



# **Northern Ireland Command, Control and Coordination (C3)**

## **EU Exit Response Period Concept of Operations**

**(Draft v1.2)**

**February 2019**

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## Northern Ireland Concept of Operations – EU Exit Response Period

### References:

- A. CCG(NI) Protocol for the NI Central Crisis Management Arrangements, dated Sep 2016.
- B. UK Government C3 Arrangements on EU Exit Response (v3).
- C. Standard Operating Procedures (SOPs) for the NI Hub (draft v0.2) dated Feb 2019.

### Introduction

The UK Government's EU Exit response period covers our approach to managing the immediate EU Exit related issues and impacts across UK sectors, some of which may develop into civil contingencies. The response is commanded by the National Security Council (Threats, Hazards, Resilience & Contingencies) (NSC(THRC)), on behalf of the Cabinet. Reference B above sets out the UK Government's Command, Control and Co-ordination (C3) arrangements for this response.

Northern Ireland's arrangements for strategic contingency management within government are covered by the existing Northern Ireland Central Crisis Management Arrangements (NICCMA), at Reference A above. This Protocol covers the standing arrangements for the strategic coordination of any response to and/or recovery from civil contingencies impacting on NI. In such circumstances the Civil Contingencies Group (NI) (CCG(NI)) is responsible for setting the overarching strategy for the NI response, directing and co-ordinating the response and committing resources across the NI Civil Service.

These C3 arrangements are based around the existing structures and protocols detailed at Reference A, and follow the UK's contingency management principles of preparedness, continuity, subsidiarity, direction, integration, communication, cooperation and anticipation. In particular, decision-making will be held at the lowest level, with clear escalation thresholds defined, to ensure that early action can be taken without the need to continuously refer upwards. Whilst existing structures will provide the basis for NI's C3, these structures will need to be **enhanced** and **augmented** in order to manage the expected complexity, scale and duration of the 'reasonable worst case scenario', (RWCS) which is the basis for all planning.

All of this will require a significant uplift of the staff assigned to C3 across the NICS and the NIO, those staff will need to be identified, prepared and trained for new ways of working, and the C3 structures themselves will require the infrastructure, life support, and information management architecture (including communication and information systems (CIS)) in place to deal with impacts across all NI sectors. In addition, the C3 will need to be tailored to reflect NI's unique challenges around the NI/Rol land border, security, and the political environment, whilst docking into the wider UK EU exit response C3 in London. All of this will need to be built and delivered by mid-February 2019 and sustained for up to 6 months after the EU exit date on 29<sup>th</sup> March 2019. This presents an unprecedented challenge, especially as it might be necessary for the C3 structure to operate a 24/7 basis for a significant period of time.

**Aim.** The aim of this Concept of Operations (Conops), therefore, is to describe how the NI C3 will operate during the EU exit response period, in order to manage EU impacts and civil contingencies.

**Scope.** In NI, the response is focused specifically on the management of the immediate Brexit related issues and impacts felt across NI sectors. The operation will be co-ordinated at strategic level by the Civil Contingency Group (NI), chaired by HOCS. Issues which

cannot be resolved in NI will be referred to 'COBR'<sup>1</sup> in most cases via a Local Impact Group based in London. These NI C3 arrangements will utilise existing civil contingencies structures, interfaces and reporting lines, enhancing and augmenting these as required to meet the specific challenges around EU Exit. Decision-making in the absence of a Devolved Government will be dealt with by a function called 'Enhanced Decision-Making', which is detailed in this Conops.

In addition to the EU exit response, the UK Government will have two other priority operations in effect at the time: the 'negotiations', led by the No.10 Policy Unit, Cabinet Office and DExEU; and 'establishing the new normal', led by Cabinet Office, focusing on general policy post-EU exit.

The Northern Ireland Office Briefing Room (NIOBR) will continue to be used to deliver contingency arrangements for reserved matters and will link with the NICCMA as per existing arrangements in terms of any interdependencies between reserved matters and EU exit impacts. This Conops should be read in conjunction with References A and B above, both of which remain extant.

**Assumptions.** The following assumptions apply to the NI C3 structures for the EU exit response:

- A full C3 structure must be designed to manage 'no deal' impacts, with the ability to scale down as required; even with a deal, these structures will be required, at a very much stripped back level, to manage any residual impacts of the UK leaving the EU.
- Planning is based around RWCS significant disruptions, such as: disruption to transport, people crossing borders, key goods crossing borders, healthcare services, energy and critical industry, food and water, law enforcement/database access, banking and industry services, and security.
- The critical period of EU exit planning may require C3 to be in place 6 weeks before Exit Day and 24 weeks afterwards, with 24/7 working as required to deal with the scale of the impacts. This may require up to three situation reports produced every 24 hours. This may be scaled down depending on the impacts requiring management.
- Additional policy and contingency staff will be found from within existing resources in departments or agencies, through reprioritisation. CCS guidance is eight people assigned for each 24/7 post for extended periods, but departments may be required to manage some risk to meet staffing levels.
- NI C3 operating capability will be delivered prior on 25<sup>th</sup> February 2019, prior to the EU Exit Planning 24-hour national exercise on 28<sup>th</sup> February.
- Strategic Coordination Group (SCG) arrangements which underpin the government arrangements are activated where an imminent threat to life exists or where the scale and complexity of cumulative impacts requires urgent intervention to prevent such a threat. SCG will dock into NI C3 at the appropriate level, so ensuring delivery of the direct response and facilitating local coordination.

**Design Principles.** The following principles were followed in the design of the C3 structures:

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<sup>1</sup> It has not yet been decided whether a traditional COBR will be stood up for EU exit response. References to 'COBR' here refer to the top level of UK Government decision-making.



- C3 will reflect the UK contingency management principles of preparedness, continuity, subsidiarity, direction, integration, communication, cooperation and anticipation.
- C3 arrangements will be scalable, using existing NI resilience structures/arrangements, with the ability scale up/down the response as the situation changes.
- C3 arrangements, roles and responsibilities will be simple and clear, whilst also maintaining shared situational awareness.
- Form will follow function; C3 structures will be 'risk agnostic' (i.e. designed to meet the full range of possible impacts) but with a focus on meeting the functional requirements of the RWCS.
- Decisions will be delegated to the lowest appropriate level, with clear thresholds for escalation.
- C3 will be tailored to the unique circumstances in NI.
- NICS/NIO will maintain the capability to concurrently manage EU Exit impacts and civil contingencies.

#### **EU Exit Response - Northern Ireland C3**

**UK Government arrangements.** Reference B details the wider UK arrangements for EU exit response. UK Government departments will report in through a number of sectoral Impact Groups, with Devolved Administrations reporting via a 'Local' Impact Group. Departments will handle impacts and issues for which they have responsibility or sector oversight in the usual manner, and they will also highlight or escalate any issues which might have an impact on Devolved Administrations. Likewise the Devolved Administrations will be required to highlight or escalate any of their issues which are likely to have a wider UK impact. The provision of high quality liaison officers throughout all levels of the C3 will be a key enabler to this process. The C3 reporting rhythm will be capable of scaling up to a 24/7 routine, supporting meetings at Official and Ministerial level with up to three Situation Reports (SITREPS) published every 24 hours. Information will be published via the ResilienceDirect platform.

**NI C3 Objectives for EU exit response.** The joint NIO/NICS C3 objectives for the response are as follows:

- Design, build, train and exercise NI's C3 structures for EU exit response in order to deliver a 24/7 operating capability by 25<sup>th</sup> February 2019.
- Command, control and coordinate EU Exit related impacts and civil emergencies over the period of EU exit response, in order to protect the security and prosperity of NI and the wider UK.
- Provide a focal point for strategic coordination and decision making, situational awareness and communications through CCG(NI), in order to inform and reassure the general public, business and industry.

