



EU ‘No Deal’ Exit Strategy

NOTE:

This document is expected to evolve quickly and as such it is imperative that version control is maintained and that the reader ensures they are looking at the most recent iteration. An updated version of this document will be posted on our website in the event of significant changes.

Version 1

Date 21 Aug 2019

Approved: Tom McCabe _____

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This document will be made publicly available through the Norfolk County Council website. It will be updated from time to time if there are significant changes.

Information

Following the Referendum of 2016, the UK is now scheduled to leave the EU on 31 October 2019

Whilst negotiations are ongoing between the United Kingdom (UK) Government and the EU as to the terms and conditions of the exit, the Government has commissioned comprehensive contingency planning across all departments in the eventuality that a deal is not reached.

Planning Assumptions

Local Resilience Forum (LRF) Planning assumptions, based on the Government advice, are as follows:

- The United Kingdom will leave the EU on the 31st October 2019. Whilst negotiations are ongoing between the United Kingdom (UK) Government and the EU as to the terms and conditions of the exit, the Government has commissioned comprehensive contingency planning across all departments in the eventuality that a deal is not reached.
- If the 'no deal' scenario materialises, the UK could potentially experience significant consequences including:
 - Shortages of food choice, medicines and other commodities,
 - The necessity to change and have additional travel documents,
 - Increased queues and congestion at ports and airports and in surrounding areas,
 - Increased levels of both pro and anti-Brexit protest activity,
 - Heightened uncertainty and increased tensions including disruption and tension along the Northern Ireland border,
 - Availability of veterinary medicines to control prevention of animal and environmental disease.

The impact of Brexit is also likely to be felt beyond England and Wales with Northern Ireland, Gibraltar and the Sovereign Base Area in Cyprus being affected due their land borders with the EU and the British Overseas Territories due to loss of EU funding.

The Government have identified 12 work streams with a lead government department (LGD) identified and responsible for compiling high level assumptions, threat assessments and contingency plans. The identified work streams are:

- Disruption to the transport system
- Disruption to people crossing borders
- Disruption of key goods crossing borders
- Healthcare services

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- Energy, telecoms and critical industry
- Food and water
- UK citizens in the EU
- Law enforcement/law enforcement data
- Banking and industry services
- Cumulative impact of all challenges on Northern Ireland
- Overseas Territories and Crown Dependencies (including Gibraltar & the SBA Cyprus)
- National security

Planning Phases

Phase 1 – Scoping (December – Mar)

- Identify command structure – Completed
- Link into LRF's to gauge any risks or issues- Ongoing
- Brexit technical notes to be reviewed - Completed
- Attend or dial into regional and national meetings to get situational awareness
Monitor news developments for plan – Media/GOLD/Silver/Bronze leads – Ongoing
- Formulate a consolidated risk document for Norfolk – Ongoing
- Review Business Continuity plans to ensure no gaps and awareness – Ongoing

Phase 2 – (Aug – October)

1. Attend detailed table top exercise – MHCLG 19/12/18- Complete
2. Ensure BC plans are fit for purpose – part of ongoing business as usual programme
3. Considerations to on call staffing and annual leave restrictions? Human Resources to advise
4. Ensure completion of NRF risk document into the Multi Agency Information Cell (MAIC) on Thursdays - ongoing
5. Plan for Tactical Coordination Group (TCG) / Strategic Coordination Group (SCG) daily post October – who will dial in – establish rota
6. Co-ordination structure to be clearly outlined
7. Continue to review risks and monitor local and national groups for early identification of issues.
8. Internal coordination arrangements Silver/Gold meetings.

Phase 3 – (Nov onwards)

1. Nominations to Attend SCG's/TCG's
2. Weekly Brexit meeting in force and to incorporate any regional structures.

[Appendix A](#) provides details of our planning timetable.

