

Kent County Council

Emergency Recovery Plan

Issue 7
June 2023

Classification: PUBLIC

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Issue & review register

| Summary of changes | Issue number & date | Approved by |
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| Content update and review of hyperlinks | Issue 3 June 2016 | Mike Overbeke Group Head Public Protection |
| Major update incorporating lessons learned from recent incident debriefs and latest guidance | Issue 4 October 2017 | Fiona Gaffney Head of Resilience and Emergency Planning Service |
| Equality Impact Assessment undertaken and resulting minor amendments incorporated | Issue 5 November 2017 | Tony Harwood Principal Resilience Officer Resilience and Emergency Planning Service |
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1 Introduction

Recovery is the process of restoring and rebuilding the community in the aftermath of an emergency. This process should be considered as early as possible within the response phase, but gains prominence once the immediate response is complete.

Although recovery is a multi-agency process the Local Authority with responsibility for the area where the incident takes place, if the incident affects more than one tier 2 LA area, Kent County Council or Medway will co-ordinate. Many aspects of recovery have to be considered from the physical rebuilding of the community to the welfare needs of the residents and the financial implications for the affected businesses and council itself. Additionally, an opportunity for regeneration may also present itself, which will require political support in addition to core objectives of the recovery process.

The ***Kent County Council Emergency Recovery Plan*** provides an overview and detailed arrangements for how Kent County Council will accomplish its obligation under the ***Pan-Kent Emergency Response and Recovery Framework and Civil Contingencies Act 2004***.

1.1 Aim

The aim of this Emergency Recovery Plan is to set out the criteria of providing recovery support to assist the affected community towards the management of its own recovery. It is recognised that where a community experiences a significant emergency, support must be provided to personal, family and community structures which have been disrupted.

1.2 Scope

Recovery is a complex and potentially long running process that may involve many more agencies and participants than the emergency response phase. It may be more costly in terms of resources, and it will undoubtedly be subject to close scrutiny from the community, the media and elected representatives alike. It is therefore essential for the process to be based on well thought out and tested structures and procedures if it is to work in an efficient manner.

1.3 Overview of Kent County Council responsibilities

Kent County Council will appoint an appropriate senior manager to act as the lead recovery advisory group in the Strategic Recovery Co-ordination Group. Additionally, Kent County Council may provide a range of technical experts, political support and other recovery resources, including financial, to the recovery working agenda. Reflect multi-agency relationship.

1.4 Overview of district council responsibilities

Each district council will provide support and leadership in the development of a recovery strategy and in the management of local community relations. It is likely that a single affected district will be appointed as Strategic Recovery Co-ordination Group Chair or deputy, as well as Chair of the local community engagement and feedback group. It is also likely that local political support will also be provided by the district council, ensuring that Elected Members are fully engaged with the recovery process.

2 Recovery Purpose and Principles

2.1 Key Areas of Recovery

The process of recovery can be divided into three key areas, all of which must be addressed in order to achieve a successful outcome:-

Re-building the **environment**. This may include:-

- The **built** environment e.g. damaged buildings, roads, bridges etc.
- The **natural** environment e.g. polluted land, coastline, damaged farmland, natural and semi-natural Association of British Insurers, etc.

Re-building the **community**. This may include:-

- Public consultation and involvement in the reconstruction process.
- Identifying what they want/ need and what normal will look like
- Health, welfare and psychological care and support for those involved in the incident, etc.

Re-building the **economy**. This may include:-

- Addressing Business Continuity, spatial and planning management issues.
- Obtaining financial assistance.

2.2 Principles

The agreed principles of recovery are:-

1. To **develop an enabling and supportive process**, which allows individuals, families and communities to attain a proper level of functioning through the provision of information, specialist services and resources;
2. To **establish planning and management arrangements**, which are accepted and understood by recovery agencies, the community and armed forces (if deployed);
3. A recognition of the **complex, dynamic and protracted nature of recovery** and the changing needs of individuals, families and groups within the community over time;
4. That the emergency services and statutory agencies will ensure the **active participation of the affected community**, utilising local capacities and expertise, and the private sector wherever appropriate, in developing and implementing a recovery strategy;

5. That agencies involved in human welfare will have a role in **all levels of decision-making** which may influence the well-being and recovery of the affected community;
6. That it is more easily and efficiently achieved when **recovery co-ordination or process begins from the moment the emergency begins;**
7. That wherever practicable a named **Recovery Advisory Group** will be set up on the first day of the emergency (incorporating relevant Kent County Council and partner organisation personnel);
8. That planning and management arrangements will be supported by training programmes and exercises to ensure that **all agencies and groups involved in recovery are prepared for their role;**
9. That arrangements will facilitate comprehensive and **integrated multi-agency** recovery management;
10. That assistance measures will be provided in a timely, fair and equitable manner and will be sufficiently **flexible to respond to diverse community needs;**
11. To recognise and ensure that protective measures (e.g. evacuation, preventive medications, decontamination) should **do more good than harm** and should be optimised in that the form, scale and duration of any measures is proportionate to the detriment they are designed to reduce.
12. That Kent County Council, district councils and all other agencies involved in the recovery phase will actively seek the involvement of the affected community in the development and the implementation of the recovery strategy. This involvement will be made through the delegated sub-group, as set out within section 6.3 of this document and dedicated representatives of the affected community (e.g. Parish Council, residents and tenant associations representatives).

