

STATES OF JERSEY



COMMITTEE OF INQUIRY: HISTORICAL CHILD ABUSE (P.118/2012) – COMMENTS

Presented to the States on 4th March 2013
by the Minister for Treasury and Resources

STATES GREFFE

COMMENTS

The Minister for Treasury and Resources has particular responsibilities under Standing Order 150 “Committee of inquiry: remuneration and expenses”. These are set out below, along with his comments on the financial and manpower implications contained in P.118/2012.

1. Responsibilities under Standing Order 150 “Committee of inquiry: remuneration and expenses

Standing Order 150 states –

Committee of inquiry: remuneration and expenses

The Minister for Treasury and Resources may give directions as to –

- (a) the remuneration (if any) of a member of a committee of inquiry;
- (b) the expenses that a committee of inquiry may incur; and
- (c) how such remuneration and expenses are to be funded.

The following comments are intended to inform States members of the steps that will be taken under this Standing Order. Should the States approve the Proposition, the Minister for Treasury and Resources will at the appropriate time issue formal directions.

2. Financial and manpower implications

Estimated Cost

An initial estimated cost of £6 million was identified by the Chief Minister’s Department. This was produced with some assistance from Verita, who have previous experience of similar Inquiries. Further validation work has since been undertaken by the States Greffe and States Treasury.

The detailed estimates are attached at the Appendix.

In summary, the estimates include provision for the following areas of potential expenditure –

- Pre-Inquiry costs relating to recruitment of Chairman and Panel
- Remuneration for Panel members (plus travel, accommodation and subsistence)
- Management and administrative support to Panel and Inquiry
- Legal and specialist support to the Panel and Inquiry
- Accommodation (including fit out, furniture, equipment and rental)

- ICT systems (including Document Management and storage, Recording, Transcription) with associated IT support
- Transcription costs
- Document research (including Document Officer and support from Jersey Archive)
- Legal support costs to witnesses, individuals named and relevant organisations
- Communications
- Contingency.

By their very nature estimates have to be based on assumptions, and this is the case here. The main assumption is that the actual Inquiry itself will be for one year. Other key assumptions relate to the number of witnesses, named individuals and organisations to be interviewed. Allied to this is the level of legal support (and costs) that will be required to support those individuals and organisations.

These estimates will be reviewed when the Chairman and Panel are appointed and their approach to the conduct of the Inquiry confirmed. The £6 million estimate includes a contingency provision of £1 million recognising that there will inevitably be changes/developments as the process develops.

However it is considered essential that there is a clear indication given at the outset on both the likely timescale for the Inquiry and the Budget available.

Risks clearly exist for increased costs, should the timescale of the Inquiry be extended for whatever reason. This needs to be recognised and managed appropriately.

The financial and manpower implications also identify that the £6 million cost estimate does not include officer time in departments which have dealings with the Committee of Inquiry and which may lead to “backfill” costs. At this stage the expectation is that Departments affected will be required to meet such costs from within their existing budgets.

Funding the £6 million

Should the States approve P.118/2012, it is recommended that up to £6 million be allocated from the Central Contingency that Members approved in the Medium Term Financial Plan. Such an allocation would be required to follow the approved and published procedures for the Central Contingencies (R.10/2012).

Management of the £6 million Budget

The £6 million would be allocated to the States Greffe as part of the States Assembly head of expenditure. The Accounting Officer would be the Greffier of the States and financial management support would be provided through the existing States Treasury arrangements.

Management of the Budget would be required to comply with all aspects of the Public Finances (Jersey) Law 2005 and all relevant Financial Directions.

If approved, the Inquiry would operate over 2 financial years – 2013 and 2014.

It is expected that expenditure will be contained within the £6 million allocated. Ongoing forecasting will need to be undertaken as part of the regular budgetary controls procedures.

The Minister for Treasury and Resources intends, after having received formal advice in the usual way from the Treasurer of the States, to issue directions under Standing Order 150 to the Committee of Inquiry. The Directions will cover budgetary limits, financial procedures and reporting.