[Appendix B](#) shows the political EU Exit timeline

Other considerations

- Inclement weather in November/December could impact.
- Still in flood season for coastal areas

Intention

NCC Gold Strategy

Aim

With our partners to ensure that we plan and prepare effectively and flexibly to:

- protect life
- minimise harm to both people and property
- support the public Norfolk through the transition from membership to non-membership of the European Union and
- Ensure business continuity to support delivery of our critical services

Objectives

1. Minimise risk of serious harm to the public.
2. Ensure that the physical and psychological welfare of staff is considered
3. Provide an appropriate and proportionate response to NCC Brexit related events and challenges providing advice commensurate to all identified threats and risks.
4. Lead the Norfolk MAIC to minimise disruption to any communities affected by Brexit associated activities.
5. Coordinate the NCC response to and manage the effects of Brexit, ensuring we support the maintenance of critical and essential services.
6. Deliver cost effective plans whilst maintaining adequate service resilience during and post the Brexit 'period' through the implementation of business continuity arrangements.
7. Coordinate the communications response for partner agencies, communicate effectively with partner agencies, media, local and national politicians and the public.
8. Gather, develop and disseminate risk assessment intelligence in support of sound decision making to help reduce the impact of Brexit.
9. Ensure appropriate internal and partnership command control and coordination structures are set up.

Command, Control and Coordination Structure

Norfolk Resilience Forum

All Norfolk Local Authorities are fully engaged, at all levels with multi-agency partners within the NRF and have 3C control and command procedures in place to respond to incident that may arise from the Brexit process or any other incident that may occur around this period.

A diagram of the NRF structure is shown at [Appendix C](#).

Norfolk County Council

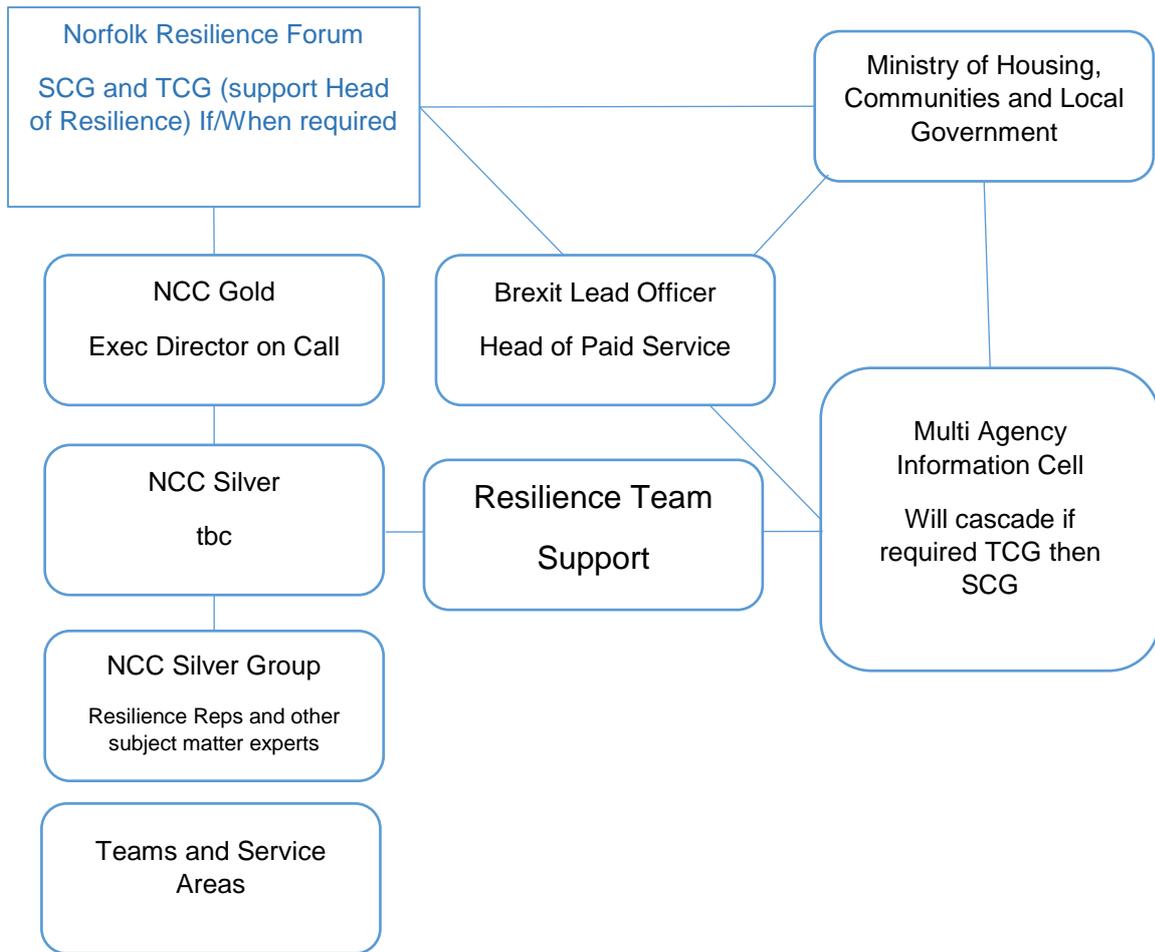
To ensure we consider potential impacts across all our service areas we have set up a Silver Group to coordinate our own arrangements. It is Chaired by the Resilience Team (or nominated officer) and comprises Resilience Representatives and selected other subject matter specialists. Membership may be extended as and when required.