2.3 Strategy

As part of the recovery process it is vital that a clear, agreed recovery strategy is developed, with issues being prioritised as necessary. The recovery strategy will cover some, or all, of the following key objectives: -

1. **An impact assessment** covering residents, businesses, infrastructure, environment, economy and tourism which must be carried out as soon as possible and be regularly updated including, for example, the results of environmental monitoring, improved or degraded transport links. This is not to be confused with the Equalities Impact Assessment carried out for this plan, which ensures all individual and community needs are considered.
2. Determining what is an acceptable **risk assessment** to the public which will inform and influence decisions on decontamination, access restrictions, return of evacuees, etc.
3. Development of a concise, balanced, affordable **recovery action plan** that be quickly implemented, involves all agencies and fits the needs of the emergency.
4. The **community engagement**, as far as is reasonably possible, will be fully involved in the recovery process.
5. All agencies work closely with the community and those directly affected, including on monitoring and **protection of public health.**

6. Utilities (e.g. water) banking systems/ telecoms and transport networks are brought back into use as soon as is practicable.
7. A pro-active and integrated framework of **support to private and third sector businesses** is established.
8. All affected areas are restored to an **agreed standard** so that they are 'suitable for use' for their defined future purposes.
9. Environmental protection and recovery issues need to be co-ordinated.
10. Information and media management of the recovery process is co-ordinated.
11. Effective protocols for political involvement and liaison (Parish / District / County / Unitary and Parliamentary) are established
12. An environmental recovery strategy is produced.
13. A waste disposal strategy is produced for, e.g. rubble, contaminated soil, waste water or other materials.
14. Early identification of opportunities for longer term regeneration and economic development.

The recovery strategy must be reviewed, and priorities re-assessed regularly to ensure that it continues to meet the developing, changing, additional or new requirements and priorities which may be brought about, for example, by an increasing appreciation of impact over time.

2.4 Targets

As part of the recovery strategy, various targets and milestones will need to be agreed and established. The affected community should play a role in establishing these targets. Targets will provide the means to measure progress and may assist in deciding when specific recovery activities can be scaled down.

Targets or milestones could include some of the following: -

Risk to health and welfare have been reduced/ eliminated.

- Evacuees are returned to their homes
- Demands on public services have returned to normal levels (including health)
- Utilities are again fully functional.
- Schools, Shopping centres, leisure facilities are operating normally
- Transport infrastructure is running normally
- Local businesses are trading normally
- Tourism in the area has been re-established

3 Kent County Council Resources required during the Recovery Phase

Kent County Council operates emergency management structures following the national model for command and control of emergencies, as set out within the government's Emergency Preparedness Guidance (in compliance with the Civil Contingencies Act 2004).

For incidents where Kent County Council will lead on the recovery phase the On-call Duty Director, in consultation with the Duty Emergency Planning Officer or Head of Resilience and Emergency Planning Service, will appoint an appropriate senior officer (usually at director level) to lead the Recovery Advisory Group at the outset of the emergency. A smooth transition from response to recovery is facilitated by early establishment of recovery management infrastructure.

The Recovery Advisory Group chair will be supported by Kent County Council personnel drawn from a cadre of topic specialists as appropriate. Sufficient personnel will be required to maintain effective management of the recovery phase into the medium to long term. This may potentially require out of hours working and the implementation of a sustainable and robust shift system.

The recovery phase of an emergency maybe complex and prolonged it is therefore vital that a sustainable management and other staff resources are put in place. Regular progress reports to Association of British Insurers, other Elected Members and Corporate Management Team will ensure oversight of effectiveness of the recovery.

4 When should the Recovery Phase start?

The recovery phase should begin at the earliest opportunity following the onset of an emergency, running in tandem with the response to the emergency. It continues until the disruption has been rectified, demands on services have returned to normal levels, and the needs of those affected (directly and indirectly) have been met. While the response phase to an emergency can be relatively short, the recovery phase may endure for months, years or even decades. Whenever appropriate and practicable a Recovery Advisory Group will be established on the first day of the emergency and will run in tandem to the strategic co-ordination group.

5 Activation of the Recovery Co-ordinating Group

Activation of the Recovery Co-ordinating Group is initiated by Kent County Council, usually following a request by and agreement with the Strategic Co-ordinating Group and following advice from the Recovery Advisory Group.

