

From: Paul Carter, Leader

To: County Council, 13<sup>th</sup> December 2018

Subject: **Brexit Preparedness – Kent County Council Update**

Summary: This report updates Members on the work the County Council is undertaking to prepare in the event of a no-deal Brexit, including through the Kent Resilience Forum and with service-level Business Continuity Planning. The report also identifies further actions to be taken and requirements of Government to address the unique risks to Kent and to ensure that, as far as possible, Kent communities are kept moving and Kent remains open for business.

**Recommendation(s):**

County Council is asked to:

- (1) **Note** Kent County Council's preparations for a potential no-deal Brexit scenario.
- (2) **Agree** Kent County Council's call on Government to fully meet the identified costs to Kent.
- (3) **Agree** Kent County Council's requirements of Government to ensure effective preparations for a no-deal.

## 1. Introduction

- 1.1 Kent County Council (KCC) has a statutory obligation to deliver a range of core public services. KCC also provides valuable place leadership and therefore has an important role in supporting its communities and businesses as the UK's relationship with the EU changes. KCC are preparing for a number of outcomes to the UK-EU negotiations, including a potential no-deal which would require more immediate considerations.
- 1.2 Since the July 2018 County Council Brexit paper, KCC has been preparing contingency plans for a potential no-deal scenario. The Council has taken forward internal preparations, including reviewing our service-level Business Continuity Plans and, with partners through the Kent Resilience Forum, has devised local solutions to mitigate, as far as possible, the impacts from a potential no-deal particularly in relation to highways and borders. KCC has acted with the best endeavours to ensure KCC can meet its statutory obligations, that Kent's public services continue, communities are kept moving, and businesses can continue to trade.
- 1.3 There are significant interdependencies with national strategic planning. KCC has proactively sought information from Government to enable effective contingency planning. However, the planning assumptions continue to be fluid with a high degree of uncertainty. Since August 2018, the planning scenario proposed by Government has increased from three to six months of disruption,

although the rationale for this has not been provided by Government. The starting position of Kent's planning assumptions are scaled-up estimates of previous Operation Stack impacts and some high-level border checking impact analysis undertaken by Government, rather than on any specific changes to border arrangements. These have been further developed as part of the locally-led Traffic Management Plans to ensure Kent's highways continue to be open.

- 1.4 KCC has, and continues to, ask the Government to meet a range of identified capital investment and revenue support costs to manage traffic congestion on Kent's highways and to cover a new Trading Standards Border Team. This would ensure the Kent Taxpayer is not subsidising additional costs as a result of any nationally agreed position.
- 1.5 KCC has had a pivotal role in bringing Government departments and agencies together to support partners, communities and businesses in preparing for Brexit. The council has engaged nationally with:
  - Home Office-led Border Delivery Group;
  - Kent Border Steering Group (co-chaired by KCC and Government);
  - Major Ports Port Health Authorities Coordinating Group;
  - Local Government Association (LGA);
  - Government departments including Department for Transport, Home Office, Ministry of Housing, Communities and Local Government;
  - Other Government bodies including Food Standards Agency and National Trading Standards (NTS); and
  - EU Exit Local Government Delivery Board.
- 1.6 KCC and Kent partners also have robust local arrangements including:
  - the Kent Strategic Freight Forum;
  - the Kent Resilience Forum and Strategic Operation Fennel Group;
  - Kent Corridor Group;
  - Kent Leaders and Kent Joint Chiefs; and
  - Brexit Informal Cabinet Sub-Group and Brexit Coordination Group.

## **2. Kent Resilience Forum**

- 2.1 As a Category 1 responder, under the Civil Contingencies Act, the County Council is responsible for working in collaboration with other Category 1 responders to support the County's response to, and recovery from, potential incidents.
- 2.2 The Kent Resilience Forum have increased their resource specifically focused on Brexit including recruiting a Brexit Co-ordinator (in October 2018), a Brexit Project Officer (in October 2018), and a Brexit Communications Officer

(currently being recruited). The Co-ordinator and Communications Officer posts are jointly funded by Kent County Council, Kent Fire and Rescue and Kent Police.

2.3 A Kent Resilience Forum Brexit Co-ordination Group has been established with workstreams (and relevant sub groups) focused on:

- Traffic Management (Operation Fennel);
- Community resilience;
- Environment and Waste;
- Health and social care;
- Supply chain resilience;
- Business continuity;
- Business resilience;
- Command and control;
- Media and communications; and
- Finance and data.