**Overarching Concept of Operations.** These objectives will be achieved by designing, building, testing and mobilising a scalable NI C3 structure to match the situation, docked into wider UK Government structures, for the duration of the response period. As an entity already recognised in NI, CCG(NI) will maintain the ability to coordinate the strategic response to mitigate the impacts of EU Exit, as well as any concurrent civil contingencies, whether EU related or not. EU impacts will be managed through Departmental Operations

Centres (DOCs), under NI departments, through updated departmental major response plans (MERPs), escalating decisions to CCG(NI) as required. CCG(NI) will escalate decisions to 'COBR' via a Local Impact Group based in London, or directly if the situation dictates. As part of this and where necessary, devolved issues will be escalated by CCG(NI) to an 'Enhanced Decision-Making' process, which will deal with devolved matters in the absence of a devolved government in NI.

Civil contingencies will be managed under the existing NICCMA, utilising the existing Strategic Coordination Group (police-led multi-agency Gold), where a major and imminent threat to life exists (or where the scale and complexity of cumulative impacts requires urgent intervention to prevent such a threat). Sub-regional arrangements will be delivered through the three Tactical Coordination Groups (TCGs) in Belfast, Southern and Northern areas as required. CCG(NI) will manage and prioritise both EU impacts and civil contingencies, supported by an enhanced operations room known as the NI 'Hub', which will deliver shared situational awareness across the NI C3 structures, as well as planning, communications, and secretariat support to CCG(NI). More detail on the existing NICCMA can be found at Reference A. The enhanced NI C3 structures for EU exit response are shown at Annex A, including reporting and escalation routes.

**Main effort.** The protection of the public will be the priority throughout.

**How will EU exit response be different to existing NICCMA?** Whilst existing structures will provide the overarching framework for NI's C3 for the EU exit response, these structures will be enhanced and augmented in order to manage the expected **scale, duration and complexity** of the 'RWCS', which is the basis for all planning:

- **Scale.** This is a UK-wide effort. NI's C3 will need to dock into the wider UK EU exit response C3 in order to deliver timely decision-making and shared situational awareness. In addition, EU impacts may be felt across all NI sectors; interdependencies and responses will need to be understood and then managed, potentially 24/7. To deliver this, CCG(NI) and NI departments in particular will need to reinforce, train and prepare their standing Operations Room functions. More staff will be needed, including a significant staff pool for Departmental Operations Rooms, the NI Hub, and liaison officers across the NI and wider UK C3 (up to 1200 staff across the NICS and NIO). This will require urgent engagement with staff across the NICS and NIO, as well as the coordination of the resourcing effort centrally. These staff will then need to be trained and prepared to work in new ways, including shift work, and then collectively exercised to deliver full operating capability on time. All contingency plans will rely heavily on communications; public perception over the EU exit response period will be critical to national confidence and continued stability in NI. We will need to invest in our communications staff and infrastructure. The Executive Information Service (EIS) will take the lead on all NI communications, from within the NI Hub.
- **Duration.** The C3 structures will stand up on a graduated basis as required. The critical period of EU exit response will require C3 to be in place 6 weeks before Exit Day and 24 weeks afterwards, with 24/7 working as required to deal with the scale of the impacts. This will place unique demands on staff, both in terms of ways of working and in sustaining a protracted period of high operational tempo. This will require comprehensive staff engagement, training and welfare provision.
- **Complexity.** The potential impacts of EU exit across NI are complex and sit across multiple sectors and departments. In addition, NI's unique challenges are likely to be compounded by these impacts. Whilst the NI workstream/departmental contingency

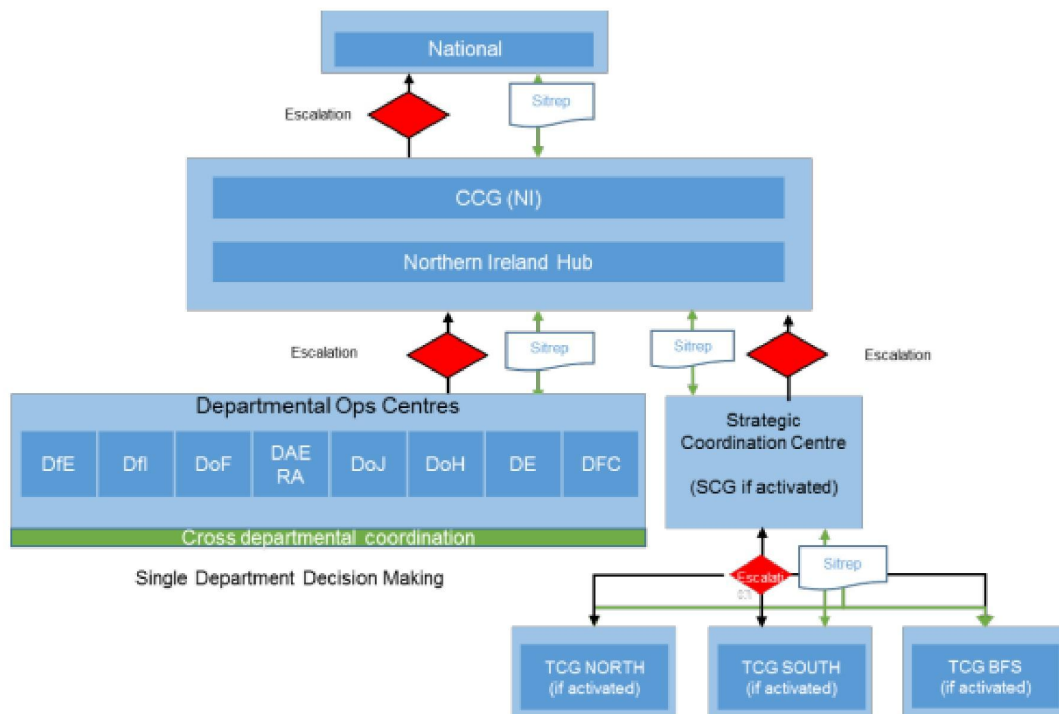
plans for EU Exit will seek to mitigate this, the NI C3 will need to be robust enough to deliver these plans. In particular, the 'Enhanced Decision-Making' function will need to be responsive and credible so that it can resolve devolved matters, and CCG(NI) will potentially need the capacity to coordinate and prioritise concurrent responses to EU Exit impacts, EU exit-related civil contingencies, plus any civil contingencies unrelated to EU exit.

**Northern Ireland C3: Functions and Structures.** The NI C3 will comprise the following components as shown in the diagram below (more detail is at Annex A):

- **Strategic Coordination Centre (SCC).** The SCC will be activated in line with the NI Hub to maintain situational awareness in relation to civil contingencies issues which may require a Police-led response. It will manage the requirements of Police reporting, provide the location and infrastructure to enable a multiagency blue light cell to maintain essential 999 services if required, and provide the location and infrastructure to enable the Strategic Coordination Group to deliver their response. The SCC will have a core representation from PSNI, local government and a liaison officer from DoJ. Other partners and departmental liaison officers may attend depending on the circumstances. The SCC has no decision-making or tasking functions. It will operate in line with the Joint Emergency Services Interoperability Principles (JESIP).
- **Strategic Coordination Group (SCG).** The SCG will be based in the SCC. It will stand up only when required, to deliver regional multi-agency coordination to prevent or mitigate the direct effects of civil emergencies where there is a major and imminent threat to life, or where the scale and complexity of humanitarian issues require urgent intervention to prevent a worsening of the situation. Activation of the SCG can occur either via a request from CCG(NI) or from a 'bottom up' requirement following the activation of one or more TCG. The decision to activate the SCG rests with the PSNI Gold Commander alone. SCG will be activated under a Police lead to coordinate the multi-agency response, with liaison officers in CCG(NI). Tactical Coordination Groups (TCGs) in Belfast, Southern and Northern areas, will coordinate any sub regional response if they are required to activate. Local government will deliver regional non-threat to life coordination via teleconference in line with existing protocols. The SCG will escalate decisions to CCG(NI) in the usual way.
- **Departmental Operations Centres.** DOCs are NI departmental operations rooms to collate and disseminate information, coordinate departmental activities and planning, and filter/escalate decisions. Departments will manage their assigned EU impacts, in consultation with other departments, through updated major response plans (MERPs). Where issues cannot be dealt with by single departmental decision-making, or working with other departments, they will be escalated to CCG(NI) via the NI Hub. DE and DfC will not provide a full DOC but will have the capability to manage EU impacts and provide Situation Reports to the NI Hub 24/7 if required. DoF will provide a DOC capability within the NI Hub.
- **Northern Ireland Hub.** The NI Hub is an enhanced CCG(NI) operations room to collate and disseminate information, coordinate multi-departmental/agency activities and planning, and filter/escalate decisions. As part of this, the NI Hub will provide secretariat support to CCG(NI) and 'enhanced decision-making'. The NI Hub will form working groups to inform CCG(NI) decisions, with a focus on issues escalated from NI departments and other local stakeholders, as well as the cross cutting NI 'cumulative impacts'.