The Recovery Co-ordinating Group should be formed as soon as practicable so that a good working liaison between the two groups can be established. Care should be taken in case of duplication of membership when the Strategic Co-ordinating Group and the Recovery Co-ordinating Group are working in tandem.

An important part of the work of the Recovery Co-ordinating Group during the response phase of an emergency is to develop a recovery strategy and inform the Strategic Co-ordinating Group of this strategy to ensure decisions made by the Strategic Co-ordinating Group do not compromise medium to long term recovery. The Recovery Co-ordinating Group reports into the Strategic Co-ordinating Group until the Strategic Co-ordinating Group stands down then a formal handover occurs from the Strategic Co-ordinating Group chair to the Recovery Co-ordinating Group chair (incorporating the signing of the recovery handover certificate). Dependent upon the emergency it will be agreed at initial Recovery Co-ordinating Group meeting, which Sub-groups will be required.

6 Handover from Emergency Response to Recovery Phase

6.1 Response to Recovery Phase Handover Meeting

A formal meeting, to discuss the handover from response to the recovery, should be held early in the response phase and should involve, as a minimum, the Strategic Co-ordinating Group Chair, Corporate Duty Director Role and senior representatives of the affected agencies.

This meeting will need to consider:

- The criteria as outlined below in; adding or removing elements in accordance with the nature of the incident.
- A formal handover process will be followed (handover certificate Appendix B)
- Notification to other responding agencies and the community regarding the handover.

At the point of handover from Response to Recovery, the Recovery Advisory Group will become the Recovery Co-ordinating Group as it takes lead responsibility for provision of recovery services.

Resources Group and Business Continuity

- Mutual aid (security access)
- RCC accommodation (security access)
- RCC IT support
- RCC business support(admin)
- Staff rotas
- Business continuity
- Staff welfare/ support

6.2 When should Handover take place?

As the Response phase is deemed to be running down, a formal decision will be made by the Police Gold Commander to hand over the lead to the lead Local Authority (Kent County Council for major emergencies or incidents affecting more than one district) based on the following factors;

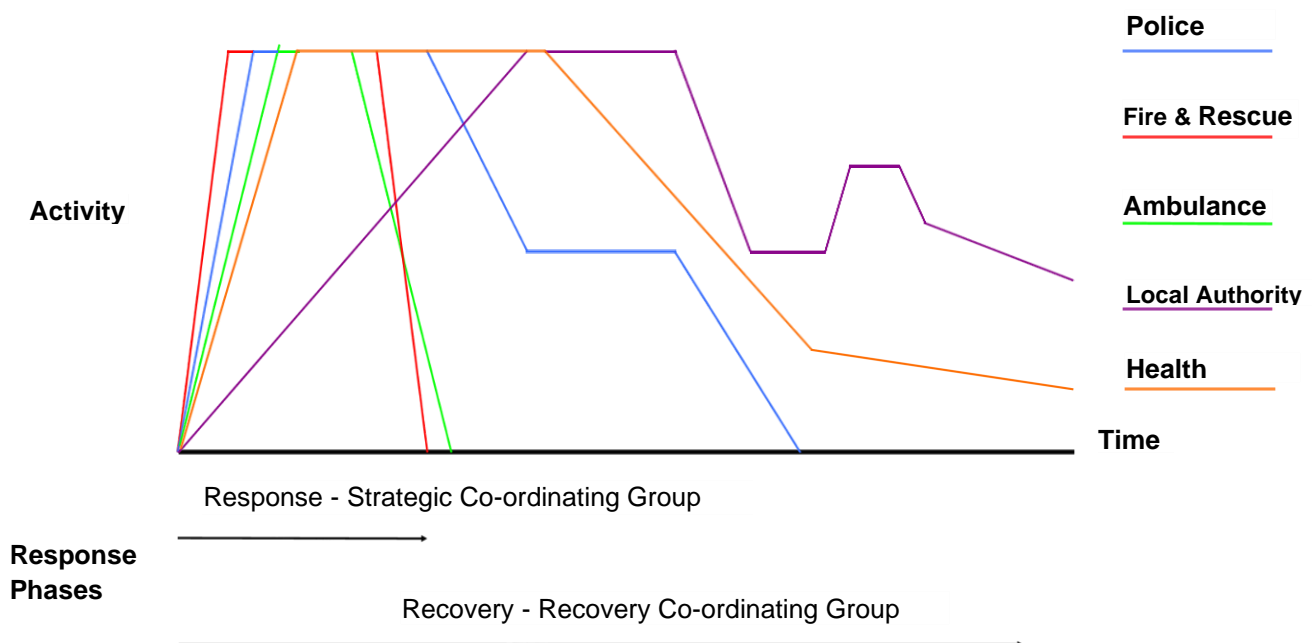
- That there is no longer any risk to life; that the incident is contained and that there is no risk that it will revive in the future.
- Measures to ensure the safety of the public are in place and are operating effectively.
- Emergency services involved in the response stage of the incident are now returning to normal levels of operation.
- That the issues that needed addressing are now those which are the responsibility of Kent County Council and agencies other than the emergency services

Transition Phase

As part of the handover process, consideration needs to be given to how information collated as part of the response phase is effectively, efficiently, and securely handed over to those responsible for managing the recovery phase and should ideally include an up-to-date impact assessment.