2.4 The Kent Resilience Forum have undertaken a number of meetings with key partners to discuss the potential impact of the UK's exit from the EU and risks to Kent's borders, strategic road network, the travelling public and communities. Agreement has been reached on tactical response plans and outstanding issues have been raised with Government departments. In addition to this engagement, four exercises are planned for early 2019 to test key partnership plans for the county, including the operation of the County Emergency Centre and Exercise Lundy to test the tactical plans for traffic management

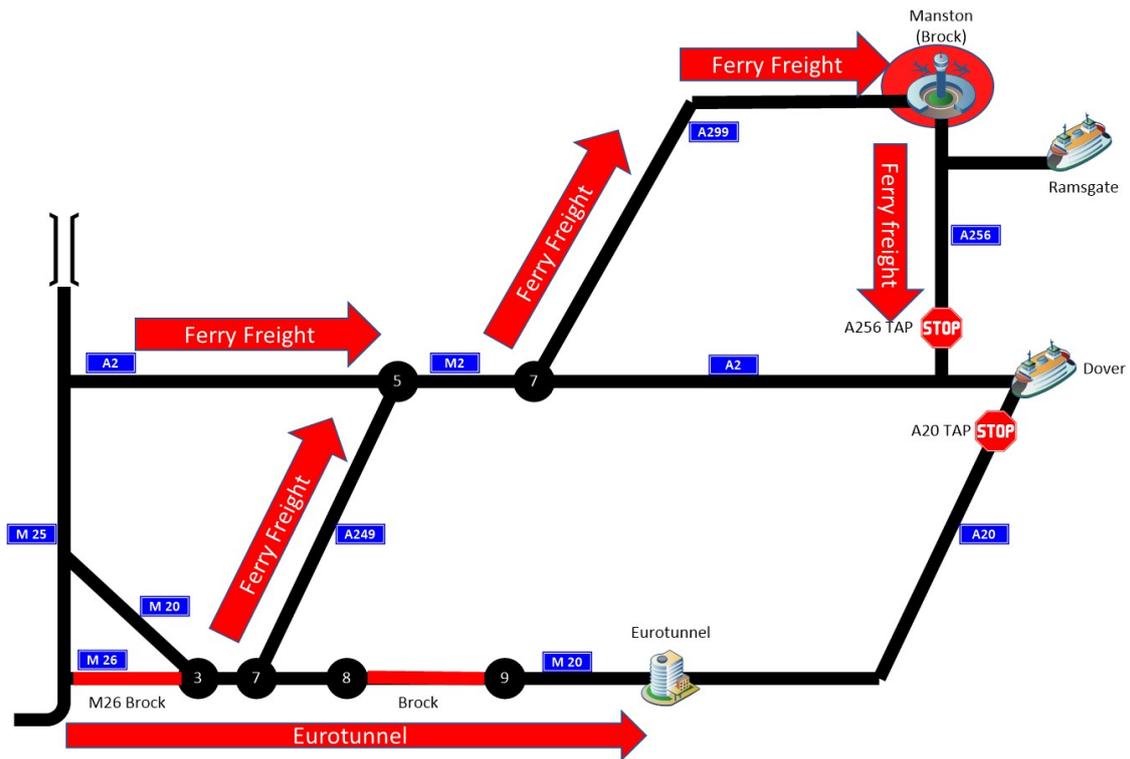
2.5 KCC is working closely with partners through the Kent Resilience Forum to ensure all stakeholders have sufficiently trained and experienced staff, and the Kent Resilience Forum is enhancing its training programme to support this. Twelve command and control training events will be delivered prior to 29<sup>th</sup> March for officers to be trained to act at Strategic, Tactical and Operational levels. A Kent Resilience Forum Partner pack is also in development to provide guidance and tools to prepare partner organisations and services for the impacts from Brexit.

2.6 KCC are currently developing a communications plan and working with local partners on joint messaging, including a joint communications strategy as part of Operation Fennel. Wider community and business engagement will begin from January 2019, when national communications campaigns will also run.

### **3. Transport**

3.1 As the statutory Highways Authority, KCC is responsible for maintaining all roads within its administrative boundary, except the motorways and major (trunk) roads which are managed by Highways England.