- **Civil Contingencies Group (NI).** CCG(NI) is the HOCS- chaired principal strategic emergency response group within government in Northern Ireland. Decisions escalated from NI Departments and SCG will go to CCG(NI) through the NI Hub. CCG(NI) will make decisions for NI and where it cannot it will refer decisions to 'Enhanced Decision-Making'. This will provide a decision making capability in the absence of an NI Executive (devolved matters) and provide advice to SoSNI on wider context in which to discharge existing decision making in respect of reserved and excepted matters. As necessary, EU exit response matters will be escalated to 'COBR' via the Local Impact Group.

Figure 1: NI C3 structures (detail at Annex A)



**Note:** DE and DfC will not provide a standing DOC but will have the capability to manage EU impacts and provide Situation Reports to the NI Hub 24/7 if required. DoF will provide a DOC capability in the NI Hub.

## EU Exit Response C3 – NI Arrangements

This section details the purpose, reporting process, functions and interactions of each level of the NI C3 for the EU Exit response period.

### Strategic Coordination Centre (SCC).

**Purpose.** The SCC will provide situational awareness, infrastructure and reporting to enable SCG to stand up and deliver regional multi-agency coordination when required.

**Functions.** The functions of the SCC are as follows:

- Activate in line with CCG(NI) to maintain situational awareness in relation to civil contingencies issues which may require a Police-led response.
- Manage the requirements of Police and CCG(NI) reporting.



- Provide the location and infrastructure to enable a multiagency blue light cell to maintain essential 999 services if required.
- Provide the location and infrastructure to enable the Strategic Coordination Group to deliver their response.

### **Strategic Coordination Group (SCG)**

**Purpose.** Deliver regional multi-agency coordination to prevent or mitigate the effects of civil emergencies where there is a major and imminent threat to life or the scale and complexity of humanitarian issues require urgent intervention to prevent a worsening of the situation.

During the EU exit response period, the existence of the CCG(NI) and DOCs will preclude the need for a non-police led SCG function. Coordinated activity to prevent or mitigate the effects of civil emergencies outside of major and imminent threat to life scenarios will be delivered between CCG(NI) and the DOCs.

**Reporting and Decision-Making.** SCG reports to CCG(NI), with a Gold representative sitting in the CCG(NI). TCGs/Silvers (Belfast, South and North, if activated) report directly to SCG. SCG escalates decisions directly to CCG(NI), coordinating with other agencies as required, through the NI Hub, and also keeps CCG(NI) informed of the developing situation, through the NI Hub. In the event of a 'concurrent' civil emergency during the EU exit response period, the PSNI Gold Commander (in consultation with CCG (NI)) will determine the most appropriate lead for the response on activation of the SCG in the event that this is not immediately apparent and agreed.

**Functions.** The functions of the SCG are as follows:

- Coordinate the multi-agency response, where there is a major and imminent threat to life or the scale and complexity of humanitarian issues require urgent intervention to prevent a worsening of the situation.
- Determine and promulgate clear strategic aims and objectives and review them regularly.
- Establish the policy framework for the overall management of an event or situation.
- Prioritise the requirements of the tactical tier.
- Formulate and implement media and communication plans via the Executive Information Service (EIS).
- Direct planning and operations beyond the immediate response in order to facilitate the recovery process.
- Ensure situation reporting templates are completed to promote shared situational awareness across SCG members (before onward transmission to the NI Hub and NPoCC).
- Detach liaison officers to the NI Hub and other departments and agencies as required to facilitate coordination.

**Interactions and reporting rhythm.**

The SCC will maintain situational awareness of any developing issues which may require activation of the SCG and support the 24/7 reporting rhythm, completing situation reports where relevant (or reporting 'no return') up to three times a day for CCG (NI).

If activated, SCG will interact with all agencies and stakeholders involved in a multi-agency response, including PSNI, local government, blue light services, and CCG (NI) through the NI Hub and will follow a 24/7 Sitrep reporting rhythm.

### **Departmental Operations Centres (DOCs)**

**Purpose.** DOCs manage departmental risks and contingency plans, coordinating with other NICS and Whitehall departments over departmental plans and dependencies, to ensure that EU and civil contingency impacts are mitigated.

**Reporting and Decision-Making.** DOCs report to CCG(NI) via the Northern Ireland Hub, coordinating with NI and UKG departments as required. They escalate decisions to the NI Hub only when they cannot be resolved within or between departments, or if they affect a Cumulative Impact. Decision-making must be held at the lowest level to support agile and robust C3. In the event that departmental activity develops into a more strategic, cross-departmental or multi-agency operation, then CCG(NI) will take the lead for coordination. DOCs will not establish their own multi-agency hubs.

**Functions.** The functions of the DOCs are as follows:

- Collate, maintain and disseminate departmental information upwards (via Sitrep) to NI Hub, and downwards as appropriate.
- Manage departmental risks, issues and impacts; and escalate risks, issues and decisions as appropriate.
- Plan and implement single departmental decisions and policies.
- Coordinate DOC reporting rhythm, actions and information management.
- Maintain DOC staffing levels (up to 24/7), life support, facilities/infrastructure, security, welfare and business continuity.
- Detach liaison officers to the NI Hub, other departments, and agencies as required to facilitate planning and delivery.
- Focal point for coordination with UKG departments and other NI departments to enable decision-making at the lowest level.
- Maintain media lines to take and coordinate media engagement to inform and reassure (internal and external messaging).
- Provide scientific, technical and legal advice to policy options and plans work.
- Secretariat support to manage meetings, minutes, and draft decision papers.
- Integration, training and briefing of DOC staff.

**Interactions and reporting rhythm.** DOCs will coordinate with other NI and UK Government departments as usual, where they need to do so over EU impacts. If the SCG is activated in response to activity which relates to or impacts on their area of business they will send LOs to the SCC to support the emergency response. DOCs will send a daily Situation Report and updates to CCG(NI) through the NI Hub in a consistent format, to allow

the NI Hub to collate the NI Sitrep. During the full reporting rhythm they will send the NI Hub three Sitreps a day.

### **Northern Ireland Hub (NI Hub)**

The Northern Ireland Hub is the standing Operation Room for the CCG(NI). It has no decision-making authority and exists to inform decision-making in line with the principle of subsidiarity. It will be based on the core of the existing CCG(NI) Operations Room but will be enhanced with additional staff, processes and infrastructure to fulfil its role for the EU exit response period.

**Purpose.** The NI Hub is the NI Operations Room to collate and disseminate information, coordinate multi-departmental/agency activities and planning, and filter/escalate decisions to the Local Impact Group or CCG(NI) as appropriate. It will also manage NI cumulative impacts and coordinate strategic support to civil contingencies as required.

**Reporting and decision-making.** The NI Hub reports to CCG(NI) in NI and the Local Impact Group in London. It escalates decisions to CCG(NI) when they cannot be resolved or filtered by the Hub or require devolved decision-making. It escalates decisions to 'COBR' via the Local Impact Group when they are reserved issues or may have a wider UK impact.

