likely Impact (I) and Probability (P) of Risk (H/M/L) on Options										State how the options compare and identify relevant risk management / mitigation measures
		Option 1		Option 2		Option 3		Option 4		Option 5		
OBC -RI	Funding not being available						H	H	H	H	H	Option I - requires no funding Option 2 — require minimum funding however it would not be approved as this option does not meet the Estate Objectives and there is no future proofing. Options 3 and 4 require CAPEX but the OPEX is business as usual. Option 5: requires CAPEX and OPEX as it is a new building.
		1		9		9		9		9		
OBC	Resource availability — mitigation early engagement,											Option I - requires no resources Option 2 — require minimum resources and they would be internal resources therefore limited procurement. Options 3, 4, and 5 require externally procured resources for the majority of the work,
		1		1		9		9		9		
OBC	Underestimating requirements — errors											Option I— not a risk. This is standard Option 2 — requires minimum resources and they would be internal resources therefore limited procurement. Options 3, 4 and S require externally procured resources as there isn't the capacity internally for this level of commitment.
		1		2		3		3		3		
OBC -R4	Losing momentum if projects are not progressed in timescale set out	L	L	H	L	H	M	H		H	M	Option 1 — not a risk this is BAU Option 2 — all design works will be completed by internal staff. The works will be contracted through the MTC so no procurement will be required. Options 3, 4, and 5 require externally
		1	1	3	1	3	2	3	2	3	2	

		1	3	6	6	6	procured resources, which is always at risk of challenge and could stall the Project.

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Risk	Risk Description	Likely Impact (I) and Probability (P) of Risk (H/M/L) on Options										State how the options compare and identify relevant risk management / mitigation measures
		Option 1		Option 2		Option 3		Option 4		Option 5		
OBC	Staff disillusionment/ buy-in if not progressed											Option 1 — not a risk this is BAU Option 2 — This is noted as High for both as Impact and Probability as the Project is not delivering a better accommodation so irrespective of how it is delivered the accommodation will not improve in standard and staff will be moving from one building to another with no better environment. Options 3, 4, and 5 require externally procured resources, which is always at risk of cha]enge and could stall the Project. This will be for the Project Team to engage with the staff to keep them informed.
OBC	Delay in earlier projects creating knock-on effect							L	L		L	Although this is an identified Estate Strategy risk it doesn't apply to this Project. Ballymena has no dependencies.
OBC	Disruption to Business Areas											Option 1 — not a risk this is BAU Option 2 —This is noted as High as the refurbishment will take place in occupied buildings Option 3: This is low as County Hall can accommodate Academy House with minimal impact. The decant will happen over the weekend to minimise any continuity issues. The impact is high if an issue did occur.

		1	9	3	9	6	Option 4: This is a high probability and impact. Without significant alteration works to Academy House (as proposed in Optjon 3) the impact on the business areas would be significant. Option 5: This would be a tandem building so it would impact on County Hall who would be disrupted by the construction work. Academy House would not be disrupted.
Risk Score		7/7	34/7 = 4.85	35/7	41/7 = 5.85	38/7 = s.42	1 -2 = Low 3 •4 = medium S = Medium-High 6 9 = high
Overall Risk Rating		Low	Medium / High	High	High	High	H — High, M — Medium, L - Low

		IMPACT		
		Low (1)	Medium (2)	High (3)
	Low (1)	1	2	3
	Medium (2)	2		6
o	High (3)	3		9

Figure 2-2: Risk Scoring of Options

Option 1: Is low risk
Option 2: Is medium high risk as it sitting between 4 and 5 as an average score.
Option 3, 4 and 5: are borderline between medium-high and high risk rating. With the timeline and procurement risk associated with them they are deemed to be high-risk options.

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2.1.7 Option Summary

A summary of each option should be completed as per Table 2.13 below. Each option should reference the costs, benefits and risks noted within Section 2.1.

- Option 1: Status Quo
  Retain both County Hall and Academy House without investment over and above normal levels (i.e. funding available for maintenance activities).

- Option 2: Do Minimum
  Retain County Hall and sell Academy House. Complete a minor refurbishment of County Hall to accommodate Academy House staff.

- Option 3: Consolidation into the existing estate — Academy House
  Reduce the overall estate portfolio and footprint through consolidation into the best properties within the existing estate. Consolidating in Academy House (Freehold) and sell County Hall

- Option 4: Consolidation into the existing estate — County Hall
  Reduce the overall estate portfolio and footprint through consolidation into the best properties within the existing estate. Consolidating in County Hail (Freehold) and sell Academy House ■ Option 5: Development of new accommodation
  The development of new accommodation on sites that are already in public sector ownership and suitable for development will be considered as an option alongside consideration of the most appropriate approach to procurement and funding. Development of a new building rightsized on the County Hall site, demolition of County Hali, and sell Academy House

Table 2.13: Options Appraisal Summary

Section	APPRAISAL METRIC	Option 1 Status Quo	Option 2 Do Minimum	Option 3 Academy House	Option 4 County Hall	Option S New Build at County Hall
above	Description •	No change this is BAU	As above	As above	As above	above
	Net Costs (capex and opex) Opex is £ / annum	£1,459,345	£13,237,986	£9,241,125	£14,606,727	£18,528,819

2.1-5	Benefits (monetary and non-monetary)	Meets no benefits	Meets some of the benefits though not aligned with the estate strategy	Meets benefits and makes best use Of the existing estate	Meets benefits though building is too build for requirement	Meets benefits and would be right-sized but does not make best of the existing freehold estate.
2,.1.6	Risks		Medium / High	High	High	High
	Conclusion"	Requires no new funding on CAPEX or OPEX opex above is cost / annum	Requires CAPEX but no new OPEX as it is existing footprint, Alight retrofit would not meet the	Requires CAPEX but no new OPEX as it is existing footprint, This is a deep retrofit which meets the	Requires CAPEX but no new OPEX as it is existing footprint This a deep retrofit which meets the	Requires CAPEX and OPEX as it is new footprint albeit replacement As a new build this

-

ogc Section	APPRAISAL METRIC	Option 1 Status Quo	Option 2 Do Minimum	Option 3 Academy House	Option 4 County Hall	Option S New Build at County Hali
		Does not deliver the spending objectives. No reduction in footprint or costs and no improvement on quality of the accommodation.	obfectjves of the Estate Strategy and the footprint is larger than required in Ballymena.	objectives of the Estate Strategy The footprnt is slightly bigger that needed. however this inciudes specialist space and therefore the like for like with Option 5 is comparable to the 10m2 / FTE occupant.	objectives of the Estate Strategy, The negative is that the footprint is larger than required in Ballymena. Option 3 and 5 are better options to meet the needs of the NICS.	will be design and built to meet the size and specification requirements of the Estate Strategy. however as a new buitd it more expensive and doesn't make best use of the existing estate.
	Option Outcome	Rejected	Rejected	PREFERRED	Rejected	Rejected

* This may include details on the scope, solution, delivery, implementation, andfunding stream

**How well it meets the agreed spending objectives

- -

2.2 Recommended / Preferred Option

Conclusions should be drawn on each of the different options considered in terms of cost, benefit, risk and its ability to meet the spending objectives. The recommended / preferred option should be justified and will be taken forward for further analysis in Sections 3, 4 and 5.

2.2.1 Option 1: Status Quo

REJECTED

This option means that the Clients will stay in County Hall and Academy House, with no change to align with the New Ways of Working. This Option is not feasible as it doesn't allow the Estate Strategy to progress as developed. It would also mean that the Clients would continue in accommodation, which is too big for their needs instead of consolidating into tess space under new ways of working.

2.2.2 Option 2: Do Minimum

REJECTED

Retain County Hall and sell Academy House. Complete a minor refurbishment of County Hall to accommodate Academy House staff. This does not meet the objectives of the Estate Strategy as listed in 1.24. The footprint is also too large for the need and therefore revenue costs will not reduce in line with requirement.

2.2.3 Option 3: Consolidation into the existing estate: Academy House

PREFERRED

The Clients consolidate in Academy House a freehold property within the central government estate. This would then allow DOF to dispose of the County Hall.

The costs for this option include work that would normally be viewed as maintenance, such as:

- Recovering the roof
- Windows
- • Upgrading of mechanical and electrical services

Other considerations to reach Net Zero include:

- Additional heat pump to supply LTHW to radiator circuit and heat pump to generate domestic hot water
- Photo voltaic panels
- Electrical storage batteries
- Electric Vehicle (EV) charging points

- Allowance for NtE upgrade due to increased load for Heat Pu mps above (transformer potentially)
- Roof - 200mm PIR board and single ply membrane throughout
- Walls — 200mm EPS insulation to external face of cavity wall with either a rendered or brick slip finish to match existing

This option provides a reduction in footprint and spending and improves the quality of the office estate. Academy House staff wil temporarily move to County Hall while the refurbishment works are being completed. Then all staff will be recanted into Academy House and County Hatl sold.

2.2.4 Option 4: Consolidation into the existing estate: County Hall

REJECTED

The Clients consolidate in County Hall a freehold property within the central government estate. This would then allow DOF to dispose of the Academy House.

Although this option meets the benefits it does not provide the opportunities that Option 3 or option 5 do, its reduction in footprint and potential savings are considerably less than the Academy House and New Build options.

2.2.5 Option 5: Development of new accommodation

REJECTED

This option looks at the development of a new building, on the County Hall site. It would be a tandem build with County Hal' remaining in operation during the construction of the new property. The two in-scope properties would then consolidate into this new property and County Hall demolished and Academy House sofd.

The advantage of this option is that it would be right-sized, with no compromise.

The cost of this option is prohibitive as well as have environmental concerns with the impact of demolition and new build materials.

2.2.6 Conclusion

In line with the outcome of the Estate Strategy, Option 3, consolidation into Academy House is the Preferred Option.

This is the only option that delivers the objectives and benefits and supports the Estate Strategy. Using our existing freehold accommodation is the most cost-effective solution and it has been proven through the Estate Strategy that Academy House can accommodate the five in-scope business areas plus the Connect2 hub

This Project will realise a reduction of NIA footprint of 7,004m2, which equates to:

- 78% of the in-scope footprint in Ballymena
- 41% of the Regional Estate Strategy
- 9% towards the Estate Strategy as a whole

This Project will realise a reduction of cost of El. 2m / annum, which equates to:

- 82% of the in-scope cost in Ballymena
- 34% of the Regional Estate Strategy
- 9% towards the Estate Strategy as a whole

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3 COMMERCIAL CASE

In this section, the appraiser shoutd provide an outline of the proposed procurement for the preferred option — i.e. what wilt be procured and how. Other relevant information which the appraiser should consider regarding the procurement is as follows (please consult either Construction and Procurement Delivery (CPD) or your relevant procurement expert within your department for advice):

- Describe the outputs — i.e. goods, services and works that will be procured in relation to the recommended / preferred option and how this will be paid for;
- Outline how the goods, services and works will be paid for e.g. payment against milestones, payment against delivery of services, performance related pay (e.g. KPIs), availabitity or usage, the pricing strategy objectives;
- Identify and explain any associated mitigation or reduction of procurement risks through the contract should be detailed;
- Set out the approach / route to procurement (i.e. the strategy to undertake it), the source of procurement advice and how it fits with market place conditions;
- How the proposed approach meets existing procurement rutes and regulations and achieves value for money;
- Market knowledge, e.g. demonstrate whether there has been any supplier engagement, any assessment of the viability of concept, the market risks and the number of potential bidders;
- Explain any tegal / personnet implications of the recommended / preferred option, if appticable, and how they will be managed.

3.1 Outputs

The following goods and services will be procured via CPD and Supplies:

- Procurement of ICT to develop the design to RIBA Stage 3, engagement with statutory bodies, procure an and then manage the construction works and defects period.
- Procurement of a contractor to deliver the full refu rbishment of the building with some works to the external envelope.
- Furniture will be called off the existing Supplies furniture contract
- IT hardware will be called off existing IT call off contract by IT Assist using standard request process. IT Assist will provide advice, guidance and assistance and will arrange installation of IT equipment.
- Floor coverings will be called off the existing Supplies contract
- Blinds will be called off the existing Supplies contract
- CPD will manage the external suppfier relationship

3.2 Payment

The ICT will be paid in agreed milestones based on the RIBA Stages.
The contractor will be paid on milestones based on their NEC4 Option A, Activity Schedule.

Both milestone schedules will be provided as part of the procurement for the ICT and contractor.

3.3 Approach to Procurement and Procurement Risk

There are two procurements one of the ICT and one for the contractor.

The exact form the procurement witl take, will depend on CPD's agreed way forward, whether they are off their frameworks and therefore there is only one stage of procurement or whether it is a two staged procurement (PQQ and Tender).

Whichever approach is recommended it will meet with existing procurement ru les and regulations and achieve value for money.

3.4 Supplier Engagement

There will be no supplier engagement. It will be procurement only.

3.5 Legal / Personnel Implications

Academy House is a freehold property owned by DOF
The location of Academy House does not cause any issues for personnel with it being close to public transport. Academy House does have limited parking, and this will be reserved for staff with accessibility issues.

4 FINANCIAL CASE

Following on from the procurement strategy, the appraiser should outline how the project will be funded. Other relevant information regarding the funding of the project should include:

- Commitments already made to guarantee the funding, or other resources required
- Presentation of the financial implications and sources of funding for the preferred option (whole life cost inclusive of inflation, VAT, optimism bias, depreciation etc.). See Table 4.1 below. For investment proposals exceeding five years, the tabte should be expanded accordingly
- CAPEX and OPEX requirements (from Table 4.1) shoutd be detailed and an overall statement on affordability and funding should be provided
- Details should be provided to confirm if the funding is secured / applied for
- Assumptions surrounding revenue generation shoutd be explained and justified where possible. An assessment of viability shoutd be made. If a business plan has been completed as part of the project documentation, please append this to the proforma
- Explain any impacts on the balance sheet (e.g. increases in assets / liabilities) of the organisation and how these will be dealt with
- Please consult your relevant finance expert within your department for advice

4.1 Financial Case

The Preferred Option will see all clients consolidated in Academy House a freehold property within the central government estate. This would then allow DOF to sell the County Hall Ballymena site.