APPENDIX

Committee of Inquiry - summary of cost workings		
Cost Description	Expense Type	Sum of £
Pre-Inquiry	Administration	150,000
Panel Chair	Professional Fees	576,800
	Professional Expenses	23,400
Panel member 1	Professional Fees	342,000
	Professional Expenses	23,400
Panel member 2	Professional Fees	256,500
	Professional Expenses	23,400
Inquiry support Legal / advocate	Professional Fees	55,000
	Professional Expenses	14,500
Inquiry support Project Manager Administration	Professional Fees	10,000
Inquiry support Project Manager 1	Professional Fees	87,500
Inquiry support Project Manager 2	Professional Fees	87,500
Inquiry support Expert Witnesses	Professional Fees	50,000
Inquiry support Administrators	Professional Fees	112,500
Inquiry support Document Officer	Professional Fees	57,000
Inquiry support Document Service Jersey Archive	Professional Fees	60,000
Venue hire	Conference & Course	420,000
Comms	Professional Fees	17,500
	Professional Expenses	3,000
ICT Costs	ICT Costs	107,500
Transcription Costs	Professional Expenses	50,000
Inquiry Team (InT)	Legal Fees	750,000
	Travel & Accommodation	105,600
Others (Oth)	Legal Fees	150,000
Witnesses (W)	Legal Fees	1,350,000
Those Named (TN)	Legal Fees	150,000
Interviewee Travel	Professional Expenses	10,000
Sub Total		5,043,100
Contingency	Contingency	1,008,620
Grand Total		6,051,720