**Functions.** The functions of the NI Hub are as follows:

- Collate, maintain and disseminate NI wide information (via NI Sitrep) to Local Impact Group and CCG(NI), and downwards.
- Assess information, and filter or escalate decisions.
- Coordinate NI Hub reporting rhythm, actions and information management.
- Coordinate Cumulative Impact management and NI civil contingencies through CCG(NI), departments and SCG.
- Provide Secretariat support to CCG(NI) and Enhanced Decision-Making. Draft policy options and plans to enable decisions.
- Liaise and coordinate with 'COBR', Impact Groups, NI departments and SCG as required.
- Maintain NI Hub staffing levels (up to 24/7), life support, facilities/infrastructure, security, welfare and business continuity.
- Maintain media lines to take and coordinate the NI media strategy to inform and reassure (internal and external messaging).
- Provide scientific, technical and legal advice to policy options and plans work.
- Integration, training and briefing of NI Hub staff.

**Interactions and reporting rhythm.** The NI Hub is the centre of all reporting and situational awareness in NI. It has liaison officers from all NI departments and also maintains a networks of liaison officers in London (Local Impact Group and CCS), and in Dublin (through FCO), for any cross-border issues. The Hub provides secretariat support to both CCG(NI) and 'Enhanced Decision-Making'. It collates and disseminates the NI Situation Report up to 3 times daily, and ensures it has oversight of the Situation Reports published by CCS, the Local Impact Group and Other Impact Groups, to inform the NI Hub daily DOWNREP. The NI Hub drives the daily NI reporting rhythm through the Operations

Coordination branch. An example 24/7 reporting rhythm, based on the UK Government EU exit response reporting rhythm is at Annex F.

### **Civil Contingencies Group Northern Ireland (CCG(NI))**

**Purpose.** The Civil Contingencies Group (Northern Ireland) (CCG(NI)) is the HOCS-chaired principal strategic EU emergency preparedness body for the public sector in Northern Ireland. It will oversee strategic support to EU exit impacts and civil contingencies.

**Reporting and decision-making.** CCG(NI) refers issues to 'COBR' through the Local Impact Group in London. It also refers issues to 'Enhanced Decision-Making' to provide a decision making capability in the absence of an NI Executive (devolved matters) and provide advice to SoSNI on wider context in which to discharge existing decision making in respect of reserved and excepted matters.

**Functions.** The functions of the CCG(NI) are as follows:

- Provide strategic leadership to civil contingencies issues in NI by identifying priorities for action and decision-making on cross cutting issues.
- Commission work to support timely and informed decision making by establishing working groups as necessary.
- Escalate decisions to 'Enhanced Decision-Making' and 'COBR' as required.

**Interactions and reporting rhythm.** CCG(NI) may meet once a day to support the full EU exit response reporting rhythm (see Annex F), and ad hoc as required. It will interact with Departments and SCG members, receiving situation reports and escalated decisions up through the NI Hub. CCG(NI) will escalate decisions to COBR through the NI Hub and via the Local Impact Group. It will escalate devolved matters to 'Enhanced Decision Making function', also providing it with secretariat support. The 'Enhanced Decision-Making' function will provide a robust and agile decision-making process for all devolved matters in order to limit the impact of the current political situation on EU exit. It will filter decisions escalated by CCG(NI) on devolved matters, providing direction and guidance back to CCG(NI) as required. The functions of 'Enhanced Decision-Making' are to:

- Bring together advice from other departments at Ministerial level.
- Escalate issues to 'COBR'.
- Produce policy options and briefing papers for 'COBR', supported by the CCG Secretariat.
- Represent NI matters in 'COBR' meetings.

### **Governance and Reporting Rhythm**

**Governance.** HOCS will lead the NI EU exit response, through the CCG(NI), including the management of EU impacts and civil contingencies. HOCS will escalate decisions to 'Enhanced Decision-Making' or direct to CCS through the Local Impact Group in London. Due to the high profile nature of any civil contingencies over the EU exit response period, it is likely that there will be no lead department assigned to lead civil contingencies, with all responses led by CCG(NI). The NI Hub will coordinate with NI departments and CCS to ensure that decisions are escalated appropriately and that the principle of subsidiarity is followed. The Hub will also coordinate with the other Impact Groups in London to ensure line of sight over any areas of mutual concern. Departments will be responsible for the



management of their own EU impacts, as assigned by the NI EU exit response workstream leads. Where decisions can be made at departmental level or through multi-departmental coordination, they will be resolved at that level. Where they need to be escalated, for example if they have a wider NI/UK impact, or require strategic support or multi-agency decision-making, they will be escalated to CCG(NI) through the NI Hub. Departments will coordinate with other NI and UK Government departments as required. SCG will be responsible for the regional and sub regional multi agency response to a civil contingency in the event of a major or imminent threat to life, or where the scale and complexity of humanitarian issues require urgent intervention to prevent a worsening of the situation. SCG will keep CCG (NI) informed through the NI Hub.

**Reporting Rhythm.** The NI daily rhythm of meetings will be dictated by activity at UK national level in London, and NI will respond to service the national reporting and decision-making requirements, whilst ensuring that NI's issues are appropriately represented at Ministerial level in London. There may be a requirement for a full 24/7 battle rhythm at times. This may be served by a number of different C3 models, including a reduced night shift to limit the demands on scarce resources over protracted periods. An example 24/7 battle rhythm for NI is at Annex F, reflecting the production of 3 Sitreps a day.

**C3 Standard Operating Procedures (SOPs).** Each level of C3 will produce a SOP which will describe how the C3 and battle rhythm will operate day to day, including roles and responsibilities, reporting formats, meeting agendas, governance and escalation routes. The joint NIO/NICS C3 team will draft the SOPs for the NI Hub/CCG(NI), and will assist departments in refining their current procedures and formats as required. The SOPs for the NI Hub are at Reference C above.

## **Reports and Returns (R2)**

**NI Situation Reports.** CCG(NI) may be required to produce one daily Sitrep every 24 hours (for the Local Impact Group in London), with two shorter updates throughout the day. The NI daily Sitrep will be published on ResilienceDirect so that all NI departments, LOs, other Impact Groups and SCC/SCG (if activated) have access, using the CCS RAG rating at Reference B. Departments and SCC/SCG will inform the drafting of this Sitrep through their own Sitreps to CCG(NI) through the NI Hub, which will also be available on ResilienceDirect. All reports will follow a consistent format, which will be confirmed, and will be published to the ResilienceDirect platform at the assigned times. A draft NI daily Sitrep format, adapted from the CSS format, is at Annex G.

**NI DOWNREP.** The NI Hub will also publish a daily DOWNREP which will summarise the UK national and NI picture for the previous 24 hours, respond to requests for information on escalated issues, and provide daily direction and guidance from CCG(NI) across the NI C3 structure.

## **Information Management (IM)**

**IM Approach.** Information management will be critical in maintaining a common picture, shared situational awareness and common standards, such as folder structures, version control and formats. NI IM will be led by the Operational Coordination Branch in the NI Hub, which will be responsible for implementing a standardised approach across the NI C3. Groups, roles and permissions and folder structures will be designed and built prior to standing up the C3 to ensure that information can be accessed quickly only by those who need to see it. The NI IM plan is in the NI Hub SOPs at Reference C.

**ResilienceDirect (RD).** RD is the secure (up to Official Sensitive) platform for sharing reports and major documents in support of shared situational awareness and issue identification. It is accessed using a standard internet connection and monitored and supported 24/7, with the data held in servers. All key documents and reports will be published to RD, and new ways of working should reduce the need for email traffic. RD is only currently used by resilience staff in NI, so there will be a significant training bill for the short e-learn based training course.

### **IT Infrastructure**

IT and communications across the NI C3 will be installed and tested by the end of January 2019. All levels of the C3 will operate at Official Sensitive but there will also be some requirements at a higher level of classification, to be confirmed. All IT will need to be compatible across all levels of the C3 and with RD. There may also be advantages to using laptops and Wi-Fi links, to facilitate remote working when needed, and reduce the lead times for installation. SCC has existing IT systems in place, and this will need to be compatible with the IT in the other levels of the C3. The largest additional IT requirement will be for the NI Hub, which is a new establishment. The majority of the DOCs have existing systems, which will also need to be compatible with the wider C3.