In the graph below, a visual depiction of the response and recovery phases can be seen, with local authorities assuming a key responsibility once the response phase has been deemed to be running down.

Figure 1:



7 Location and Operation of the Recovery Co-ordinating Group

During the response phase of a major incident the Strategic Co-ordinating Group will usually be located within the **SCC at Kent Police Headquarters Sutton road, Maidstone, ME15 9BZ**. It is recommended that the Recovery Co-ordinating Group will be located in the same vicinity during the early stages when both groups will be running simultaneously. The Recovery Co-ordinating Group must also be aware of, and contribute to, discussions and decisions which may impact (positively and negatively) on immediate, medium and long-term recovery strategy.

The Chair of the Recovery Co-ordinating Group (or nominee) will occupy the position advising the 'Gold' Commander on specific and general matters of recovery, obtaining relevant recovery information and facilitating the flow of information between the two groups.

Co-location of the Recovery Co-ordinating Group and the Strategic Co-ordinating Group is appropriate during the response phase but as soon as practicable after the co-ordination lead is handed over to the Recovery Co-ordinating Group chair the location of the Recovery Co-ordinating Group will move to the Kent County Council SHQ, Invicta House, Maidstone, ME14 1XX or the relevant District Authority depending on the scale of the recovery phase.

It may be appropriate to involve partner organisations within specific recovery cells, however, clear leadership in terms of overall co-ordination must be evidenced by Kent County Council as recovery lead.

Accurate records of decisions and expenditure should be recorded using the Kent Resilience Forum decision logs by all Kent County Council staff involved in the recovery phase as well as actions and decisions arising from the Recovery Co-ordinating Group, including time and date taken and showing the appropriate justification for the decisions: this is to ensure comprehensive audit trails, timings, participants, notifications, options, decisions and expenditure. An accurate record is paramount to assist in the preparation of public information, reports, responding to enquiries (including Freedom of Information requests), preparing for formal or judicial inquiries, claims under the Bellwin scheme etc.

8 Recovery Structures and Roles

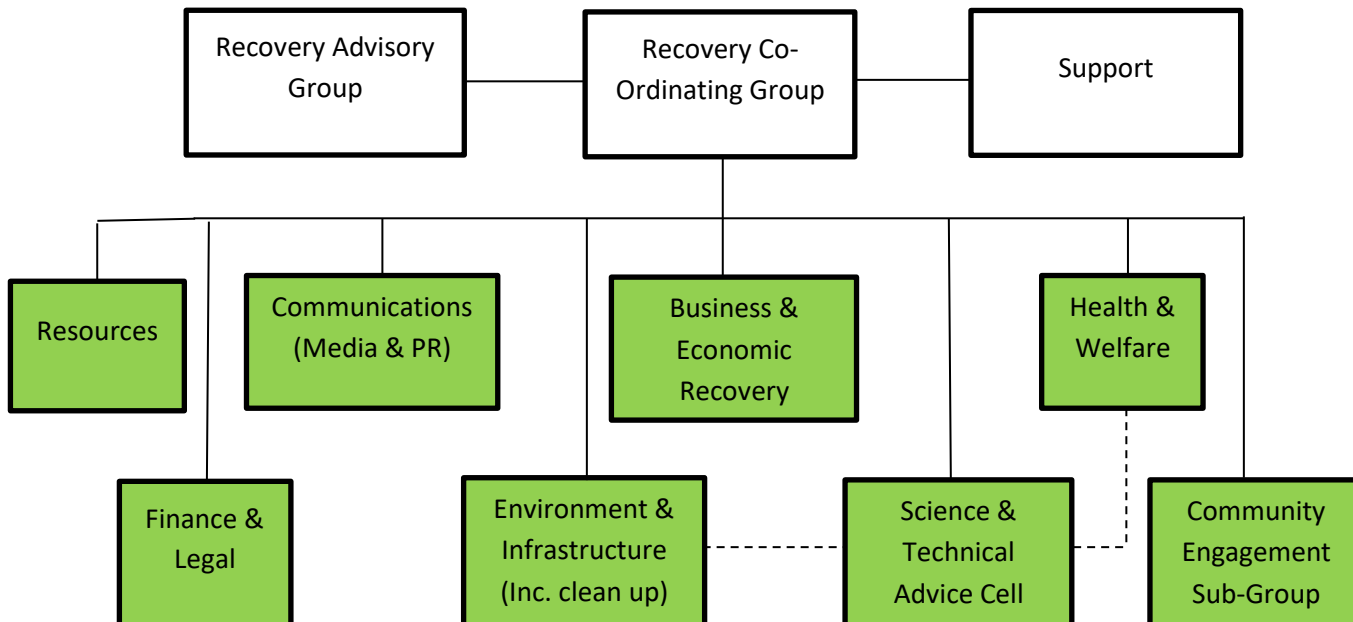
During the response phase, the chair of the Strategic Co-ordinating Group may ask for the recovery process to be activated as part of the overall multi-agency response. To meet this requirement and to start the important process of parallel working, a nominated Recovery Manager (preferably trained in that role) will be appointed by the Duty Director, in consultation with the Duty Emergency Planning Officer or Head of Resilience and Emergency Planning Service (or other agency depending on the type of incident) to head the Recovery Advisory Group, which will be an integral part of Strategic Co-ordinating Group structure.