The Group will identify any issues and report them to the MAIC and TCG for onwards reporting to Ministry for Housing, Communities and Local Government (MHCLG). It will also complete and send a Brexit situation report to the MAIC no later than Thursday each week.

Meetings and liaison will increase as we move towards the Brexit date and if, or when, the need dictates. This group will continue as the NCC Silver Coordination Group during the “response” phase. It is likely that this phase will start anywhere from 2 to 4 weeks prior to the official withdrawal date of 31st October. Therefore, it is likely that daily Multi-Agency meetings, either at Tactical or Strategic, level (or both) will take place up to 2 weeks before the Brexit date.

The diagram on the next page illustrates our structure.

MHCLG have requested that all Local Authorities nominate a Brexit Lead Officer (BLO) to act as the single point of contact for the council into Whitehall. For NCC this is Tom McCabe - Head of Paid Service.



Multi Agency Information Cell

There is a requirement from the Ministry of Housing, Communities and Local Government that LRFs must send in weekly EU Exit situation reports.

To respond properly to this the NRF has set up a MAIC. It is made up of a core group of multi-agency responders and first convened on 25 January 2019. The Cell is scheduled to meet initially 2-weekly until mid Sept and then every Friday until mid-December.

Risk Assessment

We will continue to review all risks and develop contingencies as the risks emerge. See Appendix D.

Current Overview of risks for Norfolk

Risk assessments have been completed using the National Planning Assumptions alongside the NRF's normal risk assessment process see Appendix D.

Norfolk County Council Risk

We must be careful we only deal with NCC risks and not everything related to the Brexit transition.

Main risks

1. Use of EU national staff
2. Disruption to care provision
3. Supplier Continuity (general)
4. Food supply chains (schools and care homes)
5. Food and Trading standards issues
6. Information Management Technology
7. Financial Services
8. Business continuity issues
9. Wider Civil contingencies

Public Order

1. Spontaneous protests / disorder
2. Large Police involvement may impact on other Policing duties
3. Panic Buying/stock piling fuel and food
4. Access EU data no agreement to share data may impact on law and order

Civil Contingencies

(most not within our control to mitigate or deal with but may have knock on see point one)

1. Ports - 20/30-mile queues both side of the border at main freight and passenger ports, this is a reasonable assumption.
2. Impact - lack of choice not lack of food. Will be outside UK growing season and head towards busy Christmas period for food. Likely to be restricted products in supermarkets, caused by panic buying. Price may increase leading to food poverty/impact on vulnerable.