- 3.2 Work to date has mainly focused on the likely impact on traffic congestion arising from changes at the border, based on an understanding of the capacity of Kent's ports and roads. It has been forecast that, in a no-deal Brexit scenario, Kent will need to cope with holding up to 10,000 HGVs on a routine basis. The potential impact upon passenger traffic is also being assessed.
- 3.3 Such congestion could exceed that of previous incidents experienced in Kent, including Operation Stack in 2015, which resulted in almost 7,000 HGVs contained on the M20 in Kent. Local Kent roads experienced significant gridlock and exceptionally high traffic volumes as a result. In 2016, due to weekend industrial action, the county saw significant delays at the UK border across all vehicle types (tourist and freight) and queues quickly formed across both strategic and local road networks, with delays of over twelve hours experienced.
- 3.4 Kent Police and partners use emergency powers contained in the Civil Contingency Act 2004 when deploying Operation Stack to regulate traffic. The Act enables the Police to apply to the Secretary of State to make emergency Regulations for up to 30 days at a time.
- 3.5 Through the Kent Resilience Forum, KCC Highways and partners have devised a dedicated 'Freight Traffic Management Plan', which contains various mitigations to maintain freight fluidity in the event of a no-deal Brexit. This has been possible due to the joint learning across all partners who dealt with the 2015 Operation Stack event and utilises the 'Operational Fennel' multi-agency group, consisting of Highways England, Kent Police, KCC Highways and other key stakeholders, set-up as a result. Work remains ongoing to finalise this operational plan. These plans will be completed by the end of December and a walk-through test will be carried out in January 2019.



BROCK STAGE	1	2	3	4	5
<b>Includes</b>	Use of Port of Dover and Eurotunnel Buffer Zones*  Use of A20 TAP	M20 Junction 8-9 contraflow	Dover traffic to Manston  Dover A245 TAP	M26 (last resort)  Concerns remain that the implementation model with Highways remains unclear and untested	Hold freight outside of Kent
<b>Freight capacity</b>	Buffer Zones – 1200 A20 TAP - 550	M20 J8-9 - 2000	Manston - 5000-6000 A256 TAP - 300-800	M26 - 2000	

\* Phase 1 capacity includes increased capacity at Port of Dover and Eurotunnel since Operation Stack. Traffic Management Plan subject to revision post testing.

3.6 In summary, the Brexit Freight Traffic Management Plan will be broken down into five phases, as outlined in the diagram and table above. During routine operations all freight for Eurotunnel and Port of Dover uses M20 and A20. Should the situation at either Port of Dover and Eurotunnel change and their buffer zones become full, Operational Fennel proposes:

- 1) A20 TAP will be initiated storing Port of Dover freight (Stage 1) once the Port of Dover buffer zone is full;
  - 2) When A20 TAP is reaching capacity, Eurotunnel and Port of Dover freight will be split at M20 junction 7 – Eurotunnel freight will be stored in Brock M20 (Stage 2), Port of Dover freight will be diverted to Manston and A256 TAP (Stage 3);
  - 3) If Eurotunnel freight capacity is greater than Brock M20, then Brock M26 would be used to hold additional Eurotunnel freight, with Port of Dover freight using A2/M2 (Stage 4).
  - 4) Government continue to develop plans to support Stage 5.
- 3.7 The Traffic Management Plans enable managed flow rates across Kent's highways through use of TAP arrangements and technology. These preparations should ensure all main corridor routes through Kent are kept moving, including the M20 which will continue to provide access to Port of Dover for prioritised freight, passenger traffic and any additional flow to ensure Port of Dover operates at available capacity. KCC's position remains that use of the M26 as phase four of the Traffic Management Plans should not be instigated unless absolutely necessary as a last resort.
- 3.8 KCC has been working closely with our partners, including Government and Kent Police, to ensure that the relevant Kent traffic authorities have the necessary powers to direct freight vehicles to the appropriate contingency locations. Enforcement is required to support compliance with the Traffic Management Plan to mitigate traffic disruption and will be an important determinant of the success of the plans. Enforcement and compliance should also include powers to flex tachograph enforcement and implementation of electronic enforcement signage on Kent's highways.
- 3.9 Under the Road Traffic Act 2004, the primary responsibility for road traffic management is vested in Highways England's Traffic Officers (HETOs), who have the power to stop, direct and divert vehicles on motorways and some 'A' class roads in England. KCC is seeking to extend these powers to address local road compliance.
- 3.10 KCC has been advised that there will be sufficient Police and HETOs to manage traffic flows and that Highways England are planning for 200 additional HETOs for the South East to support contingency plans. Although there is further detail to be developed, there will also be new enforcement points along the contingency routes within Kent.
- 3.11 Kent is dependent on, and awaiting details of, the Government's 'National Freight Plan' (Brock Stage 5) – including plans for priority passenger freight, and the 'National Ports Strategy'. We continue to encourage Government to develop measures to hold traffic outside of Kent. Arrangements for holding

freight outside of the county, or at source, when Kent no longer has capacity is another crucial element of the plans.