The structure for managing the recovery will be flexible according to the incident, its scale and what best suits the particular situation but will be based upon the agreed overall structure as detailed in the illustration in figure 1 below.

This structure is for guidance only. It is a matter for the concerned organisation to decide what structure best suits them for dealing with the situation. It may not be necessary to establish all the sub-groups shown below but this will be entirely dependent on the nature of the emergency.

Appropriate terms of references will need to be agreed setting out the scope and direction of both the Recovery Advisory Group, Recovery Co-ordinating Group and specialist cells.

Figure 2 Structure of Recovery Co-ordinating Group and Sub- groups.



8.1 Recovery Advisory Group (RAG)

Role

The Recovery Advisory Group (RAG) will start to pull together the relevant agencies and specialists to begin the analysis and scoping of what the Recovery Co-ordinating Group will need to examine, what resources are needed, the groups that are likely to be required and what the situation will be when handover can be completed (a recovery needs assessment).

The Recovery Advisory Group will need to hold a formal place within the Strategic Co-ordinating Group to enable a total integration between the two phases of response and recovery.

8.2 Recovery Co-ordinating Group

Role

- To feed in recovery issues whilst the Strategic Co-ordinating Group is running;
- To decide the overall recovery strategy, including communications, clean up, health, welfare, economic and business recovery, and defining “normal”
- Ensure that relevant stakeholders, especially affected communities, are involved in the development and implementation of the strategy;
- To establish appropriate Sub-Groups as required by the emergency;
- To produce an impact assessment;
- To co-ordinate the recommendations and actions of the Sub-Groups and monitor progress;
- To monitor financial matters and pursue funding and other assistance;
- To agree exit strategy criteria and timescale;
- Decide the final “state” of the physical infrastructure and natural environment affected by the emergency;
- Deal with other issues that fall outside the scope of the working groups;
- To provide reassurance to the public and to minimise fear and alarm.
- to maintain a written record of decisions made and the reasons for those decisions.
- Media and public messaging

8.3 Community Engagement Sub-Group

Aim of group

- Ensure robust community leadership prioritising community safety and cohesion
- Reflect community concerns, feelings and initiatives and bring these to the attention of the Recovery Co-ordinating Group;
- Assist in informing the wider community of discussions and progress of the Recovery Co-ordinating Group;
- Liaison with the Business Community and taking their concerns to the Business and Economic Recovery Group;
- Engaging the community in the recovery process.
- To maintain a written record of decisions made and the reasons for those decisions.
- Assess the overall impact to the community;

- Establish and assist with the formation of Community Recovery Groups (encompassing local stakeholder groups, community leaders and representatives of the affected community) as required;
- Supporting the establishment of public appeals, anniversaries and memorials;
- Promotion of community self-sustainability (using local capacity and expertise);
- Promotion of community confidence and cohesion;
- Involvement of Area Committees, community leaders and faith groups (where in place);
- Recommend criteria for provision of services to those in need.
- Media and public messaging

8.4 Health and Welfare Sub-Group

Aim

- Provide welfare to those affected;
- Allocation of welfare tasks to individual agencies;
- Co-ordination of welfare assistance in order to avoid duplication of effort;
- Collation of data on affected persons;
- Prepare a health monitoring and protection strategy;
- Maintain a normal health service;
- Establish extra health services if required;
- Ensure that public are informed about any health implications;
- Media and public messaging
- To maintain a written record of decisions made and the reasons for those decisions.