3. Medicine/medical supplies may reduce – NHS (E) NOT planning to stock pile but making contingencies. Chemicals for water supplies- now not an issue stocks held – prioritisation of certain goods at ports.
4. British Nationals living in Europe will no longer get medical treatment, this will put immense pressure on our hospitals, unknown how big that problem will be.
5. Fuel - UK Petroleum - 80% of UK fuel imported and could be impacted in hard Brexit.
6. Access and resupply of veterinarian medical supplies- no stock piles available may have impact on animal health long term impacts on food supplies.

[Appendix D](#) contains an overview of the NRF Risk Assessment.

Communications

External

Norfolk County Council is coordinating the Brexit communications response for the NRF. A communications strategy has been agreed and circulated to all partner organisations. This contains guidance and lines to take when responding to enquiries. Organisations have been advised not to deviate from this strategy, so we present a consistent message across the county.

A copy of the strategy is at [Appendix E](#).

Internal

Our staff will be notified of EU Exit related issues on an as required basis. We will use iNet, global emails and bulletins, but only if required and agreed by senior management.

Resilience Representatives can also be used to cascade messages to teams across departments.

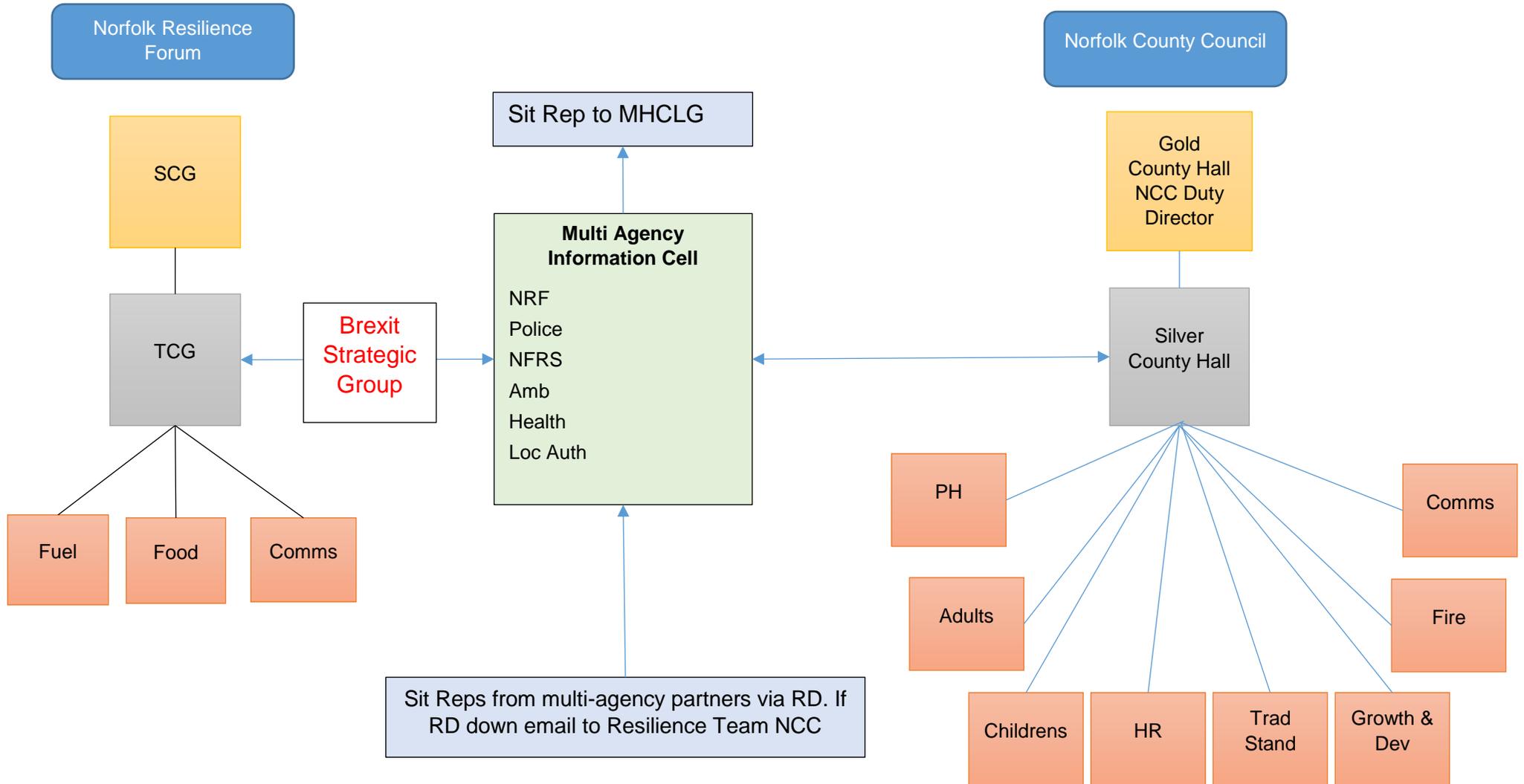
Appendix A Planning Timeline

In the Timeline below, and also within each phase, key actions are needed – although this will undoubtedly change as more clarity is gained.