3.12 Following good progress with local arrangements, KCC now requires Government to take specific decisions. These include:

- Confirmation of the contract with Manston Airport to increase capacity and allow improved ingress and egress.
- Confirmation that NATS radar at Manston can be turned off. If not, this would reduce Manston capacity by circa. 1,000 lorries.
- Confirmation that Driver Hours Relaxation will be implemented.
- Implementation of cross-ticketing arrangements for Eurotunnel, P&O and DFDS.

3.13 KCC also requires Government to provide further information and advice on:

- Modelling for both freight and passenger traffic.
- Confirmation of progress on Port of Ramsgate, local dredging and potential use by other operators.
- Confirmation of national communications and coordination plan including cooperation with DfT, COBR, freight groups and road traffic groups.

3.14 Based on further decisions and information and advice from Government, the Kent Resilience Forum would consider resource implications before activating mutual aid arrangements. Emergency Services have national mutual aid arrangements, KCC has a mutual aid MOU with other local authorities, and local authorities within Kent have a mutual aid agreement.

#### **4. Kent Trading Standards & Kent Scientific Services**

4.1 As the market surveillance authority, KCC's Trading Standards team is responsible for inspecting goods crossing the UK border in Kent which are referred to the team via the National Trading Standards (NTS) Single Point of Contact (SPOC).

4.2 As reported to the [Growth Economic Development and Communities Cabinet Committee in September 2018](#), KCC Trading Standards has already seen an increase in referrals to inspect Third Country goods, following a number of developments unrelated to Brexit – including the opening of a 'Fast Parcel Hub' at Dartford and a review of the SPOC system of referring to Kent Trading Standards.

4.3 A range of different Brexit scenarios, and durations of disruption, have been considered for the Trading Standards service. These have included a no-deal scenario where full Third Country customs checks would be required at the border after 29 March 2019. Potential changes to the way that European goods

are handled post-Brexit, with the requirement for KCC Trading Standards to intervene on a more regular basis due to revised import/export requirements, would have a material impact upon the services' existing capacity. Any increase is highly dependent on HMRC and Border Force checks and active intelligence, however it is currently unclear the extent to which this activity will increase. These checks would also likely be based on reciprocity with EU arrangements.

- 4.4 Kent Scientific Services (KSS) provides scientific and calibration services, which includes the testing of food, checking of certain products of animal and plant origin, and chemical analysis for the Coroners Service involving collecting toxicology samples from hospitals within Kent. The service is one of only 5 public analyst laboratories in England and provide their services to private industry and local authorities, including Port Health Authorities, which includes the Port of Dover, and Port of London with its sites at Sheerness, Tilbury and London Gateway.
- 4.5 KSS's role requires the physical movement of food samples. How the service transports physical samples to the laboratory in Kings Hill could present a challenge in the event of potential traffic disruption within Kent. The testing equipment cannot be moved closer to the Port of Dover, due to the cost of the instrumentation. Currently an in-house van courier transports items from the Port to Kings Hill and the service is actively considering using alternative options.
- 4.6 To undertake analysis KSS use chemicals and consumables manufactured, or part-manufactured, in the EU. A no-deal scenario could disrupt their supply chain for border control work, and conversely the food supply chain, consequently, the service has costed for the stocking of supplies in advance of 29 March 2019.
- 4.7 In future, there could also be additional points of entry into the UK located in Kent, compared to the current three of the Port of Dover, Eurotunnel, and the 'Fast Parcel Hub' in Dartford. For example, it is understood Government recognise expansion of the port of Ramsgate could increase capacity on cross-channel routes and ensure trade can continue to move as freely as possible between the UK and Europe. However, this could further increase the activity of, and staffing required for, Trading Standards and Kent Scientific Services and our partners, and place a burden on Kent's highways. The potential new ports of entry include:
  - A new Port of Ramsgate Cross-Channel Freight Service.
  - The expansion of the container terminal at Dover to take non-perishable goods from Third Countries.
  - A potential increase in rail freight with inspection at Ebbsfleet.
  - Potential development of Sheerness for ferry traffic.