The costs for this option include work that would normally be viewed as maintenance, such as:

- Recovering the roof
- Windows
- Upgrading of mechanical and electrical services

Other considerations to reach Net Zero include:

- Additional heat pump to supply LTHW to radiator circuit and heat pump to generate domestic hot water
- Photo voltaic panels
- Electrical storage batteries
- Electric Vehicle (EV) charging points
- Allowance for NIE upgrade due to increased load for Heat Pumps above (transformer potentially)
- Roof - 200mm PIR board and single ply membrane throughout
- Walls — 200mm EPS insulation to external face of cavity wall with either a rendered or brick slip finish to match existing

This option provides a reduction in footprint and spending and improves the quality of the office estate. It also makes best use of existing estate and consolidates the business areas into one building in line with the Estate Strategy.

Inflation has been included in the capital costs in CPD's Feasibility Report (Appendix 11), based on a recent project at James House tendered in October 2020, and allowing for updating the costs over a high inflation period.

All costs are included in Appendix 8 and detailed in Table 4.1 below.

Please refer to Appendix 19 for confirmation of Affordability from our Finance Business Partner. Optimism Bias has been set at Afor the contractor's works (CPD recommendation — Appendix 18) and for all other capital costs.

(S43)

OPEX is business as usual, except for an element of non-recurrent OPEX for porterage. This will cover the decanting of Academy House staff into County Hall during the refurbishment works and then moving all clients into Academy House at completion.

Table 4.1: Cost and Funding for the Preferred Option (E)

	2025/26 Year O	2026/27 Year 1	2027/28 Year 2	2027/28 Year 3	2028/29 Year 4	Years 5-24	Total
Expenditure							
TOTAL CAPITAL COST (CAP EX) inc 0B & Inflation	E76,382	E305,528	€763,821	E2,138.699	E4,201.01S	E152,764	E7,638.210
TOTAL OPERATING COSTS (OPEX)	€12,107	E48,430	€121,074	f339,008	€665,909	E24.21S	
TOTAL PROJECT COSTS	E88,490	E353,958	E884,89S	E2.477,707		Eli6,979	
Funding							
CAPEX Funding	E88,490	E353,9S8	E884,895		E4.866,924	E176,979	
OPEX Funding		ESO,OOO				E78,OOO	E128.OOO
Third Party Funding (CAPEX if any)	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Third Party Funding (OPEX if any)	n/a	n/a	n/a	n/a	n/a	n/a	
TOTAL FUNDING	E88,490	E403,9S8	E884,895				
Shortfall / Surplus							
CAPEX (CAPEX Costs - CAPEX Funding including Third Party)	n/a	n/a	n/a	n/a	n/a	n/a	n/a

OPEX (OPEX Costs OPEX Funding including Third Party)	n/a	n/a	n/a	n/a	n/a	n/a	
Revenues							
Sales and Other Revenue/income							[redacted]

(S43)

4.2 Payback

Payback is achieved in Year 12, as shown in appendix 20 and summarised in Table 4.2 below.

Total costs up to year 12 is €19,454,225 which is capital and revenue
Total savings up to year 12 is E20,215,415 which is the sale of County Hall and the reduction in revenue achieved from the Project.

Table 4.2: Payback

Status	Year O	Year 1	Year 2	Year 3	Year 4	Year S - 12
CAPITAL COST						
Capital	E76,382	€305,528	€763,821			EIS2,764
Optimism Bias	€12,107	E48.430	E121,074	€302,685	€484,295	E44,215
TOTAL	E88.490	€353,958	E884,89S			E176,979
REVENUE COSTS						
Current Cost						
Future Cost						
Sale						[redacted]
TOTAL	Eli459,345				EIA59,34S	
PAYBACK						
Total						

Finance EXPENDITURE OVER E2 MILLION
Airgeadais ESTATE STRATEGY: Regions
Ballymena Consolidation Project Business Case (V6)
(S43)

5 MANAGEMENT CASE

The appraiser should outline the arrangements in place to successfully deliver, manage and evaluate the scheme / project.

5.1 Project Management

Consideration should be given to the following:

- Proposed project management arrangements including project management standards, governance arrangements (e.g. roles and responsibilities and reporting lines and how the governance structure works);
- Project pian for delivery (including contingency plan / arrangements);
- Project assurance (i.e. definition of monitoring and quality criteria; monitoring performance and delivery; progress reports; provision of advice, guidance, support and information e.g. potential / actual overruns). This should include independent and impartial reviews including Gateway Reviews where appropriate;
- Risk Management Plan detailing the allocation and sharing of risk to those best placed to manage them (public / private sector). This should also include a risk register (attached as an appendix);
- Contract Management Plan (e.g. for dealing with contractual elements of the project, if required)

5.1.1 Project Management

Detailed below is the structure and governance of the Ballymena Consolidation Project.

The Governance comprises an Estate Development Committee chaired by Sharon Smyth CPD CEO that will report to the NICS Board via the DOF Permanent Secretary. The SRO for delivery of the Project is Niall Hobbs, Deputy Director of CPD's Properties Division.

The governance witl be supported by a Programme Management Office (PMO).

The project management methodology will align with Achieving Excellence, the key elements of which are:

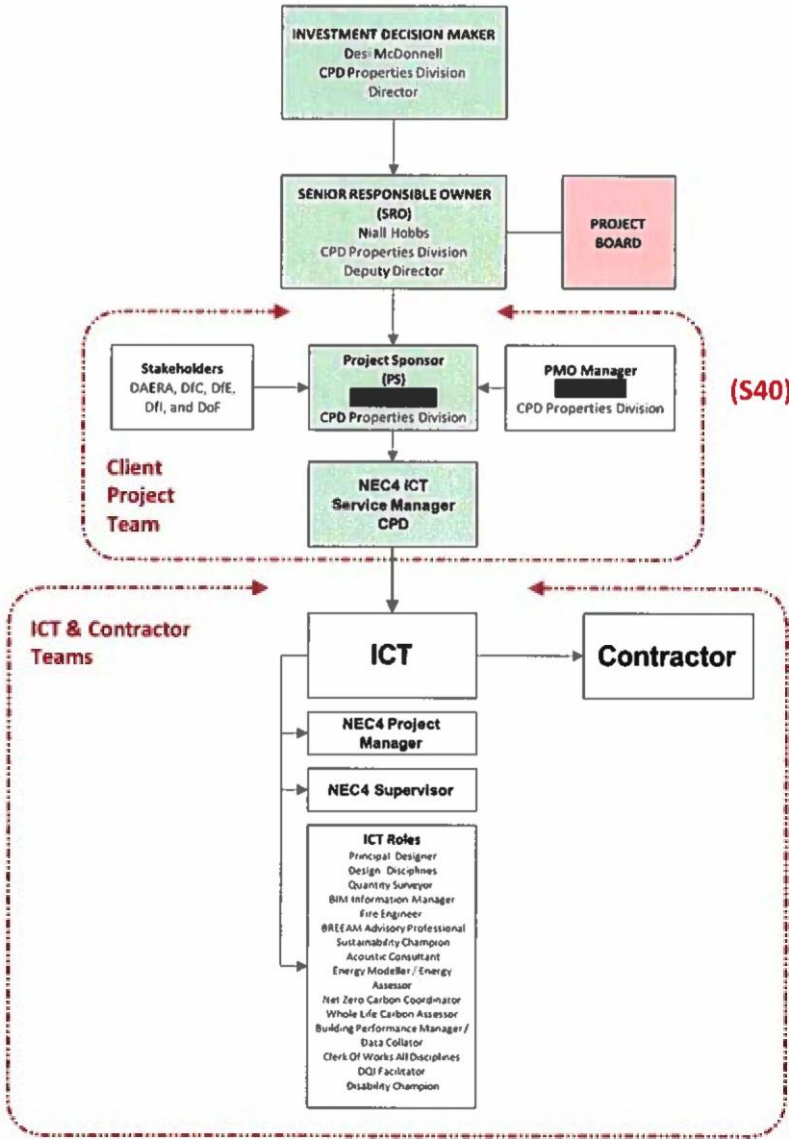
- Leadership and commitment from the Project's Senior Responsible Owner (SRO)
- Involvement of key stakeholders throughout the Project
- Roles and responsibilities clearly understood with c!ear communication lines.
- An Integrated Project Team OPT) consisting of the Employer, Consultant and Contractor.
- Input from the Employer's facilities managers/operators where appropriate.
- An integrated process in which design, construction, operation, and maintenance are considered.

- Design quality that accounts for functionality, build quality and impact on the environment.
- Commitment to excellence in health and safety performance.
- Strategies that adhere to the 'COP for Government Construction Clients and their Supply Chains'.
- Risk and value management actively managed throughout the Project.

Finance
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Ballymena Consolidation Projec

- Award based on the Most Economic Advantageous Tender (MEAT) ov over the whole life
- Commitment to continuous improvement.
- Commitment to best practice in sustainability including use of BREEAN BREEAMassessment.
- Application of Key Performance Indicators (KPI)
- Post Project and Post Implementation Reviews
- Adherence to the OGC Gateway Review procedure



Advisory Panel for Project Delivery Advisor and assurance roles

Figure 5-1: Project Management arrangements

- -

Construction Procurement Directorate (CPD) and Land and Property Services (LPS) are providing advice to the Project as necessary.
CPD will lead on the procurement work for the project, which includes appointing an ICT and contractor through existing call-off contracts or via competitive procurement exercises as appropriate.
A dedicated Project Team will be created for the day-to-day management and will be responsible for:

- Project delivery
- Stakeholder liaison
- Consultation
- Messaging
- Central communications
- Branding
- Evaluation
- Benefits realisation

5.1.2 Project Plan

The plan is to have Ballymena completed by end of 2030. A draft programme is included in Appendix
13. This timeline will be developed once certainty of the Outline Business Case status

s.1.3 Project Assurance

Project Assurance wilt be provided through the SRO to ensure delivery of the Project Requirements and supported by the Project Board.
A Risk Potential Assessment we be developed to highlight areas of concern and determine the risk level of the Project. If the Project is low to medium risk it will follow the Internal Peer Review (IPR) process. If the RPA determines that it is a high-risk project, then assurance will be subject to OGC Gateway Review process.

Audit by CPD, via the ICT, to ensure that the tender requirements are being delivered by the Contractor. Items they will review will include the management and security of site information. The ICT and contractor will use CPD's online information management system Cl MS for the control of documents, including change management and design approvals. This wili ensure traceability and a management of key contract time periods for information review.

Monthly progress meeting will be held where the Project Sponsor, ICT and contractor review progress. The building contract will be NEC4, which provides a mechanism called "Early

Warnings". This mechanism is a contractual obligation to highlight issues. This ensures that any potential issues follow a systematic process and not ad-hoc management.

5.1.4 Risk Management Plan

Please refer to appendix 14 for the draft Risk Register.

5.1.s Project Execution Plan

This will be developed and managed by the ICT.

•

5.2 Project Benefits & Evaluation

Consideration shoutd be given to the following:

- Benefits Realisation Plan (including a Benefits Register); consideration should be given as to how this proposat fits into your business area's Report Card, with arrangements for collection of project management information in relation to the proposed activity under the headings of 'How much did we do? How well did we do it? Is anyone better off?
- An interim evaluation should be completed using baseline information and OBA Report Card data at the mid-point of the project (i.e. when the project still has outcomes to be achieved) to assess progress and take any remedial action to ensure outcomes are achieved;
- Post Project Evaluation (e.g. who will be responsible for completing the PPE, when it will be completed, what wilt be evaluated and how widely wilt lessons learned will be disseminated). The PPE should evaluate if the project was delivered to time, cost and specifications whilst assessing the delivery of benefits / project outcomes achieved (identified in the OBA Report Card), risk management and the overall management of the project.

The Objectives and linked Project Benefits are highlighted in Appendix 7. The Benefits Profile wilt be fully developed and as the Project progresses any further benefits realised will be included. Appendix IS includes a draft version of the Benefits Profile for information.

A Post Project Evaluation (PPE) will be conducted by the Project Sponsor with input from the stakeholder with particular emphasis on Lessons Learnt to be included in the wider Estate Strategy.

The PPE is structured in two sections:

Part A: Project Evaluation Review (PER):

This section assesses the effectiveness of project management arrangements up to the point of project closure. Led by the project manager, this section should be completed at project closure (implementation of the operational stage).

Part B: Post Project Review (PPR):

This section is the main substance of the PPE. it compares outturn against estimated costs and benefits, and generalty reviews success in achieving objectives. It should be conducted 6 to 12 months after project closure. However, this timescale may be influenced by when the project benefits are expected to be achieved. The PPR should be led by an individual independent of the Project Board and Project Team.