Appendix B July 2019 to October 2019 Political Flow Chart

Note: this chart is constantly changing for an up to date political timeline will be inserted

Appendix C EU Exit Multi-Agency Coordination Structure



Appendix D Norfolk Resilience Forum Risk Assessment Overview

The Risk Assessment Group looked at the following risks that were adapted from the National Planning Assumptions set out by MHCLG.

Risk	Additional potential Impacts	Exiting Plans	Rag Rating
Demonstrations and Disorder	Localised disorder Damage to infrastructure & Buildings Lack of emergency services due to national commitments	Norfolk Emergency Response Guidance (NERG) Government departments looking at relative issues NRF Brexit Strategy 3C to be established Standing arrangements for public disorder (Police) Military Assistance to Local authority (MACA)	Medium
Information and Data Sharing	EUROPOL (data Sharing) Regulations of Chemicals Illegal Immigrants (homelessness) Access to EU data on food standards and emergencies Safeguarding vulnerable people Access to clinical records Data sharing	NERG Government Department looking to enact UK law mirroring EU Standards Military Aid to the Civil Authority	Medium
Disruptions to Services	Staffing issues (EU Nationals) Public Disorder Business Continuity Blood & Transport services Animal Health Panic Buying/Stock piling Media Management Supply Chain (Utility)	Business Continuity Plans (Cat1 & Cat 2) NRF Plans (Fuels, NERG, Mass Casualty, Notifiable Disease Plan) NRF BREXIT Strategy (Comms Included) BREXIT Fuels & Food sub Groups MACA	Medium