Actions

- Co-ordinate health and welfare assistance by the various agencies available, including voluntary;
- Establish database of affected people by collating from all relevant sources;
- Assess impact on health-related services including Local Authority resources;
- Publicise changes to health-related services during any period of disruption;
- Use existing databases and information to establish those most at risk;
- Assess impact on vulnerable individuals / establishments;
- Impact on community care for vulnerable persons;
- Impact of bed release following hospital emergency plan execution;
- Provide psychological support;
- Provide long term health monitoring, if necessary;
- Continue implementation of longer term aspects of the mass fatalities plan if necessary;
- Enforcement of counter measures
- Establishment of exclusion / isolation zones for public safety, bio-security or contamination reasons;
- Assess if long term temporary or permanent accommodation is required;
- Assessment of any long-term material aid, e.g. essential household items;
- Co-ordination of donated goods and materials (including storage, management & distribution);

- Recognition of the effect on faith communities;
- Support arrangement for funerals;
- Financial assistance for
 - Loss of income to individuals / community
 - Displaced individuals / families
 - Loss of work.
- Assistance with insurance and advice services, (e.g Association of British Insurers)
- Assistance with legal aid
- Media and public messaging
- Long- term housing needs (work with Tier 2 and private sector)

8.5 Business and Economic Recovery Sub-Group.

Aim

- To support affected businesses to facilitate early recovery from impact of incident
- To devise an economic recovery strategy to restore and where practicable enhance the affected local economy
- To maintain a written record of decisions made and the reasons for those decisions

Actions

- Evaluate the viability of the affected areas previous economic base – impact on its main business sector(s) trading operations and environment, accessibility for customers and suppliers, and to essential services;
- Assistance to businesses affected to enable them to resume normal business as quickly and effectively as possible; including business continuity advice for any future incidents;
- Consider the establishment of relevant schemes to assist businesses including, for example, access to interest free loans from third parties, grants or rent for alternative premises;
- Promotion of the area as ‘open for business’;
- Facilitate access to buildings and an early return as possible to the premises;
- Identify alternative premises, potentially for long periods of time, using Industrial and Commercial Property Registers and local agents. Assess the impact of the workforce accessing the temporary premises – including consideration of whether transport needs to be provided – or alternatively, if the workforce has been displaced from their homes, the workforce accessing the usual / temporary business premises;
- Assistance with advice services, for example, in conjunction with Association of British Insurers
- Provision of information to the business community affected – via a single enquiry number/help – line service, drop in centre, website and/or leaflets as appropriate;
- Assisting in building the confidence in the business community within the area and to internal and external investors or customers; assistance with litigation issues – subject to resources available;
- Assistance with litigation issues – subject to resources available.
- Media and public messaging

8.6 Environmental and Infrastructure Sub-Group (Including Clean up)

Aim- strategic

- To develop a preferred remediation strategy for submission to, and agreement by, the Recovery Co-ordinating Group, to cover cleaning, repair or replacement of the physical infrastructure and clean-up of the natural environment to an agreed state;
- Review integrity of key assets (including built and natural environment and transport and utilities infrastructure) and prepare strategy for reinstatement where required;
- To implement the agreed strategy.
- To maintain a written record of decisions made and the reasons for those decisions.

Actions

- Develop strategy on how community will be involved in physical rehabilitation or community engagement group;
- Identification of ownership of land, premises and infrastructure;
- Prioritise sites for attention;
- Identification and procurement of resources and/or plant required;
- Identify use of local capacities and expertise so as to reduce reliance on external sources and switch community status from passive to active, helping to promote a positive psychological outlook;
- Compile assessments of level and nature of damage to essential services and assets, building / structural, transport, health and educational infrastructure;
- Ensure that any relevant monitoring is carried out and results used;
- Commission remedial work (building(s) to make safe, demolition, decontamination and clear up of waste and debris). For essential services and assets, building and structural, transport, health and educational infrastructure, consider:
 - Temporary structures
 - Redesign
 - Repair
 - Rebuilding
 - Restoration of utilities and services;
- Consider planning permission for new build, repairs to listed and/or graded buildings;
- Identify whether compulsory purchase orders are required;
- Identify any potential future prevention and mitigation aspects;
- Consider location and reconstruction requirements for memorial structure(s);
- Agree an end point for clean-up.
- Media and public messaging

8.7 Communication Sub-Group

Aim- Strategic

- To ensure effective communication and consultation with affected communities;
- To formulate an overall Communications Strategy;
- To ensure all information presented to the affected communities bearing in mind language needs;
- To ensure involvement of stakeholders, identify channels;
- To ensure consistency of message;
- To react to negative media stories and misinformation;
- To have a representative on the other Sub-Groups if possible;
- To ensure that all staff, elected members and those involved are kept informed
- To maintain a written record of decisions made and the reasons for those decisions
- To identify appropriately briefed and trained 'talking heads' to relay key messages

Actions

- Each group feeds into communication group, including attending meetings if resources permit;
- Consider longer-term strategy:
 - Key target audiences, including those inside and outside the area;
 - Key messages, with a focus on public and business reassurance and rebuilding the area's image;
 - Mechanisms to ensure cross agency working and consistency of message;
 - Key spokespersons, both overall and for specific aspects of the recovery period.
- The communications strategy should consider:
 - Media relations and information programme, including media information about the handover itself;
 - Resources needed to deliver the above and maintain mainstream and ongoing communications work;
 - Web content and online presence;
 - Social media;
 - Public information helplines;
 - Publications and printed materials;
 - Exhibition and display materials;
 - Drop in and information centres;
 - Interpretation and translation;
 - Public forums and meetings;
 - Information points.
- Have the following key groups been informed and kept in communication with:
 - Residents;
 - Key business partners and employers;
 - Elected members;

- Staff in all agencies.
- Consider use of “trusted” individuals to get the message across, including those from the communities affected.