Committee of Inquiry - cost workings analysis

v.27th February 2013

£ 6,051,720

Expense Type	Cost Description	Activity	Activity Description	Basis	Variable 1	Variable 2	£
Professional Fees	Panel Chair	Preparation (3 months)	Liaison with commissioners	Fees per day @ mid-2011	£ 2,800	2	£ 5,600
Professional Fees	Panel Chair	Preparation (3 months)	Planning meeting	Fees per day @ mid-2011	£ 2,800	4	£ 11,200
Professional Fees	Panel Chair	Preparation (3 months)	Travel time	Fees per day @ mid-2011	£ 2,800	2	£ 5,600
Professional Fees	Panel Chair	Preparation (3 months)	Panel reading	Fees per day @ mid-2011	£ 2,800	13	£ 36,400
Professional Fees	Panel Chair	Hearing (6 months)	Identifying and contacting witnesses	Fees per day @ mid-2011	£ 2,800	3	£ 8,400
Professional Fees	Panel Chair	Hearing (6 months)	Interviews	Fees per day @ mid-2011	£ 2,800	75	£ 210,000
Professional Fees	Panel Chair	Hearing (6 months)	Travel time	Fees per day @ mid-2011	£ 2,800	20	£ 56,000
Professional Fees	Panel Chair	Hearing (6 months)	Panel mtgs	Fees per day @ mid-2011	£ 2,800	10	£ 28,000
Professional Fees	Panel Chair	Hearing (6 months)	Liaison with commissioners	Fees per day @ mid-2011	£ 2,800	2	£ 5,600
Professional Fees	Panel Chair	Consideration / evaluation / drafting	Analysis	Fees per day @ mid-2011	£ 2,800	10	£ 28,000
Professional Fees	Panel Chair	Consideration / evaluation / drafting	Initial writing	Fees per day @ mid-2011	£ 2,800	50	£ 140,000
Professional Fees	Panel Chair	Consideration / evaluation / drafting	Redrafting	Fees per day @ mid-2011	£ 2,800	10	£ 28,000
Professional Fees	Panel Chair	Consideration / evaluation / drafting	Liaison with commissioners	Fees per day @ mid-2011	£ 2,800	2	£ 5,600
Professional Fees	Panel Chair	Presentation to commissioners	Briefing / discussions	Fees per day @ mid-2011	£ 2,800	3	£ 8,400
Professional Fees	Panel member 1	Preparation - 3 months	Set up mtgs commissioners	Fees per day @ mid-2011	£ 2,000	-	£ -
Professional Fees	Panel member 1	Preparation - 3 months	Liaison with commissioners	Fees per day @ mid-2011	£ 2,000	2	£ 4,000
Professional Fees	Panel member 1	Preparation - 3 months	Planning meeting	Fees per day @ mid-2011	£ 2,000	4	£ 8,000
Professional Fees	Panel member 1	Preparation - 3 months	Travel time	Fees per day @ mid-2011	£ 2,000	2	£ 4,000
Professional Fees	Panel member 1	Preparation - 3 months	Document retrieval and collation	Fees per day @ mid-2011	£ 2,000	-	£ -
Professional Fees	Panel member 1	Preparation - 3 months	Initial reading & signposting	Fees per day @ mid-2011	£ 2,000	-	£ -
Professional Fees	Panel member 1	Preparation - 3 months	Panel reading	Fees per day @ mid-2011	£ 2,000	13	£ 26,000
Professional Fees	Panel member 1	Hearings - 6 months	Identifying and contacting witnesses	Fees per day @ mid-2011	£ 2,000	3	£ 6,000
Professional Fees	Panel member 1	Hearings - 6 months	Set up meetings/Issue invitation letters	Fees per day @ mid-2011	£ 2,000	-	£ -