The PPE will be completed 12 months after completion. The completion date is 31/05/2029* *

Table 5.1: PPE Responsibility and timing

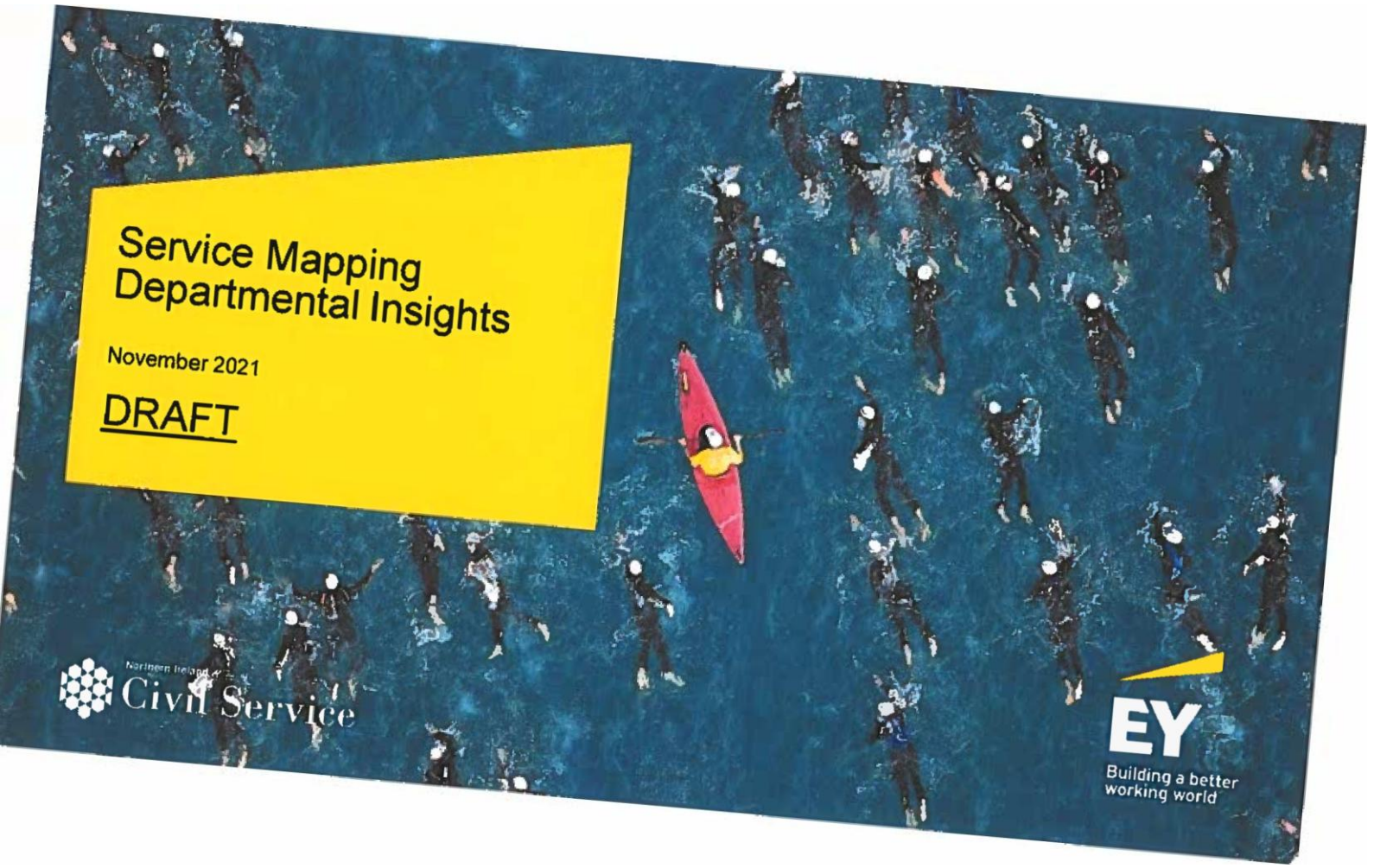
Section	Responsibility	Date
Project Evaluation Review (PER)	[redacted]	30/04/2030
Post Project Review (PPR)	[redacted]	15/05/2030
FINAL REPORT: washup and submission	[redacted]	31/05/2030

-

- The Completion date of 31/05/2029 is based on the completion of the refurbishment and occupation of the building.
  After this date there is period of 78 weeks of maintenance and monitoring, therefore the contractual completion date is 31/01/31. Ideally the PPE would take place at this stage to include the outcomes of the Net Zero accreditation, however this would be over three years from occupation. It is proposed that a PPE would be completed as noted above and a further review completed at contractual completion.

Appendix 1

NWW Service Mapping Insights


Service Mapping
Departmental Insights
November 2021
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Northern Ireland Civil Service
EY
Building a better working world

This anatysts has been generated from a recently completed servgce mapping exercise as part of the New Ways of Working Programme. The purpose of this exercise was to understanding the alignment of Departmental services and business needs against a set of Workstyles which have been adapted from Cabinet Office Departments completed this exerc•se at Group leve•. using a predefined template to analyse the roles within their various teams and how the servtces they provide could be adapted In light of lessons 'earned throughout the COVIO-19 pandemic, As part of the template, Departments submitted their headcount and FTE figures along with a breakdown of how these aigned to the four workstyles, providing an appropriate rationale to ensure consistency in application across MCS.

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The subm.ssjons from Departments were aggregated together •n the form of a master excel and visuallsed using a PowerBl Dashboard for wh.ch analysis could be completed and insights gathered The remaarnng pages 'n this report provide an overview of the key insights at both a NICSWide and Departmental level, along With some final clanficaticns to be resolved.

Use the links below to navigate to specific pages in this report Additionally a navvgation ink has been provided •n the top right hand corner of each page •n this report.

Department	Workstyle Insights	Building Insights	Department	Workstyle Insights
NICS-n€e				
DfC				
OAERA			DoJ	
DE			TEO	

3 November 2021

NICS-Wide Service Mapping Insights

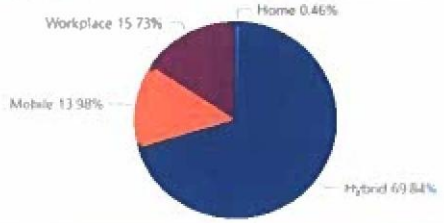
Workstyle Focussed



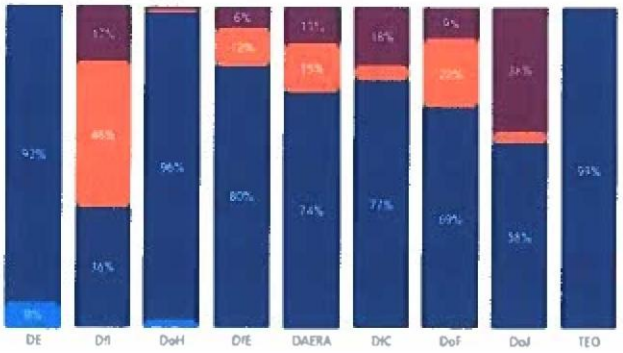


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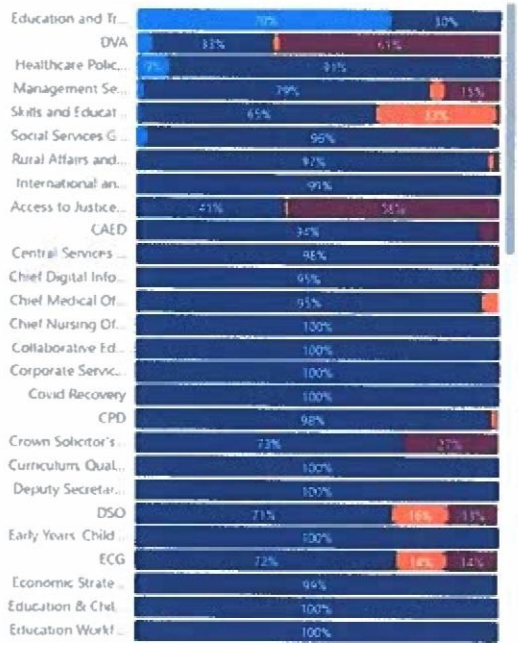
Workstyle Breakdown by Headcount



Workstyle Breakdown by Department



Workstyle Breakdown by Group



Comments

- Trend across Departments is similar in that the **main preference is for Hybrid working**
- Most Departments will **maintain some proportion of full time workplace based** working -- with the exception of DE
- There is a **varying degree of mobile roles**, mainly down to wide-ranging Departmental operational responsibilities
- **DE have the largest presence of home based workers** with DfC, DoF, DoJ and TEO having no roles within this category

Weekly Occupancy Assumptions

•

NICS-Wide Service Mapping Insights

Building Focussed

Commenc

Across the 211 buildings provided, the average weekly occupancy is approximately 49% using the assumptions set out above

46 of the 211 buitdings are 100% occupied on a weekly basis and are ocwpted by DAERA. DfC, Dfl. DoF and DoJ

133 of the 21 1 buildings are less than 50% occupied on a weekly basis and cover all Departments

The 211 buildings are located within 31 towns across Nt looking at weekly occupancy for towns with <IOO roles, Antrim and Carrickfergus have the highest occupancy rates at and 62% respectively

The weekly occupancy rate for BeEfast is 44% (covering 12,498 roles)

The lowest weekly occupancy rate is 40% and occurs in Enruskllen. Downpatnck Cookstown and Newtownabbey

Heodcount by Postcode



Workplace Based — 100 • Mobile — 20%

Hybrid -40% • Home-Based 5%

DRAFT

Workstyle Breakdown by Building

Building Occupancy Mervy

DfE Service Mapping Insights

21 1

Number of Buildinas

	PGose tgvrt	this
Crown Building•. Armagh		1794
Crown Buildings • Enmskillen	4	6.40
Kiltymeal House	67	1 54
Antrim Court	18	1.00
Armagh Coutt	19	
BaWmena CaJTt	12	too
Court	12	1.00
Craigavon Court	25	too
Cr awfordsbutn Country Park		1.00
Downpatnck Court	13	1.00
Dungannon Coutt	20	
OVA TEST CENTRE (ALL)	430	1.00
Imports Inspect'* Belfast Qty Airport	6	too

Ratng•d House goad Castie Adeiade

See-et BalhkelFy House KtRyme:l House Netherlegh

Building Brea'down by Department

Department •OsC "OoH ODoJ TEO

Cætle 8utd•.ngs 1m.ot%

Hcwse Harse

Not applrcade

Clu•nce Coun

100%

HEADCOUNT

Workstyle Focussed

Watk

Wor*stylc Breakdown by Headcount

FTE

Workstyle Breakdown by Group

WodtpLace 6, • - Home

MotAe i2.3S%

8 0 3 4 %

Comments

DfE Service Mapping Insights

DfE follow the NtCS trend of predominately Hybnd rotes and minimal home-based roles The NICS trend shows the second highest workstyle IS workplace-based, however this differs from DfE analysis which shows a higher proportion of mobile roles. This can be explained upon closer examination of the Skills and Education Group given the volume of careers roles which require travel across multjp*e different sites

DfE wifl need to consider the presence of workplace based roles within the Management Services and Regutatlon Group and that appropriate rationale has been communicated to staff in advance of Workstyfe Agreement conversations

Per service mapping return, rationale provided cited citizen and customer facing. operadng model and geographical requirements

In addition to this, analysis will need to be completed on the 16 home-based roles to confirm that they are exceptional circumstances and/or the working arrangements existed pre COVID-19 to provide famess across the Organisation

s. Per service mapping retum, rationale provided cited health reasons and geographical requirements

Maru9eryent Se..Skills and Educat .

Ecmomac Strate.

Building Focussed

Across the 10 buildings aligned to DfF 6 are 100% DfE occupied while the remaining 4 ace shared between DAERA, DE. OOF. DoJ and TEO

The DE weekly occupation leve across these 10 buildings IS 42%. Highest occupancy of 91% at Killymeal House which is fully staffed by DfE workplace based roles. The lowest occupancy of 32% 's seen at Dundonald House wh•ch is predominately filled by

DAERA staff

Belfast houses 90% of tota' DfE headcount, 1,115 of these Belfast rotes have been categonsed as Hybrid meaning they wiEl not travel into the office 5-days a week. Belfast-based weekly occupancy is --45%.

Clarification Required: Vanous Careers ofices is not a budding but additional detail has not been provided — would DfE tike to group under an existing budding or keep separate? Roles are predominantly mobile based.

- Workplace Based— 100
- Mobile 20%

DRAFT

Hybrid -40%

- Home-eased 5%

328	OA2	
67	091	
119	0.43	
24	0.32	
4	OAO	F House
	040	
64	0,40	
62	0.40	
3	DAO	

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Crown bu•Edngs

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Breakdown by Department

Department •DAERA •OE •t)fE •ooF •ooJ • reo

Oundonatd POUSe AaeiJtde House et herlecgh

Academy House Vonous Cueers Of ermer•agh

OO OO'N

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Hcadcount by Postcode

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Belt

Number Of guildtnqs

Vatimts Careers OtOces

Netherleigh Kiltymeal House fetrrmagh House

Oundonald House

Butldtngs • EnruskJlten

Crown Buildings • Armagh

Consumer Affairs Butfding;

Adefatde House Ac•øemy House

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Weekly Occupancy Assumptions

Workstyfe Breakdown by Bublding

Budding Occupancy

DfC Service Mapping Insights

HEADCOUNT

FTE

Workstyle Focussed





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Commems

DfC follow the NICS trend of predominately Hybrid rotes vith no allocation of Home-based roles moving forward. In addition to this. the NICS trend of Workplace-based being the second highest workstyle has been adopted by DfC This can be explained by the operational responsibilities of DfC adm;nisterirg support such as Universal Credit, Job Seekers Allowance. Income Support and Social Housing which require a reguiar touchpoint with citizens

DfC wilt need to consider the attractiveness of workplace-based roles •within Suppcrttng Pecple their Department and whether any incentives (both financial and ncn.finanaal) could be imptemented to safeguard the fulfilment of these roles

DfC should also note that the ony Group vhthin the Department to have no workplace-based roles •s the Strategic Policy & Professional Services Group. Consideration should be given as to the appropriateness of this when looking across the other Groups for faimess within Departments.

Per service mapping return rationale provided cited the need for access to specialist equipment and sensitive data as well as providing Ministerial support through Press Office.

Work WeE'beIng

Building Focussed

Across the 60 buildings aligned to DfC, 50 are 100% DfC occupied the remaining 10 are shared between DAERA, OOF. DoJ and TEO

The DfC weekly occupation level across these 60 buildings is 52% Highest occupancy is seen at Cleaver House (98%) while occupancy is seen at Orchard House, Conor Building, Bankmore House and Moira Depot. Orchard House is shared between DC, Dfl and DOF with DAERA having the largest share

Belfast houses 36% of total DfC headcount. Most of these Belfast roles have been categones as hybrid ot mobile moving forward meaning Belfast-based weekly occupancy is 47%

Clarification Required: Missing building Information for 3,293 staff under Supporting People Group.