8.8 Finance & Legal Sub-Group

Aims- strategic

- To explore different streams for financial aid;
- To monitor all recovery work expenditure and report to the Recovery Co-ordinating Group;
- To consider any litigation, criminal, or public inquiry issues;
- To maintain records of expenditure;
- Maintain decision/ actions logs;
- To maintain a written record of decisions made and the reasons for those decisions;

Actions

- Maintain accurate, auditable records;
- Compile any business cases required and submit to central government or others;
- Advise Recovery Co-ordinating Group on legislation issues;
- Advise the Recovery Co-ordinating Group on the financial implications of their decisions and proposed actions;
- Advise on the implications of business rate relief;
- Advise on the implications of council tax relief;
- Support the process of any claims made, if relevant;
- Co-ordinate the compilation of material for inquiries, etc.;
- Establish what ‘qualifying expenditure’ has been incurred under the Bellwin Scheme;
- Prepare a claim under the Bellwin scheme.
- Media and public messaging

8.9 Science and Technical Advice

Aim- Strategic

- To provide a common source of science and technical advice to the Strategic Co-ordinating Group and Recovery Co-ordinating Group;
- to monitor the responding science and technical community to deliver on the Recovery Co-ordinating Group’s high-level objectives and immediate priorities;
- to agree any divergence from agreed arrangements for providing science and technical input
- to pool available information and arrive, as far as possible, at a common view on the scientific and technical merits of different courses of action;
- to provide a common brief to the technical lead from each agency represented in the cell on the extent of the evidence base available, and how the situation might develop, what this means, and the likely effect of various mitigation strategies;

- to identify other agencies / individuals with specialist advice who should be invited to join the cell in order to inform the response;
- to liaise with national specialist advisors from agencies represented in the cell and, where warranted, the wider scientific and technical community to ensure the best possible advice is provided;
- to liaise between agencies represented in the cell and their national advisors to ensure consistent advice is presented locally and nationally;
- to ensure a practical division of effort among the scientific response to avoid duplication and overcome any immediate problems arising;
- To maintain a written record of decisions made and the reasons for those decisions.

8.10 Resources Group

Consideration should be given by the Recovery Co-ordinating Group to the establishment of a resources group:

- To ensure business continuity procedures are invoked
- To consider mutual aid agreements
- To enable ICT support to the Recovery Co-ordinating Group
- To enable Business support to the Recovery Co-ordinating Group
- To establish a sustainable staffing rota
- To consider staff welfare and provision of appropriate support

9 Stand Down of the Recovery Co-ordinating Group/Centre

The length of time that the Recovery Co-ordinating Group operating from the RCC is required to continue meeting will vary according to the nature and scale of the emergency. The Recovery Co-ordinating Group will stand down once there is no longer the need for the regular multiple agency co-ordination and the remaining issues can be dealt with by individual agencies as a part of their normal day to day duties.

- The Chair of the Recovery Co-ordinating Group, in discussion with the Recovery Co-ordinating Group members will decide when it is appropriate to stand-down the Group. The needs of the community will be key to this decision and will inform the decision.
- The stand down of the group will be measured on the return to normal of all impacted services and those affected within the community.
- The length of time that the Recovery Co-ordinating Group is required to continue meeting will vary according to the nature and scale of the emergency. Some emergencies may have long term issues to consider.

10 Evaluation and De-Brief of Recovery Phase

It is essential that a formal debrief take place once the recovery process has been completed. This is important to allow information on the multiple aspects of the recovery process to be shared across the multiple agencies involved in both the recovery and the response process and to allow agencies to build upon any issues that arose and to carry out the necessary reviewing of plans, processes and protocols within the areas affected.

A final debrief report should be produced which captures all these issues and addresses them accordingly.

The affected areas should take the opportunity to share the debrief report widely amongst all responders and agencies involved so that any updates, as a result, can be discussed and any changes to plans can be made to better deal with future events. This will be feed into the KRF Lessons Learned Protocol and will thus inform continuous improvement in recovery policy and practice.