### **Estates and Welfare**

**Estates.** The majority of DOCs and SCC have existing estates and infrastructure. However, the NI Hub has new, dedicated real estate, as well as back-up locations for business continuity. The NI Hub and CCG(NI) will occupy the existing CCG(NI) estate in Castle Buildings, Stormont, with additional floor space made available as required. Real estate has already been established to support the installation and testing of the ICT.

**Welfare.** Welfare provision will be critical over the operational period at all levels of the C3. Whilst the correct number of staff and realistic shift patterns will be essential to sustaining a protracted operational focus, staff engagement and welfare provision will also be important. A welfare policy will be written and a welfare officer will be designated at each level of the C3 to ensure that staff receive the facilities and support they need.

### **Communications and Media**

Communications will be critical to all aspects of the EU exit response in NI. All contingency plans will have a communications and media aspect, as information and reassurance is central to limiting the impacts of EU exit, across the general public (NI, wider UK, and global), business and industry. EIS in TEO will draft and lead the NI Communications strategy and plan, in consultation with key stakeholders and communications staff (PIOs) at all levels cross the NICS and agencies. EIS will establish a media cell in the NI Hub to coordinate top level lines and wider communications activity, as well as a Press Centre in TEO.

### **Readiness and Mobilisation**

**Scale.** Different models of each level of the C3 will be designed as the C3 structures mature, so that NI has a scalable approach to C3. Whilst we are planning to stand up a fully resourced 24/7 structure, it is more likely that this may stand up over time, and scale up and down to respond to the situation. This will avoid a situation where scarce staff are employed in roles where they are not needed. Options include scaled down night shifts, the use of duty officers, and keeping key staff at readiness to be deployed as required at short notice.

**Readiness.** Readiness levels are yet to be defined but would usually involve staff being on call to fulfil their roles either remotely or to travel to work to take up their role within a certain time period. This does place restrictions on movement, and high readiness should be used sparingly. Ultimately a balance will need to be reached, and risk managed to ensure that we have an appropriate number of staff to deliver the capability and capacity we need for each part of the operation.

**Mobilisation.** Staff will either be mobilised at the same time any time between late February and mid-March 2019, or in a more graduated manner. This will depend on the situation at the time. More details will follow.

## Resourcing

**Approach.** Resource requirements have been identified by roles and coordinated centrally by the Corporate Operational Personnel Redeployment Unit (COPRU). Departments are competing for the same resources to staff their DOCs, the NI Hub and across the liaison network. Resources will also be needed to deliver the contingency plans, so there will need to be close coordination between the C3 and planning workstreams, who may also be competing for some of the same resources. The major resourcing pinch points across the C3 structures are in the DOCs and the NI Hub, as follows:

C3 level	Estimated no. of staff	Number of depts.	Total staff pool required (CCS assumptions of 8 staff to each role)
DOCs (including liaison)	Up to 23 FTE roles in DOCs (varies between departments)	8 departments	719 staff pool
NI Hub	35 FTE roles	1 Hub	280 staff pool
Enhanced Decision-Making	11 (estimate)	1 Enhanced Decision-Making forum	88 (maximum, if 24/7 needed)
NI Liaison Officers in London	6 FTE roles	NI LOs in London-based Impact Groups/CCS	48
<b>Total staff pool (estimate)</b>			<b>1135 staff</b>

**Staff engagement.** NICS engagement with staff has started, in order to identify, train and mobilise sufficient staff numbers to support the C3 structures. Some of the C3 roles may require specialist training and changes to current staff ways of working, including longer shifts, night shifts and weekend working. It will be important that this is managed through staff consultation and proactive communications.

## Training and Exercising

**Approach.** A 'just in time' approach to training is being taken. The Emergency Planning College (EPC) and CAL are supporting this to deliver the training within the required timeline. NI individual training will be delivered by e-learning, face to face and role-based training. Collective training will comprise an induction into respective DOCs/NI Hub, table top training across the C3, followed by collective exercises across the NI C3 and nationally. All NI individual training will be completed by the end of January 2019, and NI collective training and exercising completed by 15 February, ready for the UK national C3 exercise on

28 February (Exercise YELLOW PREPARE). More detailed information will be passed to departments at the weekly C3 sub-groups held every Wednesday.

**Individual training.** NI individual training will be delivered locally over January 2019 with support from CCS, EPC, CAL. Training will include a face to face induction to the UK's EU Exit response, 8 x e-learns, RD training (for users and administrators), and role-based training (for DOC Heads, Chiefs of Staff, operations and policy staff, and LOs).

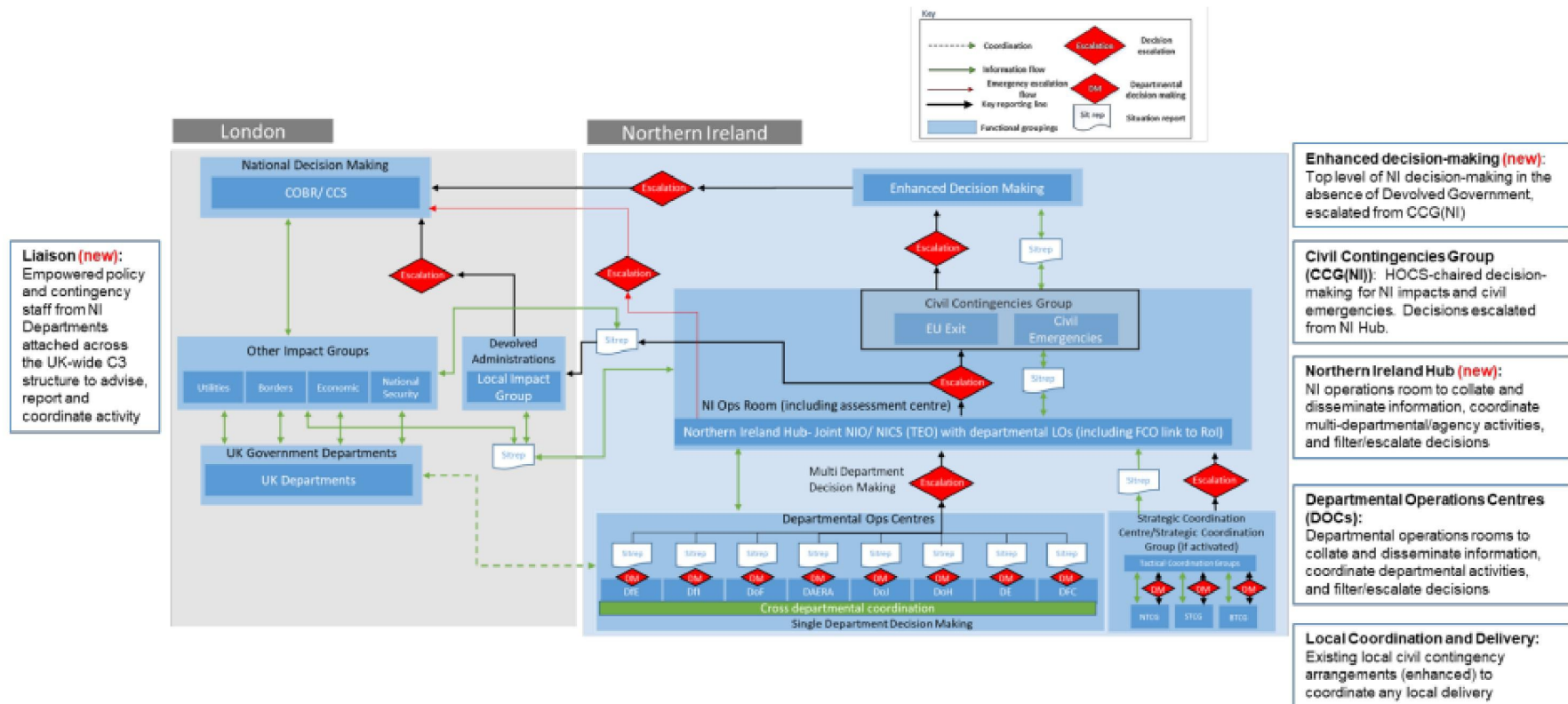
**Induction.** Prior to taking up post with their respective C3 level (DOCs or NI Hub), staff will be 'inducted'. This will include an introduction to their staff branch, roles and responsibilities, practical sessions on reports and returns, and issuing of IT, log-ins, and passes.