Would DfC like to rovlde this information or leave

o

Building Occupancy

Numbel of Buildings	Home	HEADCOUNT FTE
	fihc.ch mth	• Mobile— 20%
	Depwot*6B	
		tvs
Strabane J&80	47	0.74
ShankA5 J&Bo	31	075
Shaftesbury Square		0.74
PROM	83	74
Portadown J&BO		074
Maza	5%	0.42
Parliament		0.40
Ordure House		0.35
Omagh	82	0 64
Not pro•aded	3293	0.45
Nonh Belfast J&BO		0 74
Newtcmnatds J&Bo		0.74
Newtownabbey Ibo	87	OSI
Newry J&Bo	209	0.64
Newcastk J&Bo	24	0.76
Total	9113	0.52

60 f..ge rxtude 8uIdgys

DRAFT

• Home-Based • 5%

Workstyle Breakdown by Building

AMNdoy
Antrtm
B&BO
Arm•gh J&Bo
3a9yrnoney J&Bo
J&80
8aogot J&80
Boaz
Cambane
Camckfergus
Casde

by Departnteot

Department

•Mace

CastleC.otJ'f

j&OQ

DAERA Service Mapping insights

Workstyle



Home 006%

ard-

DAERA follow the NICS trend of predominately Hybrid roles and minimal home-based roles

The NICS trend shows the second highest workstyle is workplace-based. however this differs from DAERA analysis which shows a higher proportion of mobile rotes.

This can be explained upon closer examination of the mobile rotes within Forest Service and NIEA groups. In addition to this, there IS a high proporton of mobile roles mthin the Enzootic Division of Veterinary Services and Animal Health Group.

DAERA will need to consider the attractiveness of workplace-based roles within their Department and whether any incentives (both financial and non-financiai) could be implemented to safeguard the fulfilment of these roles

The only Group not to have a proportion of roles assigned as workplace-based s the Forest Service Team. Consideration Will need to be given to faimess across the Department and that the appropnate rationale has been explained to those workplace-based rotes ahead of Workstyle Agreement conversations.

DfC Service Mapping Insights

Weeklv Occupancy Assumptionq

• Workplace Based— 100

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In addition to this, anagysis need to be completed on the 2 home-based roles within the Rural Affairs Division to confirm that they are exceptional Circumstances and/or the working arrangements existed pre COViD-19 to provide faimess across the Organisation. No ratonale was provided gn the service mapping retum received.

Weekly Occupancy

• Workplace Based— 100

DRAFT

DAERA Service Mapping Insights

Home-Based • 5

Building Focussed

Workstyle Breakdown by Building

by

BalW-teRy House

2A M 'Lewotet Rcwi him'se

Atek

quilding Occupancy

Castleatchdale Co..

Across the 71 buildings aligned to DAERA. 61 are 100% DAERA occupied while the remaining 10 are shared between DfC, DE. Dfl, DoF. Do,) and TEO mcy 25 DAERA buildings have a weekly occupancy rate of 100% These incEude various Vets and Imports inspector offices.

Note: Men

Ccxznty

Ctawt'*dstxrn Co ..

C:own

Occupancy levels are at their lowest in District Forest Offices and Atek Building, Glenree. Sperrin and Sketrlck Houses (34%)

DAERA roles are more spread across NI than other Departments. The largest proportion of DAERA roles are seen In Belfast and Limavady. The occupancy levels of those travelling into these areas is >45%.

Clarification Required: Miss(ng building information for 105 staff under NIEA and Rural Affairs & Estate Transformation. WOUld DAERA tike to provide this Informadon or leave as 'Not Provided'? Accounts for

Number Of Butld•nqs

St...

OAtPA Lisbarn

Cks:

Building Breakdown by Deparrment

DAERA • C)fC C)fl OOF

Vets Office Wm Grant and Co Ltd	1.00
vets Office W D Meats	
Vets Office Rockvale Ruttry	i.oo
Vets Office Meats (Nottbem Ireland) Ltd	
Vets Office Omagh Meats	
Vets Office Moypack BaNytt*na	
Vets Office Moy Park ltd	1.00
Vets Office Linden Foods tad	
Vets Office takevtew Farm Meats	

Headcount by *ostcodc

Assgmptlonß

• Mobile - 20%

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House 99

House 11B)

House

Z reenmount

Orchatd House

N "EA L15bur•••

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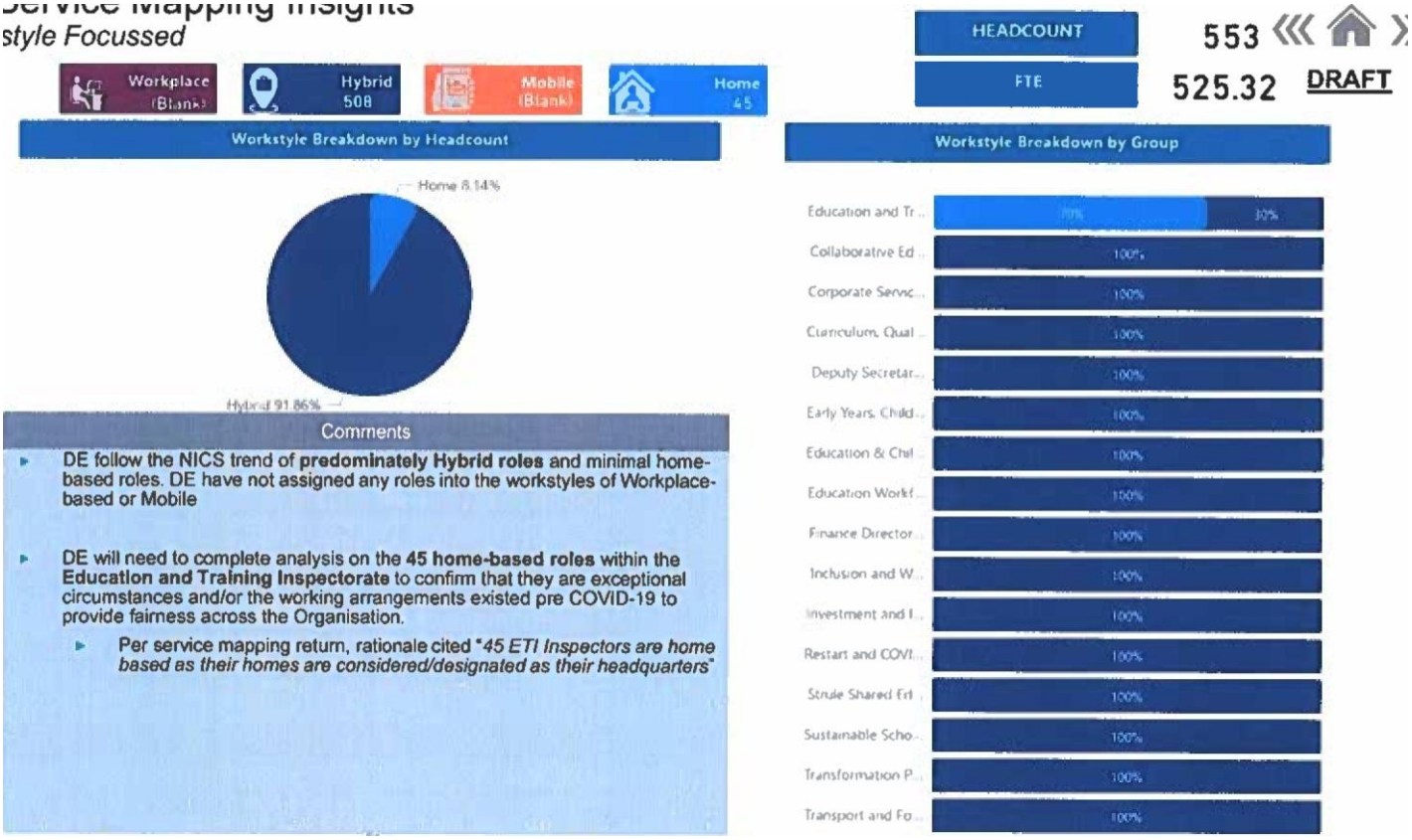
0%

Service
Mapping
Insights
Focussed

• Workplace Based 100

DRAFT

DE Service Mapping Insights
style Focussed



Service Mapping Insights

Worksty/e Focussed

HEADCOUNT

Hybrid

Home FTE

FTE Service Mapping Insights

Building Focussed

Weekly Occupancy Assumptions

- **Workplace Based – 100**
- **Hybrid – 40%**
- **Mobile – 20%**
- **Home-Based - 5%**

DRAFT

Comments

- All 3 buildings aligned to DE are shared with other Departments, namely DfE, DoF and DoH
- On average, the weekly occupancy rates across DE is 39% given the high of hybrid based roles across the Organisation.
- In **Bangor**, where the majority of DE staff are based, the weekly occupancy rate is **38%**. This represents a substantial decrease in the volume of staff expected to attend the office regularly.
- **Clarification Required: No workplace based staff and accounting for 35% of NICS Home workers**

Building Occupancy

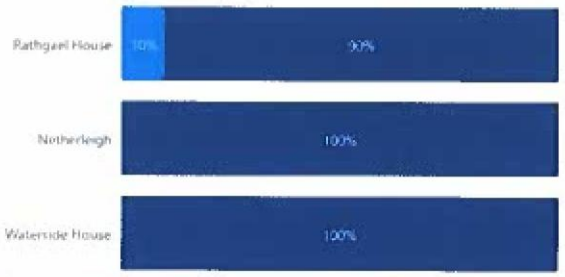
3

Number of Buildings

Please Note: When filtering by specific Department, this figure may include Buildings which are shared with other Departments

Building	Building HC	Average of Building Occ
Waterside House	98	0.40
Rathgael House	452	0.38
Netherleigh	3	0.40
Total	553	0.39

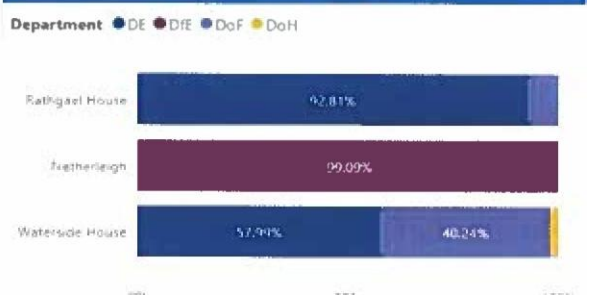
Workstyle Breakdown by Building



Headcount by Postcode



Building Breakdown by Department



Service Mapping Insights

Focussed

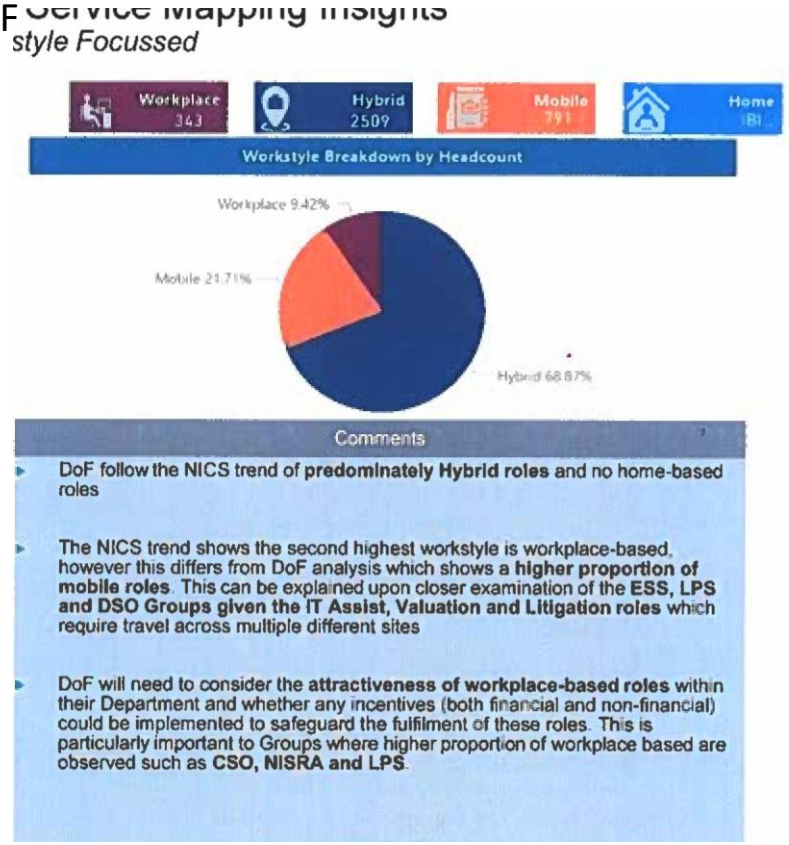
Occupancy Assumptions

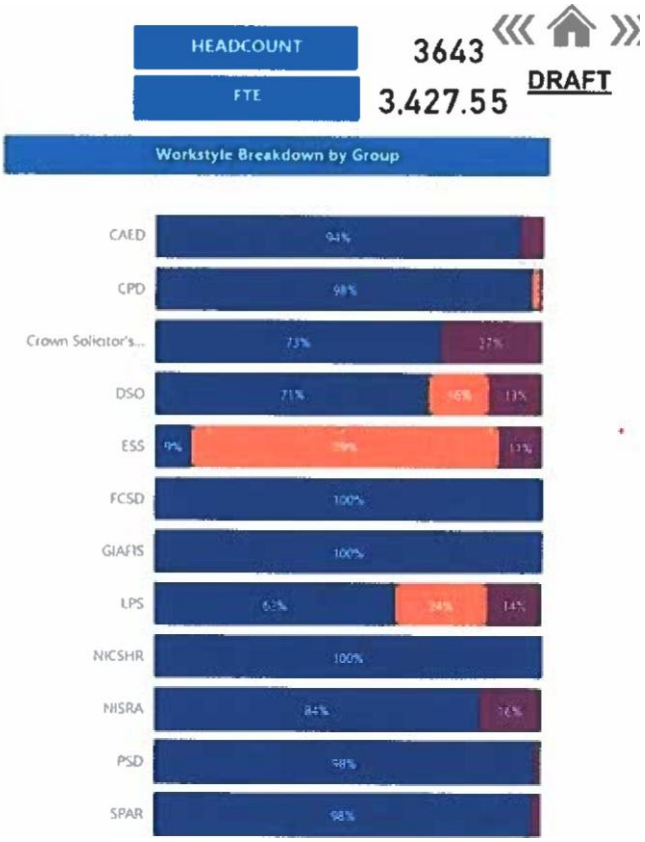
• Workplace 100

DRAFT

DOF Service Mapping Insights

style Focussed





DOF

Building

Across the 26 buildings atigned to DOF, 12 buildings are filled entirety by DOF staff while the other 14 are shared amongst DAERA. DE, DfC, Dfl. DOE, DOH, DoJ and TEO

The DOF average weekly occupancy level across these buildings 26 is 43%. Highest occupancy of are seen tn Colby House, Royal Courts of Justice and Stormont Estate.