Professional Fees	Panel member 1	Hearings - 6 months	Interviews	Fees per day @ mid-2011	£ 2,000	75	£ 150,000
Professional Fees	Panel member 1	Hearings - 6 months	Travel time	Fees per day @ mid-2011	£ 2,000	20	£ 40,000
Professional Fees	Panel member 1	Hearings - 6 months	Panel mtgs	Fees per day @ mid-2011	£ 2,000	10	£ 20,000
Professional Fees	Panel member 1	Hearings - 6 months	Witness transcript checking	Fees per day @ mid-2011	£ 2,000	-	£ -
Professional Fees	Panel member 1	Hearings - 6 months	Liaison with commissioners	Fees per day @ mid-2011	£ 2,000	2	£ 4,000
Professional Fees	Panel member 1	Consideration/evaluation/drafting	Analysis	Fees per day @ mid-2011	£ 2,000	10	£ 20,000
Professional Fees	Panel member 1	Consideration/evaluation/drafting	Initial writing	Fees per day @ mid-2011	£ 2,000	20	£ 40,000
Professional Fees	Panel member 1	Consideration/evaluation/drafting	Panel mtgs	Fees per day @ mid-2011	£ 2,000	-	£ -
Professional Fees	Panel member 1	Consideration/evaluation/drafting	Review	Fees per day @ mid-2011	£ 2,000	-	£ -
Professional Fees	Panel member 1	Consideration/evaluation/drafting	Redrafting	Fees per day @ mid-2011	£ 2,000	5	£ 10,000
Professional Fees	Panel member 1	Consideration/evaluation/drafting	Editing	Fees per day @ mid-2011	£ 2,000	-	£ -
Professional Fees	Panel member 1	Consideration/evaluation/drafting	Formatting final version	Fees per day @ mid-2011	£ 2,000	-	£ -
Professional Fees	Panel member 1	Consideration/evaluation/drafting	Liaison with commissioners	Fees per day @ mid-2011	£ 2,000	2	£ 4,000
Professional Fees	Panel member 1	Presentation to commissioners	Briefing / discussions	Fees per day @ mid-2011	£ 2,000	3	£ 6,000
Professional Fees	Panel member 2	Preparation - 3 months	Set up mtgs commissioners	Fees per day @ mid-2011	£ 1,500	-	£ -
Professional Fees	Panel member 2	Preparation - 3 months	Liaison with commissioners	Fees per day @ mid-2011	£ 1,500	2	£ 3,000
Professional Fees	Panel member 2	Preparation - 3 months	Planning meeting	Fees per day @ mid-2011	£ 1,500	4	£ 6,000
Professional Fees	Panel member 2	Preparation - 3 months	Travel time	Fees per day @ mid-2011	£ 1,500	2	£ 3,000
Professional Fees	Panel member 2	Preparation - 3 months	Document retrieval and collation	Fees per day @ mid-2011	£ 1,500	-	£ -
Professional Fees	Panel member 2	Preparation - 3 months	Initial reading & signposting	Fees per day @ mid-2011	£ 1,500	-	£ -
Professional Fees	Panel member 2	Preparation - 3 months	Panel reading	Fees per day @ mid-2011	£ 1,500	13	£ 19,500
Professional Fees	Panel member 2	Hearings - 6 months	Identifying and contacting witnesses	Fees per day @ mid-2011	£ 1,500	3	£ 4,500
Professional Fees	Panel member 2	Hearings - 6 months	Set up meetings/Issue invitation letters	Fees per day @ mid-2011	£ 1,500	-	£ -
Professional Fees	Panel member 2	Hearings - 6 months	Interviews	Fees per day @ mid-2011	£ 1,500	75	£ 112,500
Professional Fees	Panel member 2	Hearings - 6 months	Travel time	Fees per day @ mid-2011	£ 1,500	20	£ 30,000