- 4.8 KCC has been advised that the Government are making contingency arrangements for priority freight movements including livestock, which will be in addition to the arrangements KCC has developed with partners to manage Eurotunnel and Channel Port freight traffic. KCC is therefore not required to make specific provision for livestock. KCC requires Government to provide confirmation of any priority goods requirements including live animal exports.
- 4.9 As a result of ongoing dialogue, KCC Trading Standards is increasing its staff numbers to ensure sufficient capacity to handle the impact of any changes to border arrangements after 29 March 2019. Additional recruitment is underway for a new permanently staffed Ports Team of between 6 and 14 inspection officers to be based at Dover, who will be managed initially by the Trading Standards Consumer and Product Safety Team, then by its own manager. The number is being kept under review in consultation with Government departments and agencies to ensure estimates of the likely required capacity are as accurate as possible.

## **5. Business Continuity Planning**

- 5.1 Alongside responding to the direct impacts of a no-deal in March 2019, it is important for KCC to consider the implications that the changes to border and customs arrangements and resultant likely traffic congestion could have on our services.
- 5.2 The Council's Resilience and Emergency Planning Service (REPS) has worked with Corporate Management Team and Engagement, Organisational Design and Development (EODD) to recruit a new cohort of Duty Directors, with now 8 Response Directors and 8 Recovery Directors from across Extended Corporate Management Team. In addition, REPS and EODD are about to recruit a further round of tactical managers which would support KCC's response. This enhanced capacity will ensure that KCC has sufficient staff resilience at both strategic and tactical levels for managing a protracted response. A recruitment drive is also underway to expand the County Council's voluntary Emergency Response Team (ERT) cadre, which is tasked with a range of operational resilience roles. A new ERT E-Learning tool has also been produced to streamline their training.
- 5.3 REPS are supporting services across KCC to test their Business Continuity Plans against potential Brexit scenarios. The Business Continuity Planning training exercise has been circulated to the KCC Cross Directorate Resilience Group, introduced to KCC's senior managers at a 'Challenger' event on 8<sup>th</sup> November, and subsequently communicated to staff through KNet.

5.4 The training tool provides a number of scenarios to test the ability of current Business Continuity Plans to accommodate any changes. Potential implications from a no-deal scenario which staff have been asked to consider are:

- Prolonged disruption to passenger and freight networks impacting the strategic road and rail networks and the surrounding local road network;
- Disruption to the importation and exportation of goods, foodstuffs and other consumables, and medicines and other medical supplies due to changes in trading rules and regulations and from traffic congestion;
- Disruption to vulnerable individuals and communities affected by major traffic congestion resulting in an inability to attend schools, hospitals, etc.;
- Disruption to staff travel leading to staff shortages in key services such as social care and an inability to provide local services and individual appointments;
- An increase in the numbers of migrants arriving in Kent, including unaccompanied asylum-seeking children, as a consequence of the change in UK-EU relations.

5.5 A series of KCC-wide exercises are scheduled for late January and early February 2019 designed to test the Business Continuity Plans of all services against the latest planning assumptions. Outcomes from these exercises will inform service preparations. The Council's Cross-Directorate Resilience Group and Directorate Resilience Groups are meeting monthly ahead of March 2019 to review the findings from the Business Continuity Planning testing exercises and further develop the resilience of our services. A Business Continuity E-Learning package has recently been produced to support this programme of activity.

5.6 The following preparations have been rolled out across KCC services:

- **Children's Young People and Education Directorate (CYPE):** CYPE are providing a range of briefings for schools via their headteacher briefings and e-briefings, with fuller guidance to be provided to schools in January 2019. These briefings have specifically shared latest planning assumptions and identified a need for schools to review travel plans for staff and pupils; supply chain vulnerabilities (e.g. schools meals, etc); any plans for off-site travel in the three to six month planning assumption window; and the air quality impacts that may arise from the idling of HGV and other vehicles close to education settings in the event of traffic disruption. Further work is needed to explore the impacts on early year's settings.
- **Growth Environment and Transport Directorate (GET):** GET are exploring impacts on its wider services and putting in place contingency plans where possible. This includes exploring contingency planning for waste management, particularly the risk around access to waste transfer stations

which, if impacted, could compromise the collection of waste from kerbside, as well as the need to have contingency planning in place in respect of access to Allington Waste Facility. Other services with customer facing provision like libraries and country parks are exploring how to build in resilience into staffing rotas to maintain service provision to the greatest extent possible given possible traffic disruption. Other statutory services have obligations that could be compromised as a result of the resulting traffic congestion – such as the Coroners Service, for which travel around the county is fundamental.