The lowest occupancy level of 29% Is seen at Craigantlet buildings which is fully staffed by DOF with e headcount of 328.

ervice Mapping Insights

Focussed

HEADCOUNT

DRAFT

Hybrid

Lanyon Plaza has a DOF headcount of 1,021 covering LPS and some CPD staff with a weekly occupancy average of 44%.
91% of DOF staff are based in Belfast with a majonty of these roles allocated as Hybrid, This means that they

Headcount by *ostcocir

Antrim

gee

Weekly

Based

• Home-Based 5%

Workstyle Breakdown by Building

26 ex"de

h Other

Asylum Rood

8•Jf'd'nq Aver age c' B, Jdd.nq

Home

Number of Buildtnqs

Greenmount		1.00
Lagan Weir		1.00
Stotmont Esote Stables and Gjounds	27	1.00
A.sMum Road	2	0.70
ot Justce	83	0.51
{ouse	294	0.56
:ouse		049
Clare House	530	0.44
Canyon Plaza		0 44
Lanyoa Place		0.40
Orchard House	3	040
Adela»de	10	0.40
Bluce Street	285	0.40
Clarence Court	10	0.40
Dundonald House	71	040

DRAFT

FTE

Boaz

Bruce Sueet

Centre House

Clare House

Cdby HaJ'»e

Bulkjing Breakdown by Department

Department ODAERA •DE • DfC ODfE •on • DoF •ooH •DOJ 'TEO

{anyon Place	too.00%	
OundonaLd House		
Adel'de House		
C Court		
Clare House	10000%	
Rathgael House	92.81%	
Goodwood House	99.46%	
Buildin.,, Colby House		
00	0%	100%

Dfl

Workstyte Bre•kdown by Headcount

16

45.88*

Workstyle Breakdown by Group

Comments

%fety Dfl do not follow the NiCS trend of predominately Hybrid roles, instead, Dfl havo a higher proportion of Mobile rotes to Hybnd roles.

This can be explained upon closer examination of the Roads and Rivers Group given the volume of engineering and nerwork services roles which require travel across multiple different sites

Dfi will need to consider the presence of workplace based roles within the DVA and that appropriate rationale has been communicated to staffin advance of VVorkstyte Agreement conversations

Per service mapping return, rationale provided cited frontline services and service demand for driver licensing

In addition to this. analysis will need to be completed on the 34 home-based roles to confirm that they are exceptionai circumstances and/or the working arrangements existed pre COVID-19 to provide faimess across the Organisaüon

Per service mapping return, rationale provided cited Admlnistrative actlvitles and office work can be discharged remotely

Service Mapping Insights

Building Focussed

Occupancy As#umptions

DRAFT

Dfl

• Workplace 100

Building Occupancy

DRAFT • Home-Based - 5%

Workst)le Breakdown by Building

Across the 22 buildings aligned to Dfl. 6 are shared with DAERA, DfC and DOF whilst the rematntng 16 are fully occupied by Dfl

22

Building	Building HC	Average of Building Occ
Number of Butldlnqs		
St h.Jlians Omagh	47	
DMsiors Ferrnanagh	577	
Ryers HQ Cookstown	20	
Rivets Craggavon	30	
Ravamet House Rathkeltajr House	179	
Orchard House	4	
Not applicable	656	
Loughry, Cookstown KlorWyke	45	
Ebtingtm Square	10	
OVA TEsr CENTRE (ALL) - ADMIN STAFF	60	
WA TEST CENTRE (ALL) OVA Enforcement	430	
Total	3200	0.35

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Balrnoral

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OtfKe
Benson Street
Clas ence Court
Dtl Rrv•ers Co*eravne

WA TEST CENTRE

Squæ•

t oughry. CookstO%fi

Department ØDAiRA "Oft

Weekly Occupancy Assumptions COurt

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The average weekly occupation across these buildings IS 35%. Full occupancy is only seen at OVA Test Centre Afl other buildings have an occupancy of >40%.

Ravarnet House, which is fully occupied 179 Dfl staff, has an average weekly occupancy rate of 21%. The DR staff that share Rathkeltalr House with DAERA have an occupancy of 32%.

Clarification Required: Missing building information for 1,723 staff under DVA and Roads & Rivers Groups. Would Dfl Ilke to provide this information or Headcount by Postcode

ttu

Mth

Mapping Insights

Hybrid 665

Home

DOH Service

Worksty/e Focussed

HEADCOUNT

DRAFT

Wor%style Breakdown by Headcount	Workstyic Brca%down by Group

1.15% Home 2.4-4%

Chef Info..

DOH follow the NtCS trend of predominately Hybrid roles however differs from the NICS trend of second highest workstyle where Home-based Is more predominant in DOH.

Analysis will need to be completed on the 17 home-based roles to confirm that they are exceptional circumstances and/or the working arrangements existed pre COVID-19 to provide fairness across the Organisation

Per service mapping return, rationale provided Cited duration of COVID.

19 demonstrates that business objectives can still be met

In addition to this DOH will need to consider the presence of workplace based roles within the Chief Digital Information Officer and Resources and & Cör...

Corporate Management Groups and that appropriate ratonaEe has been communicated to staff in advance of Workstyle Agreement conversations Per service mapping return. rationale provided cited File Store Cterks • physical presence required 1 IT Client available for practical advice and to provide Ministerial Support (R&CM)

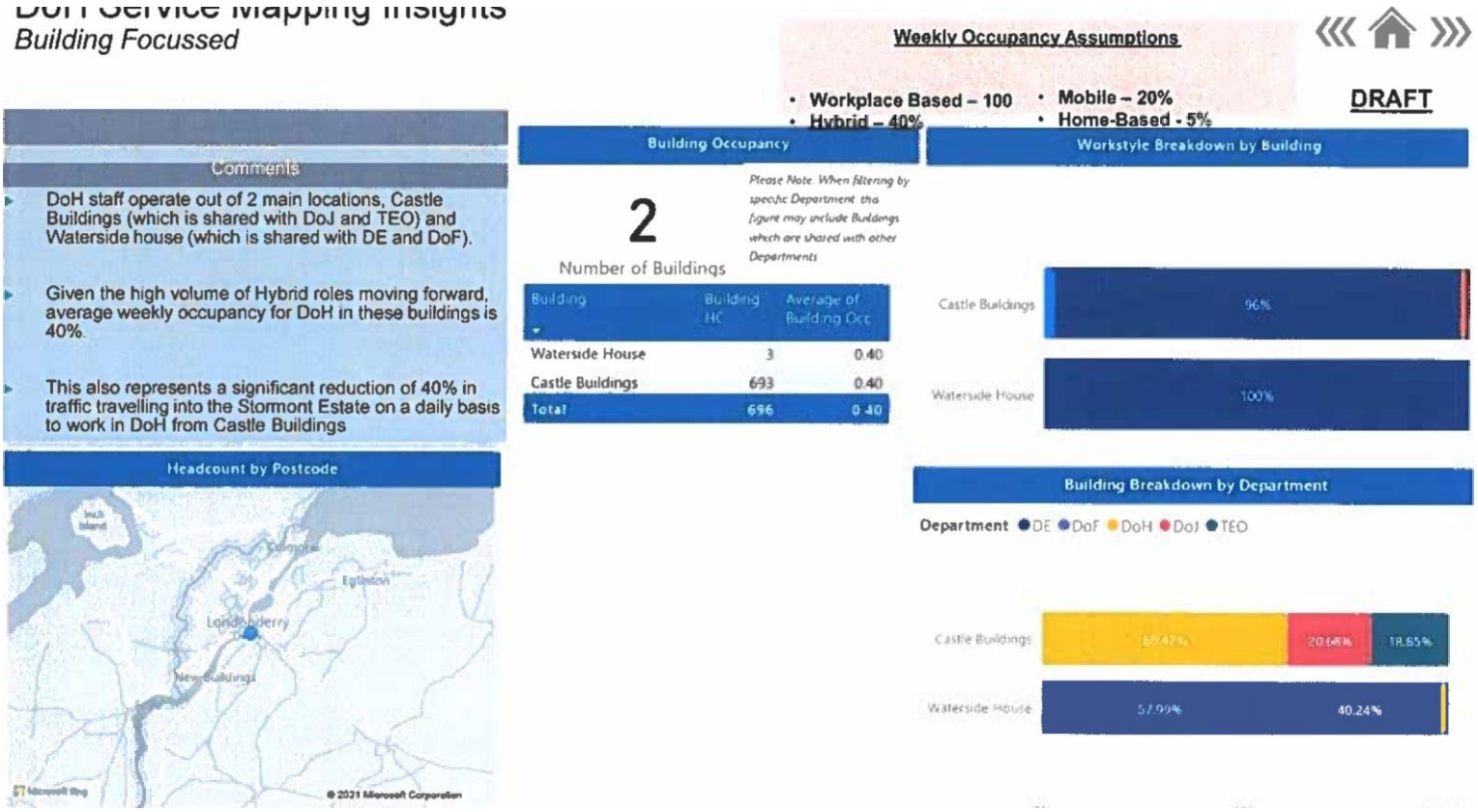
DOH Service Mapping Insights

Building Focussed

Occupancy Assumptions

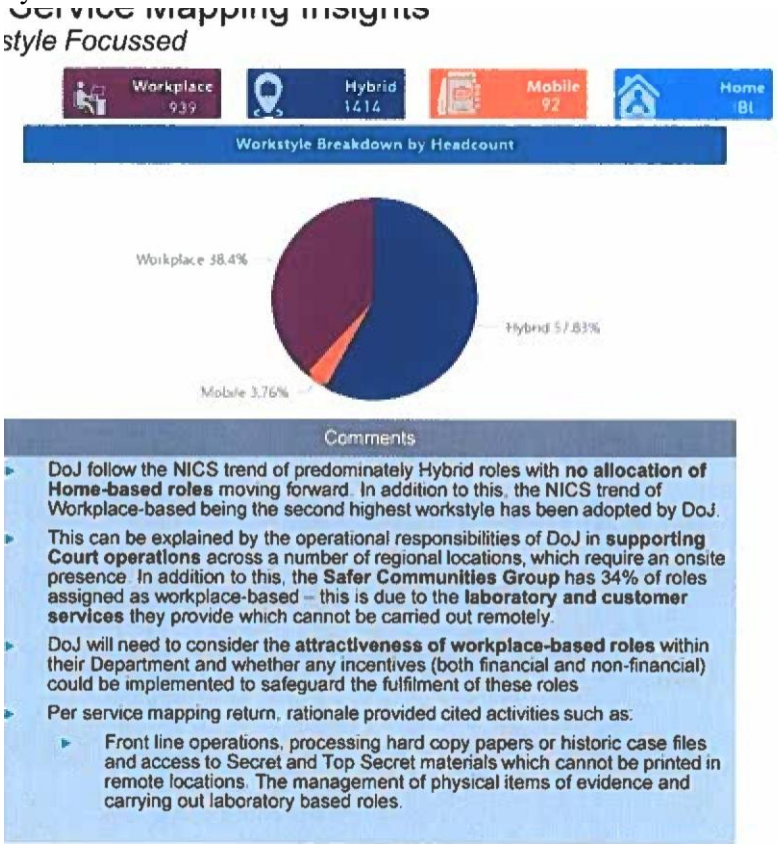
- Workplace

100 DRAFT



DOJ Service Mapping Insights

Workstyle Focussed



HEADCOUNT



W99kly Aqsumptlpng

Based

• Moblle— 20% DerrylLondonderry and Lisburn. All of these locations

Headcoun' by Postcode

Suddlng Occupanc,

N o t e :

Across the 41 buildings aligned to DOJ. 5 are shared amongst other Departments. namely DAERA, DfC, DfE DOF, DOH and TEO whilst the remaining 46 are fully occupied by DOJ

The DOJ weekly occupancy level across these buildings is 53%. Court locadons have an occupancy of 100% due to the high volume of Workplace-based roles that have been assigned there Occupancy revels are at their lowest across all YJA locadons and is >35%.

Laganside House which houses the highest amount of DOJ staff has an occupancy of 56%, followed by Castle Bulldings with an of 40%.

DOJ roles are quite evenly spread across NI with the largest proportion of roles working in Belfast,

Occupancv

orkplace 100

figw•

mber of Bulldlnqs

aagh	8
	19
fe	13
iskll)en	5
nganron	3
vnpatrick	3
	4

DRAFT

WA Banbodge	15
YJA Bailymena	16
Woodlands	117
Wate"ont Plaza	155
Wanng Sueet	53
Seapark	
Royal Coutts of Jutuce	t98
Queen'* Court	130
Park House	37
Total	2445

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.	0.59
2	0.57
6	040
0	0.74
.	0.53 Workstyle Breskdown by duiidmg
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Cmst
Castle
Clewer House
Cdffölne Cagt
C(Ä't C-•xt
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Dung annon Headline
Hydeban.k kncx k•aew·

"*ilding Breakdown by Department

*OAERA •orc • DoH •Do' .TEO

Costie äu•ldrngs
Ovnaonald House
L.yq.nsade H owe
Royai Courts Of •u

Knockvæw Budd.n...