Professional Fees	Panel member 2	Hearings - 6 months	Panel mtgs	Fees per day @ mid-2011	£ 1,500	10	£ 15,000
Professional Fees	Panel member 2	Hearings - 6 months	Witness transcript checking	Fees per day @ mid-2011	£ 1,500	-	£ -
Professional Fees	Panel member 2	Hearings - 6 months	Liaison with commissioners	Fees per day @ mid-2011	£ 1,500	2	£ 3,000
Professional Fees	Panel member 2	Consideration/evaluation/drafting	Analysis	Fees per day @ mid-2011	£ 1,500	10	£ 15,000
Professional Fees	Panel member 2	Consideration/evaluation/drafting	Initial writing	Fees per day @ mid-2011	£ 1,500	20	£ 30,000
Professional Fees	Panel member 2	Consideration/evaluation/drafting	Panel mtgs	Fees per day @ mid-2011	£ 1,500	-	£ -
Professional Fees	Panel member 2	Consideration/evaluation/drafting	Review	Fees per day @ mid-2011	£ 1,500	-	£ -
Professional Fees	Panel member 2	Consideration/evaluation/drafting	Redrafting	Fees per day @ mid-2011	£ 1,500	5	£ 7,500
Professional Fees	Panel member 2	Consideration/evaluation/drafting	Editing	Fees per day @ mid-2011	£ 1,500	-	£ -
Professional Fees	Panel member 2	Consideration/evaluation/drafting	Formatting final version	Fees per day @ mid-2011	£ 1,500	-	£ -
Professional Fees	Panel member 2	Consideration/evaluation/drafting	Liaison with commissioners	Fees per day @ mid-2011	£ 1,500	2	£ 3,000
Professional Fees	Panel member 2	Presentation to commissioners	Briefing / discussions	Fees per day @ mid-2011	£ 1,500	3	£ 4,500
Professional Fees	Inquiry support Project Manager Administration	Additional Admin budget	Additional Admin budget	Estimated one off budget	£ 10,000	1	£ 10,000
Professional Fees	Inquiry support Project Manager 1	Support 15 months	Support 15 months	Grade 12 @ c £70k pa	£ 70,000	1.25	£ 87,500
Professional Fees	Inquiry support Project Manager 2	Support 15 months	Support 15 months	Grade 12 @ c £70k pa	£ 70,000	1.25	£ 87,500
Professional Fees	Inquiry support Legal / advocate	Preparation - 3 months	Unidentified activity	Fees per day @ mid-2011	£ 1,000	4	£ 4,000
Professional Fees	Inquiry support Legal / advocate	Preparation - 3 months	Planning meeting	Fees per day @ mid-2011	£ 1,000	4	£ 4,000
Professional Fees	Inquiry support Legal / advocate	Preparation - 3 months	Travel time	Fees per day @ mid-2011	£ 1,000	2	£ 2,000
Professional Fees	Inquiry support Legal / advocate	Preparation - 3 months	Initial reading & signposting	Fees per day @ mid-2011	£ 1,000	5	£ 5,000
Professional Fees	Inquiry support Legal / advocate	Hearings - 6 months	Unidentified activity	Fees per day @ mid-2011	£ 1,000	28	£ 28,000
Professional Fees	Inquiry support Legal / advocate	Consideration/evaluation/drafting	Unidentified activity	Fees per day @ mid-2011	£ 1,000	13	£ 13,000
Professional Fees	Inquiry support Legal / advocate	Presentation to commissioners	Briefing / discussions	Fees per day @ mid-2011	£ 1,000	1	£ 1,000
Professional Fees	Inquiry support Expert Witnesses	Provision of advice	Production of reports	Flat fee, budget estimate	£ 50,000	1	£ 50,000