**Collective training.** Collective training will be delivered under departmental arrangements but with support and advice from the CCS and TEO. Departments will design and deliver scenario-driven table-top exercises to train their DOC staff pools, test procedures and refine their processes. TEO/NIO will design and deliver a table-top exercise for the NI Hub. CCS ran a package on 8 January 2019 to coach departments on the running of table top exercises.

**Collective exercising.** There will be 2 collective exercises to prepare for operational readiness on 25<sup>th</sup> February 2019. The first will be a NICS/NIO led scenario-led exercise (a Command Post Exercise or CPX), which will stand up and test the NI C3 at all levels in realistic, real-time conditions (Exercise INTERNAL PREPARE, week commencing 18 February). This may involve exercising 3 separate shifts over 3 days, with a central 'Exercise Control' providing realistic exercise feeds. The second exercise will be the CCS-led 24/7 exercise planned for 28 February (Exercise YELLOW PREPARE). This exercise will rehearse the interactions between CCG(NI)/NI Hub and the Local Impact Group in London, with 2 shifts over a single day. DOCs and SCC/SCG may be required to stand up in some form to provide a realistic feed in support of the exercise play. A follow on exercise (Exercise YELLOW SENIOR) will inform a brief to a senior official prior to 'COBR', and may be used to exercise the CCG(NI) separately. After action reviews will be conducted following all collective exercises to ensure that any final C3 refinements are identified and subsequently made.

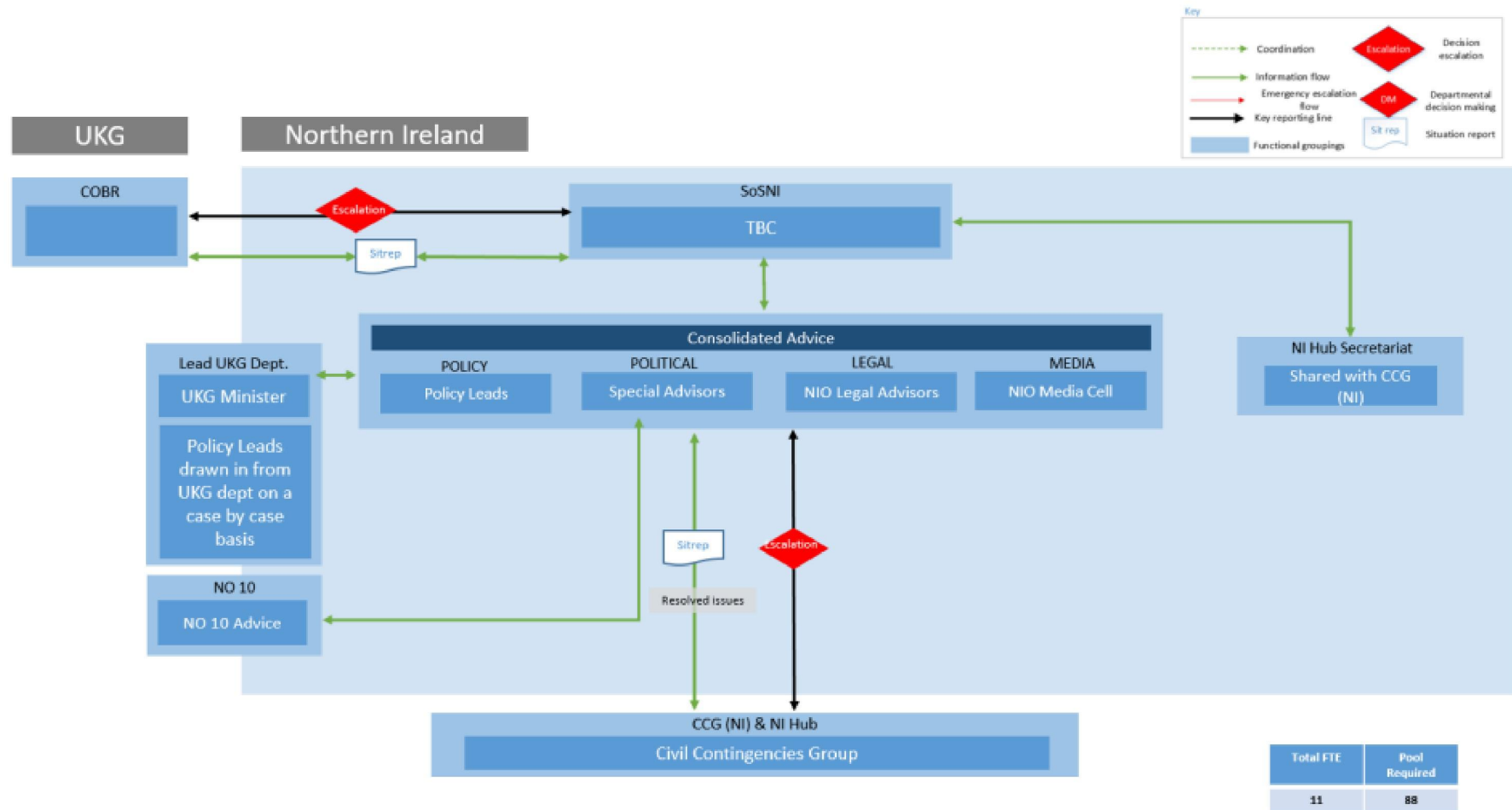
**Annexes:**

- A. NI C3 high level structure
- B. Enhanced Decision Making structure
- C. CCG(NI) structure
- D. Northern Ireland Hub structure
- E. Strategic Coordination Group structure
- F. Example NI Reporting Rhythm
- G. Example NI Situation Report
- H. C3 Mobilisation Timeline



## Annex A - NI C3 high level structure

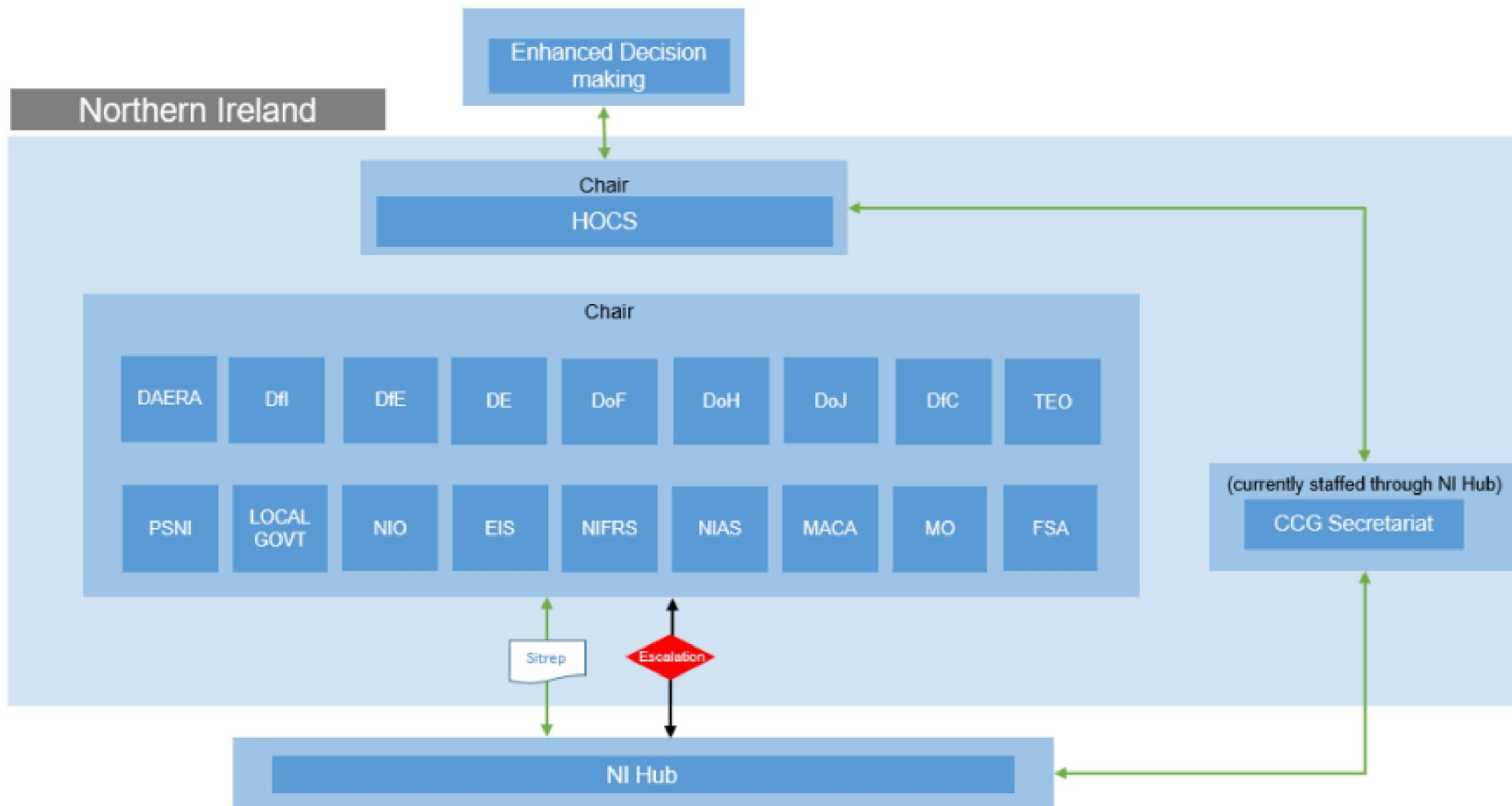
## Annex B - Enhanced Decision Making structure