Courts
Cleaver House

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HEADCOUNT 476

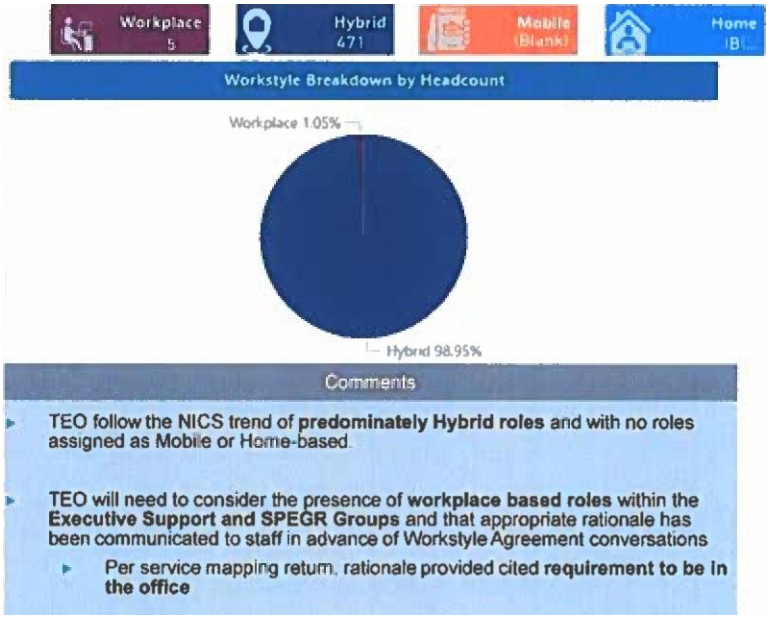
FTE 459.07 DRAFT

TEO Insights

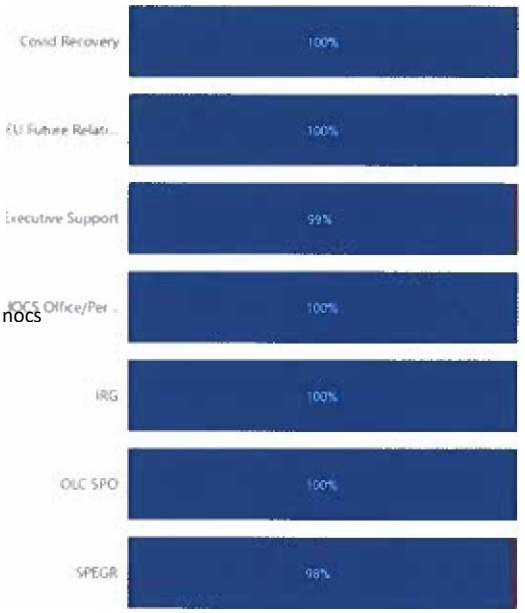
by

HEADCOUNT

Workstyle



nocs



Workstyfe Breakdown Group

Service Mapping

Focussed

Occupancy

•

TEO Insights

Building

Commen:s

TEO occupy 10 buildings across the NICS estate 4 of these are shared with other Departments. namely DAERA. DfC. DE. OOF. DOH and DoJ whist the remaining 6 are fully occupted by TEO staff The average weekly occupancy for TEO rotes is estimated to be 41%. given the high volume of roles assigned as Hybrid

Given the concentration of TEO staff working in Belfast based buildings, the high proportion of hybrid roles also represents a significant reducton of in traffic travelling Belfast on a daily basis

Clarifl cation Requlred: How to manage staff based in Brussels, China and Washington

*leadcount by Postcode

1.

Number of Buüdings

Næe•

Depo'ü*øc

Brussels

Washington

are

Castle

Upper Street

Arm.gh

Stotrnont Castle

Parlaarrmt Buki•ngs

Iona Bugness pare.

Knock'aew Butldtngs

2 0.40

0.40

iona hoess Park (Admtnistrat»on Bbck)

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a..lldonal•d House

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Storrrm»nt Castle

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Erx*sh Stre

Castle Bulld.ngs

91 0.40

Wash' ryton

Brussels

1 0.40

Weekly Assumptions

Building by

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Department OAERA

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BusEd.n..

Stojrnoctt Castle

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Iona Business Potk-..

100%

- Workplace Based— 100 • Mobite — 20%

DRAFT

Hybrid -40%

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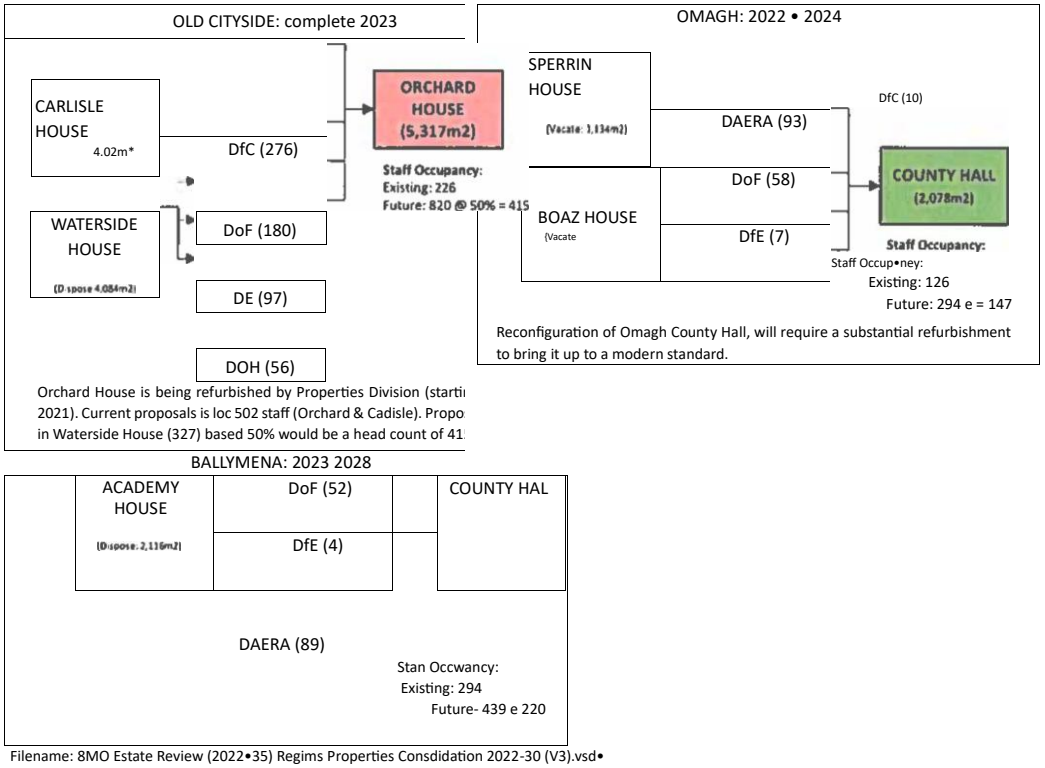
Homeaased • 5%

Workstyle Breakdown by BuiSdtn9

4.

Appendix 2

Estate Strategy Regions



Filename: 8MO Estate Review (2022•35) Regims Properties Consdidation 2022-30 (V3).vsd•

Appendix 3

Ballymena In-Scope BMO Financial Data

ESTATE STRATEGY: Ballymena Consolidation
BMO FINANCIAL DATA - 2022/23

9,908	2,116

	E87	E119
item	County Hall	Academy House
Service Charge		
Total Maintenance Cost	E109,265	f21,025
Total Security Cost	242,085	E65,864
Total Cleaning Costs	E123,053	E30,372
Total Water & Sewerage Cost	EIS,562	f732
Total Energy Costs	E219,364	€55,965
Rent Paid/ Rental Value/ PFI*		
Unitary Charges (PFI Only)		
Rates	Elso,020	f77,914
Total Costs	E859,348	E251,872

NIA (m2)

Appendix 4

ITAssist Data

Service Mapping

Focussed

Occupancy

COUNTY HALL BALLYMENA (ESS-BMNACH) - IT ASSIST DATA

Average Capacity / Month

Avera e Ca acit da of the week

Date Range.• 01/01/2018 - 31/12/2019 vo 18/11/2024

County Hall Ballymena - ITAssist Data 20180101 • 20191231 | Analysis Data is based on >= 40% occupancy.

Day of Week	Average	Minimum	Max	Days Over
Monday	68%	47%	85%	5
Tuesday			88%	3
Wednesday	61%		76%	
Thursday	61%	43%	77%	
Friday	58%	40%	77%	
OVERALL	62%		88%	8

Occupancy Range

Total Days used in data 483

% Days over 80% 2%

Month Number	Month Name	2018	2019
1	January	61%	67%
2	February	65%	66%
3	March	71%	
4	April	68%	61%
S	May	67%	64%
6	June		
7	July		
8	August		55%
9	September	66%	58%
10	October	65%	59%
11	November	63%	
12	December	68%	

% Range	NC of Days 36	7%	Bands
	166	34%	42%
	206	43%	57%
	67	14%	
	8	2%	2%
		0%	
Check		100%	100%

Average AD 104

ACADEMY HOUSE BALLYMENA (ESS-BMNAAHH) IT ASSIST DATA Date Range:01/01/2018 - 31/12/2019 vo 18/11/2024

Avera e Ca aci da of the week

Average Capacity / Month

Day of Week	Average	Minimum	Max	Days Over
Monday	68%	44%	81%	2
Tuesday	71%	40%		7
Wednesday	67%	48%		2
Thursday	67%	47%	83%	3
Friday		44%	77%	
OVERALL	67%		85%	14

% Range	Nr of Days		Bands
	24	5%	
	93	19%	24%
	185	38%	
	169		73%
	14	3%	
9196-100%		0%	3%
Check		100%	100%

Total Days used in data
485
% Days over 80%
3%

Occupancy Range

Data is based on 40% occupancy.

Month Number	Month Name	2018	2019
1	January	65%	68%
2	February	72%	69%
3	March	72%	71%
4	April		65%
5	May	71%	71%
6	June	69%	63%
7	July	61%	58%
8	August	61%	
9	September	71%	
10	October	72%	64%
11	November	72%	63%
12	December	71%	58%

Average AD

Appendix 5

Estate Strategy Workshop

Notes of Strategic & Economic Case Workshop Held on 18th October 2022

Attendees:

Desi McDonnell - SRO
Mags Millar — Workshop Facilitator

Niall Hobbs — Programme Director

Alison Caldwell - DAERA Key Stakeholder DAO
Linda MacHugh — DFI Key Stakeholder DAO

Chris McConkey - DfE Key Stakeholder DAO
Stewart Barnes DOF Key Stakeholder & Technical Adviser Financial

Stewart Heaney — Technical Adviser - Construction &
Procurement lggy O'Doherty Technical Adviser IT

[redacted] PMO
(S40)

Existing arrangements (i.e. business as usual/the status quo)

The current service model and existing arrangements to provide an evidential base against which to challenge current perceptions of what the difficulties are, and the baseline from which to measure future improvements. This may include, but not be limited to throughput, costs, asset availability / utilisation and condition.

Existing methods for evidential base include

Property data & analysis:

- Property data returns — headcount quarterly (check figures for headcount Dfl, vacancies)
- BMO data analysis tool

Utilisation:

- Projections from NVWV service mapping exercise (need periodically reviewed, need to smooth attendance)

- IT logon information (now discontinued — IT are looking at reinstating)

Condition:

- Condition reports — on request now, difficulties in contractor availability, resource to interpret results.
- CPD looking at in-scope buildings
- Planned maintenance — cost, schedule but only progressing stat H&S
- Scale of repairs/issues but may be impacted by above
- Client feedback/complaints — e.g. atrium not usable in Clarence Court, look feel
- Reporting on energy performance (No reporting on meeting zero carbon targets yet — target for 2050t but work is ongoing in other depts)

Asset Availability:

- Portfolio exceeds demand — aiming for 40% reduction
- Focus on freehold properties in acceptable/good condition and long leasehold (c'antlet)
- Budgetary climate likely to prohibit new acquisitions

Business Needs

Deficiencies associated with the current provision:

- Estate not configured to support hybrid working, shared desking & spaces • Properties identified for disposal (sale) are in poor condition, costs of refurb high
- Vacating at lease ends e.g. Klondyke
- Those retained wilt require significant works (esp. C'antlet) Estate c.40-50% larger than anticipated demand (high running and maintenance costs • Estate not aligned to business needs
- Need to move to net zero carbon, more sustainable property
  Some building footprints are not conducive to change e.g. cellular etc

Implications if the projects do not proceed:

- Full benefits particularly cultural benefits of hybrid working may not be realised

- No efficiency savings, continued high running costs
- Extreme underutitised estate larger than required
- Retain in portfolio properties that are not affordable to refurb • Not able to progress zero carbon
- Not meeting staff expectations — not attracting future recruits

Quantification of the nature and level of future needs/demands:

- NWN service mapping exercise has provided indication of projected demand but will need regular revisiting • Clarification net zero targets
- Focus kept on hybrid working progression and opportunities

Service gap — i.e. the difference between current provision and where the business wants to be in line with the spending objectives:

- Estate 40% reduction c. 47,000m2 and associated cost
- Capital receipts estimated at c.E20m (El 5m Clarence & E4,75m N'Leigh)
- Capital Costs of implementation estimated at €6.1m + solution for Belfast2 (costs uplift for economy)

Spending objectives

Rationale for intervention and key outcomes and benefits that will provide the basis for post evaluation (SMART). Focus on the delivery of 'better offs' regarding the population impacted by the proposed project, rather than outputs

- M2 per headcountJFTE
- Cost per head/FTE
- To improve the quality of office estate, provide modern fit for purpose working environments that support business needs (metrics % estate fitted for agile working, reduction in m2 per head, staff survey results)
- To reduce the costs of estate commensurate with 40% reduction of footprint by 2025
- To meet legal, regulatory and organisationat requirements and accepted best-practice (compliance and conformance)

Any budgetary constraints Where will IT costs sit? — consumables with business area and business case, infrastructure with projects
(Will capital receipts be reinvested? — what needs to happen agreement with PSD, needs agreement with Executive) — future potential

Constraints

Constraints that have been placed on the investment proposal which are a set of parameters within which the project must be delivered. This may include, but not be limited to affordability; spatial; legislative; timing, legal constraints etc.