Committee of Inquiry - cost workings analysis

v.27th February 2013

£ 6,051,720

Expense Type	Cost Description	Activity	Activity Description	Basis	Variable 1	Variable 2	£
Professional Fees	Inquiry support Administrators	Prep, hearing & presentation support	Prep, hearing & presentation support	2 x Grade 8 @ £45000 pa (15 months)	£ 90,000	1.25	£ 112,500
Professional Fees	Inquiry support Document Service Jersey Archive	1 Year support to document officer	Jersey Archive set fee for support throughout project (expected 1 year duration)	£5000 per month (£3750 staff costs and £1250 hire of room)	£ 5,000	12	£ 60,000
Professional Fees	Inquiry support Document Officer	Lead officer in relation to all document research	Lead officer in relation to all document research - Use of 1FTE x Grade 10 for 1 year	Grade 10 @ c £57k pa	£ 57,000	1	£ 57,000
Professional Fees	Comms	Preparation - 3 months	Communication	Fees per day @ mid-2011	£ 1,250	3	£ 3,750
Professional Fees	Comms	Preparation - 3 months	Document retrieval and collation	Fees per day @ mid-2011	£ 1,250	1	£ 1,250
Professional Fees	Comms	Hearings - 6 months	Communication	Fees per day @ mid-2011	£ 1,250	6	£ 7,500
Professional Fees	Comms	Consideration/evaluation/drafting	Analysis	Fees per day @ mid-2011	£ 1,250	3	£ 3,750
Professional Fees	Comms	Consideration/evaluation/drafting	Review	Fees per day @ mid-2011	£ 1,250	1	£ 1,250
Professional Expenses	Transcription Costs	Service charge	Transcription (consider £110 or £135 p/hr)	hourly rate @ £100 based on info from States Greffe (MDeLaHaye)	£ 100	500	£ 50,000
Professional Expenses	Panel Chair	Preparation - 3 months	Travel - flights (3 x 2 day trips)	per person return UK	£ 200	3	£ 600
Professional Expenses	Panel Chair	Preparation - 3 months	Accommodation (3 x 2 day trips)	per person per night	£ 100	3	£ 300
Professional Expenses	Panel Chair	Preparation - 3 months	Subsistence	per person per day	£ 100	6	£ 600
Professional Expenses	Panel member 1	Preparation - 3 months	Travel - flights (3 x 2 day trips)	per person return UK	£ 200	3	£ 600
Professional Expenses	Panel member 1	Preparation - 3 months	Accommodation (3 x 2 day trips)	per person per night	£ 100	3	£ 300
Professional Expenses	Panel member 1	Preparation - 3 months	Subsistence	per person per day	£ 100	6	£ 600
Professional Expenses	Panel member 2	Preparation - 3 months	Travel - flights (3 x 2 day trips)	per person return UK	£ 200	3	£ 600
Professional Expenses	Panel member 2	Preparation - 3 months	Accommodation (3 x 2 day trips)	per person per night	£ 100	3	£ 300
Professional Expenses	Panel member 2	Preparation - 3 months	Subsistence	per person per day	£ 100	6	£ 600
Professional Expenses	Panel Chair	Hearings - 6 months	Travel - 22 flights	per person return UK	£ 200	22	£ 4,400
Professional Expenses	Panel Chair	Hearings - 6 months	Accommodation - 20wks at 5 nights	per person per night	£ 100	100	£ 10,000
Professional Expenses	Panel Chair	Hearings - 6 months	Subsistence	per person per day	£ 60	100	£ 6,000
Professional Expenses	Panel member 1	Hearings - 6 months	Travel - 22 flights	per person return UK	£ 200	22	£ 4,400
Professional Expenses	Panel member 1	Hearings - 6 months	Accommodation - 20wks at 5 nights	per person per night	£ 100	100	£ 10,000
Professional Expenses	Panel member 1	Hearings - 6 months	Subsistence	per person per day	£ 60	100	£ 6,000
Professional Expenses	Panel member 2	Hearings - 6 months	Travel - 22 flights	per person return UK	£ 200	22	£ 4,400
Professional Expenses	Panel member 2	Hearings - 6 months	Accommodation - 20wks at 5 nights	per person per night	£ 100	100	£ 10,000
Professional Expenses	Panel member 2	Hearings - 6 months	Subsistence	per person per day	£ 60	100	£ 6,000
Professional Expenses	Panel Chair	Consideration/evaluation/drafting	Travel - flights (3 x 2 day trips)	per person return UK	£ 200	3	£ 600
Professional Expenses	Panel Chair	Consideration/evaluation/drafting	Accommodation (3 x 2 day trips)	per person per night	£ 100	3	£ 300
Professional Expenses	Panel Chair	Consideration/evaluation/drafting	Subsistence	per person per day	£ 100	6	£ 600
Professional Expenses	Panel member 1	Consideration/evaluation/drafting	Travel - flights (3 x 2 day trips)	per person return UK	£ 200	3	£ 600
Professional Expenses	Panel member 1	Consideration/evaluation/drafting	Accommodation (3 x 2 day trips)	per person per night	£ 100	3	£ 300
Professional Expenses	Panel member 1	Consideration/evaluation/drafting	Subsistence	per person per day	£ 100	6	£ 600