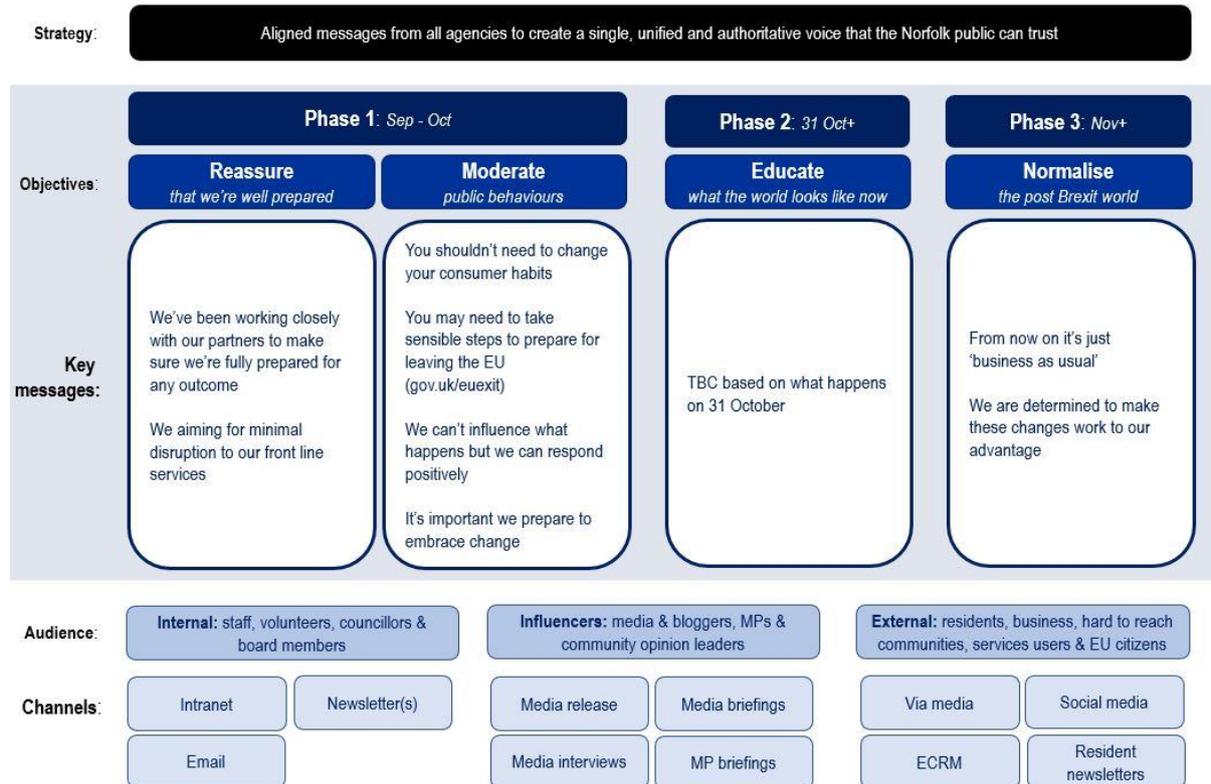
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Risk	Additional potential Impacts	Exiting Plans	Rag Rating
Travel, Freight and Borders	Fuels (congestion and stock distribution) plus panic buying Additional customs issues Supply Chain	NRF Fuels Plan National Emergency Fuels Plan (NEPF) Peel ports Contingency Plan NRF BREXIT Fuels sub-Group MACA	Medium

Appendix E NRF Communications Strategy

A high-level communication strategy has been developed and is underpinned by media protocols agreed by the member organisations of the task and finish group.

The purpose of the strategy and protocols is to ensure consistency of approach and ensure that an unnecessary resource burden is not placed on a single organisation.



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Communications protocol

Background

Norfolk County Council is the communications lead for the NRF on Brexit. The NRF is committed to minimising disruption and ensuring a smooth transition out of the EU for all partners, and ultimately the people of Norfolk.

Aim of Protocol

To devise a communications protocol that all NRF partners and other Norfolk public sector organisations can adhere to and / or use as a point of reference.

Objectives

1. To provide partners with clear guidance to follow specifically when handling proactive and reactive communications relating to Brexit, across all channels
2. To ensure all communications surrounding Brexit is consistent and centrally agreed
3. To ensure that all media requests for comment are responded to in a timely manner and, where reasonable, meet set media deadlines

Stakeholders

NRF Members

Anglian Water,

Borough Council of Kings Lynn and West Norfolk,

Breckland Council,

Broadland District Council,

East of England Ambulance Service,

Environment Agency

Great Yarmouth Borough Council,

NHS Norfolk & Waveney Clinical Commissioning Groups

Norfolk Acute Hospitals

Norfolk County Council,

Norfolk Fire and Rescue Service,

Norfolk Police,

North Norfolk District Council,

Norwich City Council,

South Norfolk Council,

Other Public Sector Organisations

Active Norfolk ,

Norfolk Waste Partnership,

NUA,

UEA,

Internal:

Board members,

Councillors

Staff,

volunteers,

External:

Businesses,

EU citizens,

Hard to reach communities, services users,

Residents

Influencers:

Community opinion leaders

Media & bloggers

Norfolk County Council EU Exit Planning Strategy V1

MPs

Communications Protocols:

Communication Strategies and Plans:

An overarching communications strategy has been produced to provide all partners with objectives and key messages to support each of these objectives.