- Operational
  - Minimal disruption as possible, all business must have continuity o Level of work

- Budgetary/affordability:
  - Must be financially viable, generate savings must be within affordability envelope
    Can't afford not to do anything — not sustainable
    Storage requirements for retained information and associated costs for depts

- Timing
  - Aim to be completed by 2025
  - Must align with lease exit dates

Potential Business Scope and Key Service Requirements

Potential scope of the project in terms of the operational capabilities and service changes required to satisfy the identified business needs.

Scope

- Scope limited to Belfast & Stormont — yes phase 1 and revised as further detail is required, county hall - Omagh needs to be included

- Does Adelaide require further works — yes ascertained in requirements gathering
- Accom Stds is agile standard business requirements/building structure determines design (craigantlet blgs is cellular) • JBO phase included — mention it but later phase
- Regions included — mention but concentrate on Omagh

Service Requirements

- Accommodation must fit business requirements
- Consideration of specialist requirements e.g. labs, tribunal space, PPE storage, security requirements, access control • Clients consulted on layout/refit
- Active travel consideration — shower space if possible, bike facilities • Effective central comms
- Minimal disruption where possible & business continues
- Futureproofing — must revisit utilisation periodically and adapt/flex
- Ministerial suite (quiet space etc.)

Benefits, risks and dependencies

Benefits

Main benefits of the project — direct, indirect, wider benefits to society, cashreleasing, non-cash releasing, quantitative and qualitative.

- Reduction in estate — visibility of immediate disposal of assets
- Increased consolidation for depts. — better alignment of business areas
- Co-locating some depts
- More modern /better quality workspace
- Supports business needs, NVV\N and hybrid workforce
- Represents better value for money — efficiencies
- Starts to reduce estate for net zero targets
- Builds on NjCS-wide collaborative approach already in place for NWW
- Move towards meeting staff expectations

Risks

- Risk of funding not being available

- Risk of resources PD, depts, business areas: mitigation early engagement,
- Risk of underestimating errors — mitigation requirements gathering
- Risk of losing momentum if projects are not progressed in timescale set out
- Risk of staff disillusionment/buy-in if not progressed
- Risk of delay in earlier projects creating knock-on effect
- Risk of delay — lease exits
- No Plan B

Dependencies

- On Depts involved for cooperation, participation, local comms and joined-up delivery
- IT provision to kit out agile layouts
- Timely provision of design services
- NICSHR support with employee matters e.g. redeployment, excess fares etc.

Critical Success Factors (CSFs)

Attributes essential for successful delivery of the project. The critical success factors for the project must be crucial, not merely desirable. Possible CSFs to consider — strategic fit and business needs; potential VFM; supplier capacity and capability; potential affordability and potential achievability.

- Must align to overall objectives:
  - 0 PfG outcomes 0 People Strategy — Make NICS a great place to work, commitment to hybrid working
  - Digital — provide shared spaces with standardised IT
- Must generate estate savings commensurate with 40% reduction of estate by 2025
- Must achieve a reduction in estate footprint of 47,000 m2 • Must provide accommodation that meets business needs

Appendix 6

BMO Estate Review Targets and Ballymena Contribution

ESTATE STRATEGY: Short and Medium Term projects 30/0S/2025

Footprint MA	Short Term (Belfast)		Medium Term (Regions)		Total	
Inscope	105,118		29,829		134,947	
)nscope Reduction	56,854	54%	17,266	58%	74,120	55%
Cost E	Belfast Short Term		Regions Medium Term		Total	
Inscope						
Inscope Reduction		6$6		61%		61

ESTATE STRATEGY: Ballymena Contribution to the Short and Medium Term projects

Option 2: Do Minimum • County Hatl

Footprint MA	Baliymena		Medium Term (Regions)		Total Short Term & Medium Term	
					M2	
Ballymena Inscope	9.008					
Inscope Reduction	2,004		17.266		74,120	
Ballymena Contributton			2,004		2,004	3%
Cost E	Ballymena		Regions Medium Term		Total Short Term & Medium Term	
8allymena Inscope						
Inscope Reduction	€264,172					

Ballymena Contribution			264172		264,172	2%

Filename: ES - Ballymena • Data (V2) I Estate Strategy 1 1 2 Option 3: Major Refurbishment Academy House • consolidation

Footprint NIA	Ballymena		Regions Medium Term		Total Short Term & Medium Term	
	M2		M2			
Ballymena Inscope	9,008					
Inscope Reduction	7,004		17,266		74,120	
Ballymena Contribution		78%	7,004	41%	7,004	
Cost E	Ballymena		Regions Medium Term		Total Short Term & Medium Term	
Ballymena Inscope						
Inscope Reduction						
Ballymena Contribution		82%		34%		9%

Option 5: New Development

Footprint NIA	Ballymena		Regions Medium Term		Total Short Term & Medium Term	
Ballymena Inscope	9,008					
)nscope Reduction	6,678		17,266		74,120	
Ballymena Contribution		74%	6,678	39%	6,678	9%

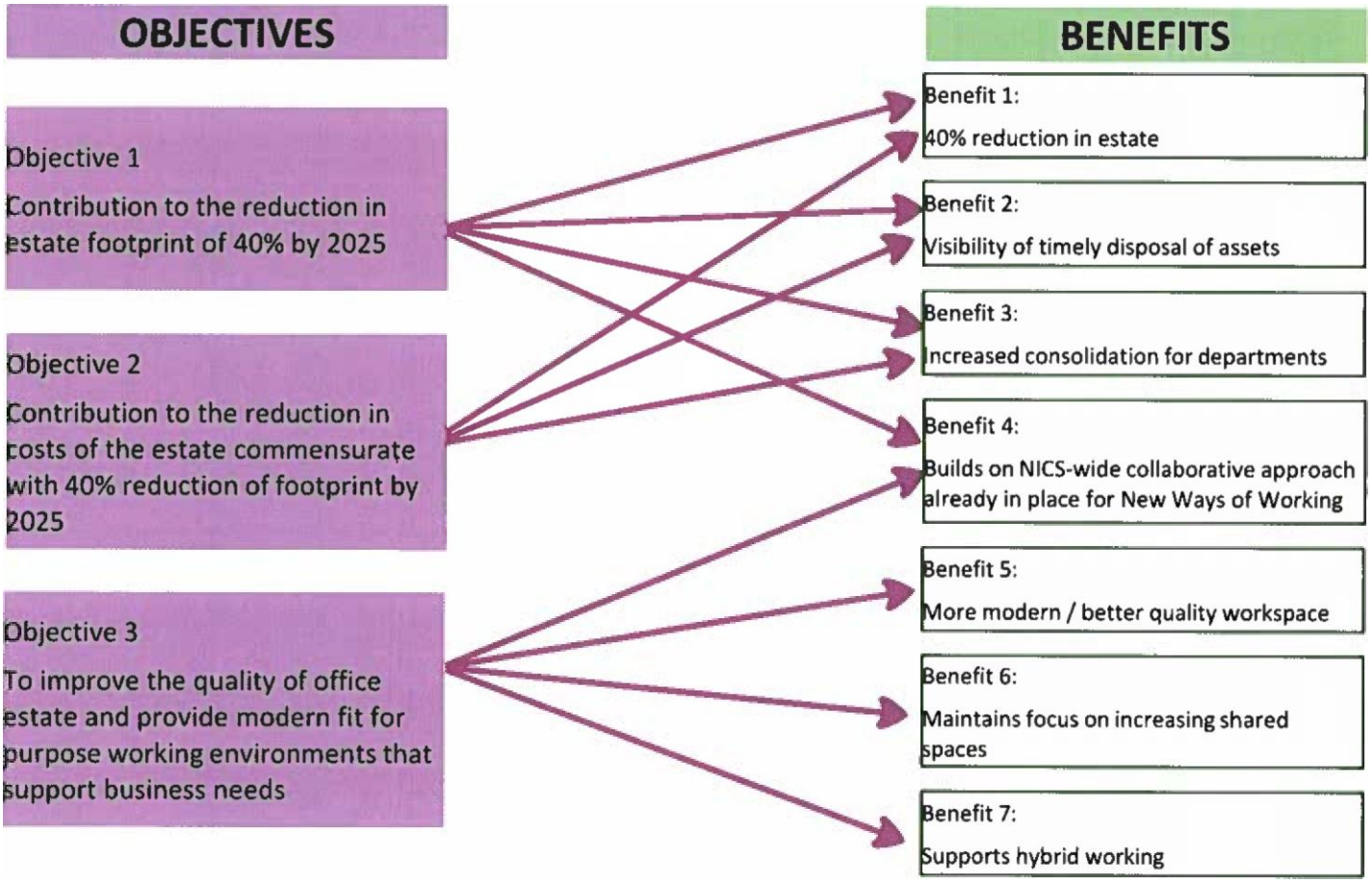
Cost E	Ballymena		Regions Medium Term		Total Short Term & Medium Term	
Ballymena Inscope					E	
Inscope Reduction						
Ballymena Contribution		78%	1,133,378	32%	1,133,378	

2.330

Appendix 7

Objectives and Benefits Relationship

ESTATE STRATEGY 2022 - 2035



Appendix 8

Business Case Costs

ESTATE STRATEGY: Ballymena Consolidation V4: 07/08/25

BUSINESS CASE COSTS: Options Summary

CAPEX EXPENDITURE

Option	Option Titte	CAPEX Requirement (excluding Inflation)	Comment
1	Status Quo	EO	Business as usual
2	Do Minimum County Hall		Making use of existing freehold property - minor refurbishment.
3	Academy House Consolidation		Making use of existing freehold property major refurbishment
4	County Hall Consolidation		Making use of existing freehold property.
5	Development		Right-sized to New ways of working (50% occupancy) Assumption Project built on County Hall Ballymena site due to space No land acquisition costs included,

OPEX EXPENDITURE - RECURRENT

Option	Option Title	Opex Requirement	
1	Status Quo {BMO 2023/24)		
2	Do Minimum - County Hau (BMO 2023/24)		Business as usual Making use of existing freehold property - minor refurbishment. There is no Opex requirement for this property. This is business as usual and costs already included in annual budget. Non•Recurrent shown below.
3	Academy House Consolidation (2023/24)	E264,172	Making use of existing freehold property major refurbishment. There is no Opex requirement for this property. This is business as usual and costs already included in annual budget. Non-Recurrent shown below.
4	County Hall Consolidation (BMO 2023/24)		Making use of existing freehold property.
	Devetopment	E325,967	Right-sized to New ways of working (50% occupancy) Opex needs to be included for this option as approval is required for the ex enditure. Non-Recurrent shown below.

OPEX EXPENDITURE • NON.RECURRENT (Porterage only)

Option	Option Title	Opex Requirement	
1	Status Quo		Business as usual
2	Do Minimum - County Hall	E128,OOO	Making use of existing freehold property. Exiting one freehold building including decant and recant works
3	Academy House Consolidation	E128,OOO	Making use of existing freehold property. Exiting one freehold building including decant and recant works
4	County Hall Consolidation	€128,000	Making use of existing freehold property. Exiting one freehold building including decant and recant works
S	Development	E128,OOO	Right-sized to New ways of working (50% occupancy). Porterage from two buildings, Existing on e free

• , , App08 Summary 1 1 17

OPEX EXPENDITURE • TOTAL

Option	Option Title	Opex Requirement	
1	Status Quo (BMO 2023/24)		Business usual as
2	Do Minimum County Hall	£1,323,173	Making use of existing freehold property. Exiting one freehold building including decant and recant works
3	Academy House Consolidation	E392,172	Making use of existing freehold property. Exiting one freehold building including decant and recant works

4	County Hall Consolidation	£1,323,173	Making use of existing freehold property. Exiting one freehold building including decant and recant works
5	Development	E453,967	Right-sized to New ways of working (50% occupancy). Porterage from two buildings. Existing on e free

CAPEX and OPEX EXPENDITURE

Option	Option Title	CAPEX Requirement (excluding Inflation	Comment
1	Status Quo		Business as usual
2	Do Minimum - County Hall		Making use of existing freehold property • minor refurbishment.
3	Academy House Consolidation		Making use of existing freehold property - major refurbishment
4	County Hall Consolidation		Making use of existing freehold property.
S	Development	£18,528,819	Right-sized to New ways of working (50% occupancy) Assumption Project built on County Hall Ballymena site due to space • No land acquisition costs included.