- **Adult Social Care and Health Directorate (ASCH):** ASCH are working closely with suppliers to identify risks to service provision in the event of the no-deal planning assumptions being realised. In addition, work is being done to map the location of social care workers against clients, with the aim of exploring whether staff can be reallocated to clients closer to their place of residence – thereby mitigating the risk of travel to those workers accessing particularly vulnerable residents. A Brexit scenario exercise is also scheduled for operational commissioning staff to further assist identification of and preparation for any risks to this area of service delivery.
- **Strategic and Corporate Services (SCS):** SCS have been working to identify those support service requirements that will arise from the contingency plans that Directorates are now putting in place. This includes:
  - **Infrastructure** are working with services to identify demand for alternative locations from which officers can work in the event of staff being unable to travel to their normal base of employment. In addition, the service is engaging with its suppliers, particularly facilities management to communicate requirements of the Council in the event planning assumptions are realised.
  - **ICT** is working to identify the likely ICT requirements arising from the contingency plans put in place by Directorates, particularly what is anticipated to be a significant shift to remote working either with staff working from home or from alternative locations. An expansion of the network to enable this greater use of the network provided for remote working is being costed and may present a significant pressure to KCC's finances in preparing for Brexit.
  - **EODD** are engaging in increased communications activity within KCC with services and staff in preparation for Brexit. The Division's communications team are also playing a leading role in the coordination of Kent-wide messaging through a KRF communications group. Services will also develop clear communication plans to customers to explain how any changes to their service may impact on them.

5.7 From these contingency plans there are a number of common mitigation measures being put in place to accommodate the no-deal planning assumptions:

- **A shift to homeworking where possible for three to six months:** There will be an increased preparedness for staff across KCC to work from home where possible in the initial three to six-month period following 29 March 2019. KCC's ICT are exploring an expansion of the network to enable it to cope with the likely increase in volume of workers accessing systems remotely.
- **The opportunity for staff to work at libraries, gateways and other KCC offices closer to their homes is being explored:** This would apply where staff may have concerns about their home broadband connectivity or ICT equipment.
- **The Council is also exploring an opportunity for a coordinated approach to the communication of building openings and closures:** Currently, closures and opening hours for many of KCC's buildings are managed at a service-level. Work will be done to explore whether a central coordination of this information across all KCC's estate is a feasible option.
- **Some services will be employing flexibility in the way in which they deploy their workforces to minimise the impact of traffic disruption on their service delivery:** For instance, certain Adult Social Care and Children's Services are exploring how they allocate cases to social workers on a more local basis.
- **KCC Communications will be exploring how to provide additional staffing rotas through the Contact Centre:** There will be a need to ensure sufficient resource is available to direct customer inquiries and provide as much information as possible about any disruptions to service delivery.

5.8 The specific implications that have been identified for KCC service delivery arising from the no-deal scenario planning assumptions include:

- **KCC service standards could be impacted and services may not be able to operate to the same levels as prior to Brexit.**
- **Customer response times could be affected.**
- **Whilst a proportion of staff could work from home, there are some staff that need access to paper files as a result of their statutory responsibilities:** For example, children's services and Coroners' service staff need access to paper files in order to deliver their services.
- **There are a number of service peaks around the 29 March 2019 period that could be impacted:** Corporately, KCC will be undertaking year-end accounting processes for 18/19. For the registration service, there is generally an increase in weddings in April to June, and registrar involvement in these is likely to be affected by severe traffic congestion.
- **KCC's service delivery relies on supply chains which could be subject to impacts:** All services are now working as closely as possible with their suppliers to provide as much guidance on service requirements and likely

impacts to enable their preparedness; however, KCC is not directly in control of these suppliers.