Professional Expenses	Panel member 2	Consideration/evaluation/drafting	Travel - flights (3 x 2 day trips)	per person return UK	£ 200	3	£ 600
Professional Expenses	Panel member 2	Consideration/evaluation/drafting	Accommodation (3 x 2 day trips)	per person per night	£ 100	3	£ 300
Professional Expenses	Panel member 2	Consideration/evaluation/drafting	Subsistence	per person per day	£ 100	6	£ 600
Professional Expenses	Inquiry support Legal / advocate	Preparation - 3 months	Travel - flights (3 x 2 day trips)	per person return UK	£ 200	9	£ 1,800
Professional Expenses	Inquiry support Legal / advocate	Preparation - 3 months	Accommodation (3 x 2 day trips)	per person per night	£ 100	9	£ 900
Professional Expenses	Inquiry support Legal / advocate	Preparation - 3 months	Subsistence	per person per day	£ 100	18	£ 1,800
Professional Expenses	Inquiry support Legal / advocate	Hearings - 6 months	Travel - flights (22 x 1 day trips)	per person return UK	£ 200	22	£ 4,400
Professional Expenses	Inquiry support Legal / advocate	Hearings - 6 months	Accommodation (22 x 1 day trips)	per person per night	£ 100	-	£ -
Professional Expenses	Inquiry support Legal / advocate	Hearings - 6 months	Subsistence	per person per day	£ 50	22	£ 1,100
Professional Expenses	Inquiry support Legal / advocate	Consideration/evaluation/drafting	Travel - flights (3 x 2 day trips)	per person return UK	£ 200	9	£ 1,800
Professional Expenses	Inquiry support Legal / advocate	Consideration/evaluation/drafting	Accommodation (3 x 2 day trips)	per person per night	£ 100	9	£ 900
Professional Expenses	Inquiry support Legal / advocate	Consideration/evaluation/drafting	Subsistence	per person per day	£ 100	18	£ 1,800
Professional Expenses	Comms	Whole period (1 year)	Travel - 10 flights	per person return UK	£ 200	10	£ 2,000
Professional Expenses	Comms	Whole period (1 year)	Accommodation - not required	per person per night	£ 100	-	£ -
Professional Expenses	Comms	Whole period (1 year)	Subsistence	per person per day	£ 100	10	£ 1,000
Professional Expenses	Interviewee Travel	Travel Costs - Interviewees	Estimated interviewee travel expense @ 200 reclaim	per person per exp reclaim	£ 50	200	£ 10,000
Legal Fees	Inquiry Team (InT)	Counsel/Legal Support	Counsel/Legal Support to Inquiry Team	per person - Inquiry Team has its own Counsel of 1QC, 2 non QCs and 2 juniors - c £5,000 per day	£ 5,000	150	£ 750,000
Legal Fees	Witnesses (W)	Counsel/Legal Support	Counsel/Legal Support to Witnesses	per person based on 3 days at £3000 per day	£ 9,000	150	£ 1,350,000
Legal Fees	Those Named (TN)	Counsel/Legal Support	Counsel/Legal Support to those Named	per person based on 5 days at £3000 per day	£ 15,000	10	£ 150,000
Legal Fees	Others (Oth)	Counsel/Legal Support	Counsel/Legal Support to others	per person based on 5 days at £3000 per day	£ 15,000	10	£ 150,000
Conference & Course	Venue hire	Hire of venue / office for set up	Venue/office costs	Enquiry Size: £300,000 small, £400,000 med, £500,000 large : implementation	£ 300,000	1	£ 300,000
Conference & Course	Venue hire	Hire of venue / office for ongoing delivery	Venue/office costs	4000 sq ft @ £20 pa per sq ft	£ 80,000	1.5	£ 120,000
ICT Costs	ICT Costs	Set up	ICT Implementation Costs	Implementation	£ 10,000	1	£ 10,000
ICT Costs	ICT Costs	Hardware	ICT Hardware Purchase / Rental	Implementation	£ 10,000	1	£ 10,000
ICT Costs	ICT Costs	Transcription	ICT Transcription	Service provision per annum	£ 30,000	1.0	£ 30,000
ICT Costs	ICT Costs	Document Management	ICT Document Management	Implementation	£ 20,000	1	£ 20,000
ICT Costs	ICT Costs	Team Support	ICT Support	Service provision per annum	£ 30,000	1.25	£ 37,500
Administration	Pre-Inquiry	Pre-Inquiry costs (establishing the inquiry)	Pre-inquiry costs in staff, terms of reference, recruitment advice, interviews etc	Implementation	£ 150,000	1	£ 150,000
Travel & Accommodation	Inquiry Team (InT)	Flights	Travel and accommodation for legal support team - say £300 per flight (1 flight per five days)	1 flight each 5 days (5 day/5 nights per week) 3 people @ 44 weeks	£ 300	132	£ 39,600
Travel & Accommodation	Inquiry Team (InT)	Accommodation	Travel and accommodation for legal support team - say £100 per night (5 day/night week)	Per person per night (5 day/5 nights per week) 3 people @ 44 weeks	£ 500	132	£ 66,000
Contingency	Contingency	Contingency Cost Uplift	Contingency Cost Uplift	% Professional Fees & Exps	£ 5,043,100	0.2	£ 1,008,620

Re-issue Note

These comments are re-issued because the second page of the Appendix was inadvertently omitted from the original publication.