ESTATE STRATEGY: Ballymena ConsolidationV4:07/08/25

BUSINESS CASE COSTS: Option 1 - Status Quo

COUNTY HALL BALLYMENA

NIA	7,004

RUNNING COSTS	2023/24	
Service Charge	0.00	
Maintenance	E65,610.09	
Security	€269,495.27	
Cleaning	€79,657.68	
Water & Sewerage	E13,S43.39	
Energy	€151,082.50	
Rent Paid/ Rental Value/ PFI	EO.OO	
Unitary Charges (PFI Only)	EO.OO	
Rates	E615,784.53	
Total Costs	Elt195,173	£1,195,173

ACADEMY HOUSE

NIA	2,004

RUNNING COSTS	2023/24	
Service Charge	EO.OO	
Maintenance	€38,808.18	
Security	E74,058.32	
Cleaning	€31,333.52	
Water & Sewerage	E807.S6	
Energy	E40,335.63	
Rent Paid/ Rental Value/ PFI	EO.OO	
Unitary Charges (PFI Only)	EO.OO	
Rates	E78,828.39	
Total cose	E264,172	E264,172

TOTAL £1,459,345

1 • Status Quo

AH Academy House
CHB County Hall Ballymena

2: Do Minimum

DATA MEASURE	Value	Code
Staff numbers	266	Staff
Staff numbers • Academy	160	Staff-AH
Staff numbers • County Hall	106	Staff.CHB
Specialist Accommodation	1,000	
County Hall • NIA	7,004	NIA
County Hall - GIA	10,575	GIA
NWW ratio: MA less Specialist	226%	
Academy House - GIA	2,424	GIA • AH

Service	Comments	Unit £ or %	Unit	Data Measure Code	£
OPEX					
OPEX RECURRENT County Hall 2023/24					
OPEX Recurrent Total					
OPEX • NON.RECURRENT					
Decant Costs	CPD Feasiblility Figure				E128,OOO
OPEX Non•Recurrent Total					E128,OOO
CAPEX					
CONTRACTOR WORKS					
New Build (Target net zero • higher cost)		E3,270.oo	m2		
New Build		E2,7SO.OO	m2		
Refurbishment Major Refurbishment		E2,070.oo	m2		
Refurbishment - Medium Fit-out		El,120.oo	m2		
Refurbishment Light Fit-out Refurbishment • Tenant Fit-Out complete		ES20.oo El,030.OO	m2 m2	GIA	
Works to AH for CHB occupation	Minimal works to decant County Hali into Academy House,	EIOO.OO		Staff-CHB	EIO,600
Utility Connections & Adjustments					EIOO,OOO
Demolition of Council Chambers construction cost (CC)					E6U,OOO
CLIENT WORKS					

AH Academy House
CHB County Hall Ballymena

Blinds	Provisional Sum	€10.00	m2	GIA	E105,750
Floor Finishes	Provisional Sum	E60.OO	m2		E634SOO
Loose Furniture	Provisional Sum	EIOO		NIA	E700,400
Delapidations	n/a				
Client Works Total					

• App08 2 •Do Minimum

Service	Comments	Unit £ or %	Unit	Data Measure Code	£	Rev
FEES						
Professional Fees & Internal Fees	ICT Team &CPD	20%			£1,258,720	
Statutory Fees	Planning & Building Control - TBC				£50,000	
Fees Total					**£1,308,720**	

ITAssist Works						
IT supply and Install	ITAss.st	40	m2	NIA	E280,160	
IT Assist Server Room Works	Existing service • not required					
IT Suppty and Fbc					E280,160	
WORKS EXPENDITURE Excl OB					**£9,323,130**	

(S43)

Optimism Bias						
Allowance for OB - Contractor Works	CPD recommended %	[redacted]	%		£1,258,720	
Allowance for OB - Client Works	Standard risk	[redacted]	%		£144,065	
Allowance for OB - Fees	Standard risk	[redacted]	%		£130,872	
Allowance for OB - ITAssist	Standard risk	[redacted]	%		£28,016	
OB Total					**£1,561,673**	

NEC4 Xl Inflation						
NEC4 XI inflation NEC4 Inflation	Added in line with % cost experienced at James House	9.41%				
WORKS EXPENDITURE					**£11,909,063**	

SALE Academy House Sale	LPS Red Book Valuat•on					
Agents fees on sale	(range 0.2 , 0.5%) • reduces as sale price increases • therefore worst case 0.5% used.				[redacted] (S43)	

SALE							
OPTION VALUE							
CAPEX REQUIREMENT							

- Bativmena 2 Do Minimum

3: Academy House Consolidation

COSTS - 06/08/2025 • High level from CPD Construction Division

DATA MEASURE	Value	Code
Staff numbers	266	Staff
Staff numbers • Academy	160	Staff-AH
Staff numbers - County Hall	106	Staff-CHB
Specialist Accommodation		
Academy House - NIA	2,004	NIA
Academy House • GIA	2,424	GIA
NWW ratio: NIA tess Specialist	94%	
County Hall Ballymena	10,575	CHB GIA

Service	Comments	unit E or %	unit	Data Measure Code	£	Rev
OPEX						
OPEX RECURRENT						
Academy House 2023/24					€264,172	
OPEX Recurrent Total					E264,172	
OPEX • NON-RECURRENT						
Decant Costs	CPD Feasiblility Figure				E128,OOO	
OPEX Non•Recurrent Totai					E128,OOO	
CAPEX						
CONTRACTOR WORKS						
Works to CHB for AH occupation	M:nimal works to decant Academy House Into County Hall.	EIOO.OO		Staff-AH	E16,OOO	
CPD Cost Feasibility to Full Net zero	Cost includes 20% design deve•opment and for inflation to mid-point of construction					
Utility Connections & Adjustments					EIOO,OOO	

AH Academy House
CHB County Hall Ballymena

Constructlon Cost (CC)					£5,276,000	
CLIENT WORKS						
Blinds	Provisional Sum	EIO.OO	m2	GIA	€24,240	
Floor Finishes	Provisional Sum	E60.OO	m2	GIA	E14S,440	
Loose Furniture	Provisional Sum	€100	m2	NIA	€200,400	
Delapidations	n/a					
					EO	
Client Works Total						

E370,080

3 Academy House 6 1

Service	Comments	Unit £ or %	Unit	Data Measure Code	£	Rev
FEES						
Professional Fees & Internal Fees	ICT Team &CPD	20%			£1,055,200	
Statutory Fees	Planning & Building Control - TBC				£50,000	
Fees Total					**£1,105,200**	

ITAssist Works						
IT supply and Install	ITAssist	40	m2	NIA	E80,160	
IT Assist Server Room Works	Existing service - not required					
IT Supply and					E80,160	
WORKS EXPENDITURE Excl OB					**£6,831,440**	

(S43)

Optimism Bias						
Allowance for 0B - Contractor Works	CPD recommended %					
Allowance for 0B - Client Works	Standard risk				€37,008	
Allowance for 0B — Fees	Standard risk				EllO,S20	
Allowance for 0B ITAssist 0B	Standard risk				E8,016	
Total						
NEC4 Inflation						
NEC4 Xl Inflation NEC4 Xl Inflation	Added in line with % cost experienced at James House	9.41%			E7SS,770	
WORKS EXPENDITURE					**£8,798,954**	

SALE						
County Hall Ballymena Sale					[redacted]	
Agents fees on sale : (range 0.2 • 0.5%) • reduces as sale price increases • therefore worst case 0.5% used. SALE		0.5%			(S43)	
OPTION VALUE						
CAPEX REQUIREMENT						

3: County Hall Ballymena Consolidation

COSTS • 06/08/2025 - High level from CPD Construction Division

DATA MEASURE	Value	Code

AH Academy House
CHB County Hall Ballymena

Staff numbers	266	Staff
Staff numbers - Academy	160	Staff-AH
Staff numbers - County Hall	106	Staff-CHB
Specialist Accommodation		
County Hall - NIA	7,004	NIA
County Hail - GIA	10,575	GIA
NWW ratio: NIA tess Specialist	329%	
Academy House - GIA	2,424	GIA • AH

service	Comments	Unit E or %	Unit	Data Measure Code	£	
OPEX						
OPEX RECURRENT county Hall 2023/24						
OPEX Recurrent Total						
OPEX - NON-RECURRENT						
Decant Costs	CPD Feasiblility Figure				E128,OOO	
OPEX Non•Recurrent Total					É128,ooo	
CAPEX						
CONTRACTOR WORKS						
					EO	
Works to AH for CHB occupation	Minimal works to decant County Hali into Academy House.	EIOO.OO		Staff-CHB	ElO,600	
CPD Cost Feasibility to Full Net Zero	Cost includes design development and for inflation to mid-point of construction					
Demolition of Council Chambers					E684,OOO	
utility Connections & Adjustments					€100,000	
Construction Cost (CC)					£7,174,600	
CUENT WORKS						
Blinds	Provisional Sum	€10.00	m2	GIA	ElOS,750	

Floor Fjn•shes	Provisional Sum	E60.OO	m2	GIA	E634,soo	
Loose Furniture	Provisional Sum	EIOO	m2	NIA	E700,400	
Deiapidations	n/a					
Client Works Total					Elß40,6SO	

- CP OBC • 4 -County Hall

FEES						
Professional Fees & Internal Fees	ICT Team &CPD				El,434.920	
Statutory Fees	Planning & guiding Control • TBC				ESO.OOO	
Fees Total						
ITAssist works						
IT supply and Install	ITAssist	40	m2	NIA	E280,160	
IT Assist Server Room Works	Existing service • not required					
IT Supply and					E280,160	
WORKS EXPENDITURE Excl OB					**£10,380,330**	

(S43)

Optimism Bias						
Allowance for 0B - Contractor Works	CPD recommended %					
Allowance for 0B - Client Works	Standard nsk				E144,06S	
Allowance for 0B -	Standard nsk				E148,492	
Allowance for 0B - ITAssist	Standard risk				E28,016	
0B Total						
NEC4 Xl Inflation						
NEC4 Xl Inflation NEC4 Xl Inflation	Added in line with % cost experienced at James House	9.41%			El.141.981	
WORKS EXPENDITURE					**£13,277,804**	

SALE						
Academy House Sale					[redacted]	
Agents fees on sale	(range 0.2 - 0.5%) - reduces as sale price increases - therefore worst case 0.5% used.	0.5%	%		[redacted] (S43)	
SALE					[redacted]	
OPTION VALUE					[redacted]	

AH Academy House
CHB County Hall Ballymena

CAPEX REQUIREMENT					[redacted]	

- Ballymena CP - OBC - - 4 County Hall 9 1 12

ESTATE STRATEGY: Ballymena Consotidation
BUSINESS CASE COSTS:

V4: 07/08/25

Option 4 Development

DATA MEASURE	Value	Code
Staff numbers	266	Staff
NWW (staff x 50%)	133	NWW
Specialist Accommodation	1,000	
NIA Requirement (10m2 / NWW) + Specialist	2,330	NIA
Staff numbers - County Hall	106	Staff.CHB
GIA Requirement (NIA + 20%)	2,913	GIA

Service	Comments	Unit £ or %	Unit	Data Measure Code	£	Rev
OPEX						
OPEX RECURRENT						
Rent (Office Space)		E115.75	m2 / annum	n/a		
Car Park Space		E900.oo	space / annum	n/a		
Service Charge		E12 33	m2 / annum	n/a	EO	
Rates (Office Space) • based on County Hall		€31.00	m2 / annum	GIA	E90,288	
Security • Based on County Hall		0.47	m2 / annum	GIA	E27,S81	
Maintenance (aircon build) EDU Ready Reckoner		€38.25	m2 / annum	GIA	E111,403	
Cleaning		€15.00	m2 / annum	GIA	E43,688	
Heating • EDU Ready Reckoner		E4.17	m2 / annum	GIA	E12,145	
Electricity - EDU Ready Reckoner		E14.03	m2 / annum	GIA	E40,862	
RUNNING COSTS						
OPEX - NON.RECURRENT						
Decant Costs	CPD Feasiblitity Figure				€128,000	
OPEX Non-Recurrent Total					E128,OOO	
CAPEX						
CONTRACTOR WORKS						
New Build (Target net zero • higher cost)		E3,270.OO	m2	GIA	£9,523,875	
New Build		E2,750.OO	m2			
Demolition • County Hall				Provision	£1,500,000	

Works to AH for CHB occupation	Minimal works to decant County Hall into Academy House.	EIOO.OO	Person	Staff-CHB	€10,600	
Utility Connections & Adjustments					EIOO,OOO	
Construction Cost (CC)						
CLIENT WORKS						
Blinds	Provisional Sum	EIO.OO	m2	GIA	E29,125	
Floor Finishes	Provisional Sum	E60.OO	m2	GIA	E174,750	
Loose Furniture	Provisional Sum	EIOO		NIA	E233,OOO	

Delapidations	n/a					
Client Works Total					E436,875	
FEES						
Professional Fees & Internal Fees	ICT Team &CPD	20%				
Statutory Fees	Planning & Building Control - TBC				EIOO,OOO	
Fees Total						
ITAssist Works						
IT supply and Install	ITAssist	40	m2	NIA	€93,200	
IT Assist Server Room Works					EIO,OOO	
IT Supply and Fix					E103,200	
WORKS EXPENDITURE Excl OB					**£14,001,445**	

WORKS EXPENDITURE Excl 0B **£14,001,445**

Optimism Bias						
Allowance for 0B • Contractor Works	CPD recommended	(S43)				
Allowance for 0B • Client Works	Standard rtsk				E43,688	
Allowance for 0B Fees	Standard risk				€232,690	

Allowance for 0B •)TAssist	Standard risk				f10,320	
0B Total					E2S13,592	
NEC4 XI Inflation						
NEC4 XI Inflation	Added in line with % cost experienced at James House	9.41%				
NEC4 Inflation					£1,554,065	
WORKS EXPENDITURE					£18,069,102	
SALE						
Academy House Sale						
Agents fees on sale : (range 0.2 - 0.5%) - reduces as sale price increases - therefore worst case 0.5% used.		0.5%			(S43)	
OPTION VALUE						
CAPEX REQUIREMENT						

ESTATE STRATEGY: Ballymena Consolidation

BUSINESS CASE COSTS: Options Summary

			Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	
			2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Check Total
			1%	4%	10%	28%	55%	2%	100%
Option 3	Capital								
	OB								
TOTAL									
Option 4	Capital								
	OB								
Option 5	Capital								
	OB								

1S43)

OPTION 2 is rrt*e stra' tforward so has a shorted tirne8ne

			Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	
			10%	35%	50%	5%			100%
Option 2	Capital								
	OB								

OPTION 1 is BAU for no new CAPEX requirement