- **Spring is generally a peak period for income-producing services, and as a result, KCC could see an increased pressure on its revenue budget from lost income during this period.** For example, KCC's Country Parks, which are almost 80% self-funding from customer income, historically have brought in strong income during the spring period when the traffic disruption could be at its highest.
- **An inability to travel around the county may have a direct impact on KCC's delivery of statutory services:** Specifically:
  - **Education:** There is a concern as to how schools, many of which are outside of KCC's direct remit as academies are independently run, would manage student attendance during the period of disruption. KCC's REPS is working with the Council's education team to develop tools and guidance which would be provided to schools, but how schools would respond and how they would put in place their own mitigations is a matter for individual academies.
  - **Education - Administration of GCSEs and SATs** through schools could be compromised if staff and pupils cannot effectively travel to exams.
  - **Education - Continued operation of Special Education Needs (SEN) transport** for pupils could be severely challenged in the event of traffic disruption.
  - **Registration Service:** All births must be registered within 42 days of the child being born and deaths should be registered by law within 5 days of the death, although certain religious groups require this to be done quicker. Registration must be completed face to face. KCC offer appointments in 28 libraries across the county, access to which would be affected by traffic disruption. The service is currently assessing their Business Continuity Plans and investigating increasing the availability of drop-in type appointments.
  - **Coroners Service:** could face difficulties with the transport of the deceased to post mortem or body storage facilities, the attendance of staff to hospital sites for identification purposes and travel by pathologists to mortuary to conduct post mortems. Whilst mitigation measures are being explored, there are limited options available to this service.
  - **Waste management:** District and borough collection services may be delayed and disrupted if there is significant traffic congestion, which could lead to a build up of waste awaiting collection. KCC's transfer station network requires planning permission to permit extended working hours so that districts can tip waste. Bulky waste treatment and waste wood are materials that rely on EU disposal, so the collection of these materials may be suspended to prevent blocking waste infrastructure.

5.9 More widely, KCC's REPS is working closely with Kent's District, Borough and City Councils to support their Business Continuity Planning. The Kent Resilience Team is also working to support our partners in developing their understanding of the implications of Brexit for individual Councils.

## 6. Resource requirements for KCC for Brexit planning:

6.1 KCC has engaged with Government on the likely impacts from a no-deal scenario and the resulting resource implications to the County Council. The table below sets out the short-term funding secured to date, and what is required from Government. In addition, the longer-term costs of any "new norm" arising from the changes to border arrangements, such as infrastructure and / or staffing, will also need to be identified. KCC services are also being asked to consider what additional resource they may require to manage their services in response to these impacts.

Requirement	Bid for 2018-19	Ongoing financial pressure from 19/20	Bid Status/ Source
<b>Highways and transport capital and revenue support to accommodate impact of Op Fennel suite of travel plans:</b> Capital funding for reinforcing Kent's roads to support increased flows and management of HGV traffic, as well as revenue funding for CCTV and staffing to support management of traffic on Kent's roads	£20,436,600	TBC	<i>In principle approved by Dept for Transport</i>
<b>Trading standards recruitment:</b> Employment of between 6 and 14 additional staff to provide a Trading Standards Border Team	£38,430 – part-funding for January to March 2019	£362,000 per annum (for 14 additional posts)	18/19 Confirmed - KCC
<b>Trading standards – Border Team – accommodation:</b> Set-up of the new Trading Standards Border Team office, nearer to the Port of Dover and Eurotunnel.	£10,000 running costs £15,000 set-up costs of new office	TBC	Confirmed - KCC & National Trading Standards
<b>Kent Scientific Services advanced stocking:</b> Advanced stocking of material prior to 19/20 financial year to mitigate any supply chain issues post Brexit	£22,750*	TBC	TBC - KCC
<b>Emergency planning:</b> Employment of additional emergency planning and business continuity capacity in KCC	£12,000	£73,000 per annum	TBC - KCC
<b>Expansion of ICT infrastructure:</b> Hardware upgrades, the purchase of additional licenses and implementation	£440,000	TBC	TBC - KCC

costs associated with meeting the significant increase in demand from working from home and remote locations as a result of mitigation measures.			
<b>Increased staffing for Contact Point:</b> Increased staffing costs for the Contact Point, in anticipation of increased enquiries	£391,448	£813,590	TBC - KCC
<b>Increased staffing for Communications and Digital Services:</b> Increased staffing and increased out-of-hours rotas to respond to anticipated Brexit enquiries.	£16,151	£54,841	TBC - KCC