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## Annex C - CCG(NI) structure

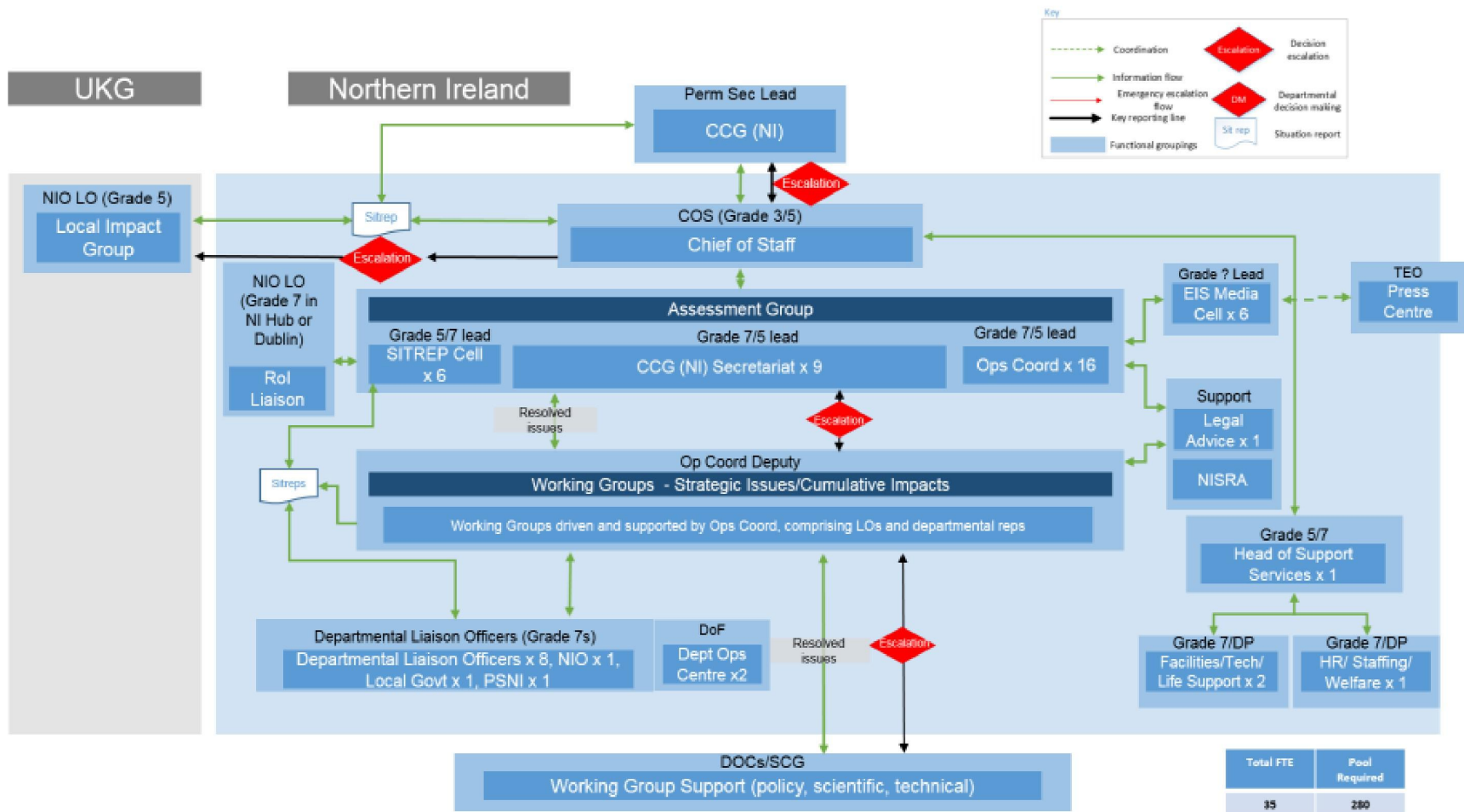
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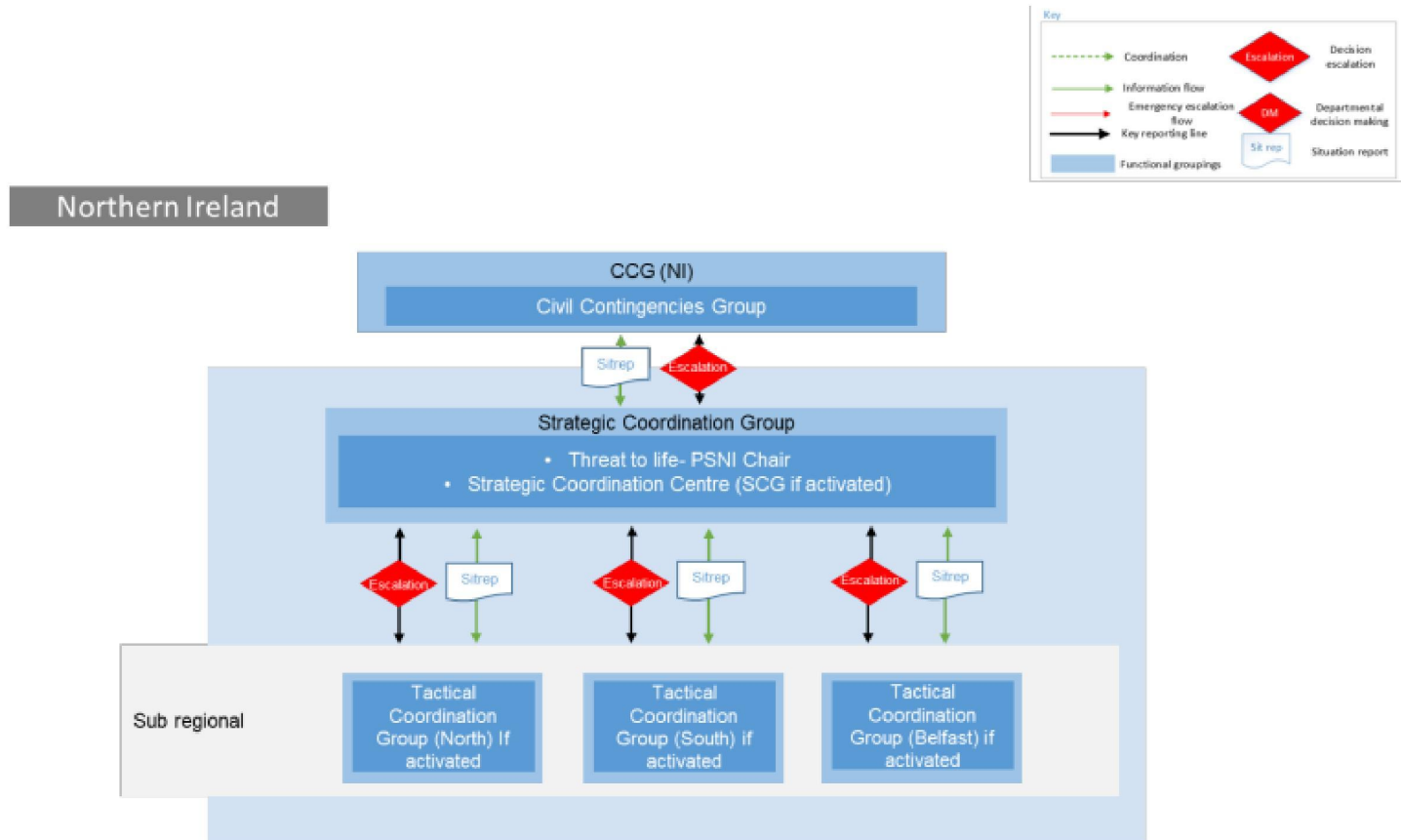
Annex D - Northern Ireland Hub structure