It is the responsibility of each partner to produce their own Communications Strategy for their organisation. This has now been updated based on the current guidance from central government

Proactive external communications

The government currently (as of 23 January 2019) states that all communication with UK residents should be handled by central government. We will update you if this changes.

Media enquiries

All media enquiries relating to Brexit should be handled by the partners and the media enquiries spreadsheet updated. In all cases, the journalist must be asked if they are approaching other Norfolk agencies. Where the same enquiry is being asked of multiple partners, this should be referred to NCC comms to respond on behalf of the NRF. Any statement issued on behalf of NCC will be uploaded to NRF Direct and the SharePoint spreadsheet.

Normal working hours for NCC are 0830 to 1730 Monday to Friday. The communications team operate an emergency out-of-hours service.

Internal communications

As part of each partners' Communications Plan, it is important that the key messages are communicated to staff, volunteers, board and where applicable, Members.

Any communications issued by NCC will be uploaded to Resilience Direct and partners can use this as a template for their own messaging.

BREXIT FAQs

Q. What are you doing to prepare for no deal Brexit?

All partners within Norfolk are working together, as part of the Norfolk Resilience Forum (NRF), to identify risks and prepare for all types of significant events, which includes the UK's exit from the European Union without an agreed deal (a No- Deal Brexit). As part of the risk planning process, all partners have, and continue to, review its critical activities and assess the risk, and associated mitigating actions, to all areas we serve.

Q. Are you stockpiling supplies?

In line with Government guidance, we are not stockpiling supplies unless we have been advised to do so to ensure continuity of service in the event of any supply chain delays. Part of our risk process was to ensure that key suppliers have their own Business Continuity arrangements in place

Q. Are you stockpiling petrol?

Emergency and critical services that rely on the use of large volumes of petrol to operate will ensure that all of their existing reserve storage facilities are topped up. However, we would urge the public not to panic buy fuel or attempt to store petrol or other fuels at home

Q. Should residents be stockpiling heating oil?

We would urge residents not to panic buy heating oil. Residents should ensure their supplies are topped up as they would normally when preparing for any other winter period

Q. What are you doing to communicate with / prepare businesses?

We are working closely with organisations such as the Norfolk Chamber of Commerce to ensure that engagement has been taking place with businesses and stakeholders to create a two-way conversation. This allows for information sharing to take place as and when new information and Government guidelines are received and issued

Q. What do you see to be the biggest risk for your organisation with a no-deal Brexit?

We are anticipating that Brexit will have minimum disruption on [name of organisation] as we are well prepared or areas of identified risk, including a no-deal scenario.

Q. How will Brexit affect your workforce?

We will be supporting our staff through the EU settlement scheme to ensure that Brexit, including a no-deal, has minimum impact on our workforce and ultimately our front line service delivery.

Q. How will Brexit affect your service delivery?

We are anticipating that Brexit will have minimum disruption on [name of organisation] as we are well prepared for identified risk areas, including a no-deal scenario

Q. What are you doing to prepare schools?

Schools in Norfolk are preparing their own Business Continuity plans for Brexit.

Q. What are you doing to prepare for food shortages in schools / hospitals?

The government has offered assurance that supply chains of food to schools and hospitals

Q. How will Brexit affect the supply chain Veterinary supplies?

As with in any imports from the EU, there is a risk of disruption to the supply chain immediately after Brexit. However, preparations are taking place to ensure that this has minimal impact on Norfolk farming and local veterinary practices.

Q. How much time and money has been spent preparing for Brexit?

To date the resources put in have been officer time.

Q. What advice would you give to the people of Norfolk?

There's no need to worry about Brexit here in Norfolk. We've been working closely with our partners to make sure we're fully prepared for any outcome.

There's no need for you to act any different or change your consumer habits

We can't influence what happens, but we can respond positively

Q. Where should residents / businesses go for more information and advice on Brexit?

The government has set up a central website which offers all the latest information and advice for residents and businesses www.gov.uk/brexit