*\*Some of this cost will be allocated to 19/20 to demonstrate that it is aligned to activity in that financial year, albeit purchased in advance – so not all of this is a pressure per se*

- 6.2 The impacts from a no-deal scenario, and associated resource implications to KCC, are dependent on further planning assumptions provided by Government and the future UK-EU relationship. KCC will continue to engage with Government to ensure any further resource implications are recognised and fully met by Government. It is anticipated that the Council's decision-making processes will be used to allocate Government monies for 2018/19 in a timely manner and ensure Kent benefits from available no-deal preparation funding. This may include a requirement to utilise the urgency provisions within the decision-making rules.
- 6.3 In addition to these implications arising for KCC's statutory obligations, there may be a direct cost to services as a result of a no-deal scenario. This cost is still to be fully confirmed, given the limited detail, and fluidity, of planning assumptions provided by Government. Kent Highways are currently developing a bid for additional items of expenditure from March 2019 including cleansing of the Highway as a result of debris from parked lorries. As further information from Government becomes available and our Business Continuity Planning preparations develop, KCC will further engage with Government on our resource implications, utilising the £2bn reserved for EU exit preparations in 2019/20 by HM Treasury.

## 7. Requirements of Government

- 7.1 KCC notes that the Government position is that a no-deal scenario is not their preferred option. However, KCC will continue to prepare, as far as possible, its statutory and non-statutory services for a no-deal. To support KCC preparations for a no-deal Brexit, the County Council is dependent on Government taking specific actions, including:

- **Provide appropriate funding** to meet additional resource implications as currently identified of a no-deal Brexit, as set out in Section 6, as well as any additional requirements to meet future costs.
- **Ensure Kent benefits from funds allocated to MHCLG by HM Treasury to support no-deal preparations.**
- **Provide mitigation funding** for District, Borough and City Councils materially affected by the 'Freight Traffic Management Plan', particularly Thanet District Council who have the Stone Hill Park site (Manston) in their District.
- **Taking decisions at pace on:**
  - Enforcement and compliance powers to be vested with Kent Police, KCC, and Highways England including powers to flex tachograph enforcement.
  - Ensuring use of electronic enforcement signage across Kent's highways.
  - Confirmation of the contract with Manston Airport to increase capacity and allow improved ingress and egress.
  - Confirmation of any priority goods requirements including live animal export.
  - Confirmation that NATS radar at Manston can be turned off. If not, this would reduce Manston capacity by circa. 1,000 lorries.
  - Confirmation that Driver Hours Relaxation will be implemented.
  - Implementation of cross-ticketing arrangements for Eurotunnel, P&O and DFDS.
- **Provide further information and advice**, including:
  - Clarification on the three to six-month planning assumptions for traffic disruption in the case of a 'no-deal'.
  - Publication of the National Freight Plan and National Ports Strategy as soon as possible.
  - Government to develop measures to effectively manage freight traffic outside of Kent, stopping freight outside of the county or at source.
  - Clarify police powers, through the Civil Contingencies Act, to direct and manage traffic on, and off, the highway in a non-emergency situation.
  - Clarify the Department for Transport's enforcement of transport plans to ensure that these are deliverable and that HGV and other traffic are not diverted onto Kent's local roads.
  - Receipt of modelling for both freight and passenger traffic.
  - Confirmation of progress on Port of Ramsgate, local dredging and potential use by other operators.
  - Confirmation of national communications and coordination plan including cooperation with DfT, COBR, freight groups and road traffic groups.
  - Further information on the likely operating arrangements of a post-Brexit Kent border.

7.2 As further decisions, information and advice are provided by Government, specific service issues will be brought to the relevant Cabinet Committee. In the case of a no-deal scenario remaining a potential outcome, whole-Council

considerations will be brought to a future Cabinet or County Council meeting as appropriate.

## 8. Recommendation(s)

### Recommendation(s):

County Council is asked to:

- (1) **Note** Kent County Council's preparations for a potential no-deal Brexit scenario.
- (2) **Agree** Kent County Council's call on Government to fully meet the identified costs to Kent.
- (3) **Agree** Kent County Council's requirements of Government to ensure effective preparations for a no-deal.

## 9. Background Documents

- 'Brexit Preparedness – Kent County Council Position', County Council (July 2018).

## 10. Contact details

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