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Annex E - Strategic Coordination Group structure (if activated)



## Annex F - NI Reporting Rhythm (current most likely)

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Time (Local)	Event	Remarks
0530	Exception reporting (if required)	
0700	UK National Sitrep given to Ministers	
0830	NI Hub Daily Stand Up	COS lead; updates, priorities and actions
0900	'COBR'(M)	
0900	NI Hub Assessment Group Morning Meeting	COS, Ops/Sitrep/Secretariat/Media Cells
1400 (TBC)	CCG(NI) Daily meeting (to inform Daily Sitrep and 'COBR'(M))	<b>Actions published at 1500</b>
<b>1630</b>	<b>NI Hub Downrep published</b>	<b>To DOCs, SCC/SCG and IG LOs</b>
<b>1700</b>	<b>DOCs and SCC/SCG Daily Sitreps sent to NI Hub</b>	<b>NI Hub Sitrep Cell to collate returns</b>
2000	<b>NI Hub Daily Sitrep published to Local Impact Group and NI Hub</b>	<b>Copied to CCG(NI) and other Impact Groups</b>
2300	UK National Sitrep produced	Common Recognised Information Picture

Note: Red text indicates Departmental Ops Centre and Strategic Coordination Centre/SCG Sitreps sent to NI Hub. Bold black text indicates R2 published by NI Hub. All R2 will be published to ResilienceDirect. Departments will send editable versions of their Daily Sitreps to the NI Hub Sitrep Cell by 1700 daily. Exception reporting upwards to the Local Impact Group will be conducted throughout the day shift as required.

## Annex G - Example Departmental Situation Report

This annex shows the expected format for the Daily Sitreps which will be sent by Departmental Operations Rooms (DOCs) and the Strategic Coordination Group (SCG) when activated, to the NI Hub. The NI Hub will collate these responses into the NI Daily Situation Report for the London-based Local Impact Group. The NI Daily Sitrep will follow the format of the Impact Group Sitrep at Reference B. The NI Daily Sitrep will not simply be a collation of the DOC/SCG reports; it will extract and filter information as required, escalate decisions, aggregate risks, and add additional value by providing a cross-NI assessment of the current situation and future activity required.

# Departmental Operations Centre

Department of/for **XXXX**

## SITUATION REPORT 1

New information in **RED**

Contact: **Dept xxx** Sitrep Cell **email** / **Tel Number**

Information correct as of **XXXX hrs** on **Insert date**

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### Situation Report Summary

Overall Assessment	
Overall Delivery Confidence	Rationale

- Key events/activities last 24 hours:
  - XXXXXXXXXXXX
  - XXXXXXXXXXXX
  - XXXXXXXXXXXX
- Key events/activities next 24 hours:
  - XXXXXXXXXXXXXXXXXXXX
  - XXXXXXXXXXXXXXXXXXXX
  - XXXXXXXXXXXXXXXXXXXX
- Requests for information:
  - XXXXXXXXXXXX
  - XXXXXXXXXXXX
  - XXXXXXXXXXXX

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<b>Issue:</b>	<b>Issue Title</b>	<b>RAG Rating</b>	
<b>Detailed description:</b> Significant build up of traffic and severe congestion around port area of Holyhead due to changes in....			
What are the specific impacts?			
What is being done about it? (Tolerate, Treat, Transfer):			
Support or Assistance Required?			
Key Decision Points / Timings:		Cross Cutting Areas:	Rating
		Comms / Media	
Additional Info: Possible transfer to another impact group? Linked to another impact group? Has this information been communicated into another impact group?		Data	
		Legal	
		Behavioural (community tensions etc)	

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### Situation Report Overview

Issue	RAG Rating	Key Concerns / Risk Areas
		1.
		2.
		3.
		4.
		5.
		6.

<b>Black</b>	Definition: Immediate and tangible Threat to Life, Limb or National Security – Requiring IMMEDIATE ACTION Options: Collaborate Immediately - normal SitRep reporting timelines do not apply.
<b>Red</b>	Definition: Sector experiencing significant impacts that will not get better without significant intervention. Sector is not functioning at a practical level or at all. At the Top Level, these issues require Ministerial intervention and decisions. Threat to National Security, Property, the Economy, the Environment, provision of supplies etc. Options: Collaborate – Requires COBR intervention.
<b>Amber</b>	Definition: Sector experiencing moderate impacts. Services reduced but functioning, or impacts are being felt but the wider consequences are not yet fully understood, or issues have been identified within the sector that could create major impacts. Action is required to mitigate the worst of the impacts or to find a resolution in the short term. Options: Treat, Tolerate or Collaborate – must be articulated in the SitRep.
<b>Green</b>	Definition: Sector is functioning within acceptable limits. Minor impacts are being experienced but these are understood. Lower level Operations are functioning within tolerances. Options: Treat, Tolerate or Collaborate – must be articulated in the SitRep.

## Issue

Assessed by:  
Dept.:  
On:

- This will be for information only. Issues rated Black are considered a immediate and tangible risk to life and limb. These issues are prioritised and will not follow the usual reporting timelines as envisaged within Op Yellowhammer.
- Does this impact DAs, CD, or OTs?

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## Issue

Assessed by:  
Dept.:  
On:

- Information that must be included:
  - What is the situation?
  - What are the impacts? (cross departmental)
  - What is being done about it? (Transfer to COBR is the only option for Red issues)
  - Does this impact DAs, CD, or OTs?
  - What support or assistance is required?
  - What decisions at COBR level are required?
- For Red issues a significant amount of data is required to ensure COBR is adequately informed. The following slides should include this data.

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## Issue

Assessed by:  
Dept.:  
On:  
Reviewed: *if necessary*

- Information that must be included:
  - What is the situation?
  - What are the impacts? (cross departmental)
  - What is being done about it? (Transfer, Treat, Tolerate)
    - Transfer – Must articulate who the risk is being transferred to. Why is it being transferred?
    - Treat – How will the effectiveness be measured?
    - Tolerate – Is there a limit to tolerance and additional decision points for escalation?
  - Does this impact DAs, CD, or OTs?
  - What support or assistance is required?
  - What decisions at COBR level are required?
- If transferring to COBR for consideration – significant amounts of detail will be required in following slides. IGLOs to include.
- Additional data required on following slides for Amber issues at the discretion of the IGLO.

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## Issue

Assessed by:  
On:  
Reviewed: *if necessary*

- Information that may be included:
  - What is the situation?
  - What is being done about it?

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## Annex G – C3 Mobilisation Timeline