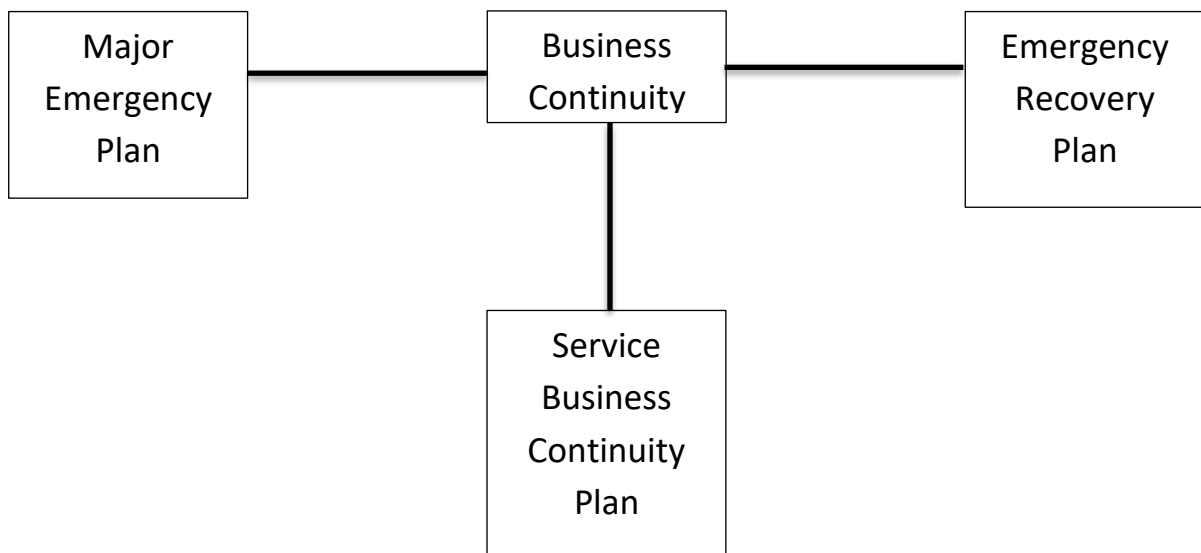
11 Dungeness B Nuclear Power Station

In event of an Off-Site Emergency concerning Dungeness B Nuclear Power Station following a radioactive release, please refer to the **Kent County Council Dungeness B Nuclear Power Station Off-Site Emergency Plan** for all details of the Response and the Recovery phase of the incident.

12 Location of Documents

Hard Copies of all Emergency plans are located within the County Emergency Centre, 2nd floor Invicta House, Maidstone, ME14 1XX. Electronic copies of all plans are available on Resilience Direct, KNet and public versions are available online at Kent.gov.

Hierarchy of Plans



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Appendix A

Suggested Agenda for Recovery Advisory / Co-ordinating Group

The following is a list of points that could be put on the initial agenda for any Recovery Advisory / Co-ordinating Group:

- Introductions
- Terms of reference for the group (further detail located in the Pan Kent Emergency Recovery Framework)
- Membership
 - Responsibilities and authority
 - Other agencies that may be required
- Briefing / Progress report, including the latest impact assessment and the Strategic Co-ordinating Group strategy (brief overview, keep concise)
- Agree recovery strategy (including detailed objectives and targets as necessary) and recovery needs assessment
- Immediate actions and/or urgent issues relating to the emergency
- Recovery action plan formulation and delegation of tasks (including deciding what Sub-Groups are required)
- Priorities for action
- Media issues
- Equality Impact Assessment
- Any other business
- Schedule of meetings

Notes or minutes of the meeting should be taken as well as the maintenance of a key decision / action log. Local Authority support staff may be brought in for this function.

Appendix B

Handover Certificate (KRF Pan Kent Emergency Recovery Framework)

[Note: This certificate has been written assuming the Strategic Co-ordinating Group is being chaired by the police and the Recovery Co-ordinating Group is being chaired by the local authority]

The Signing of this Handover Certificate by both the Lead Local Authority Officer and the Chairperson of the Strategic Co-ordinating Group, acknowledges the agreement that the..... emergency has moved to the recovery phase, the strategic co-ordination of which is the responsibility of.....Council*.

In addition to any requirements laid out in specific contingency plans relevant to this emergency:

1. There is no known further risk to life in relation to this specific emergency.
2. The circumstances dictate it more appropriate for Command and Control to rest with Council in that the phase is clearly now one of recovery.
3. There are no serious public order or crime prevention issues which impact on the overall strategic co-ordination of the recovery phase.
4. Kent Fire and Rescue Service together with the South-East Coast Ambulance Service and HM Maritime & Coastguard Agency are operating at a level which does not necessitate a Strategic Co-ordinating Group to co-ordinate and facilitate their activities.
5. There are no known circumstances which may require the reinstatement of the Strategic Co-ordinating Group in relation to the response phase of this emergency.
6. Council is satisfied that it has in place the infrastructure and processes to take over co-ordination from the Police.
7. (If a nuclear emergency) The Government Technical Advisor agrees that the emergency response phase has concluded.

Signed: for

Council Name..... Designation.....

Signed:

Name..... Strategic Co-ordinating Group Chairperson

Date.....

Time.....

Appendix C

Template for a Recovery Action Plan

It is recommended that each Sub-Group maintains an Action plan; these will be pulled together and reviewed at Recovery Co-ordinating Group meetings.

- To aid in the performance of these actions, it is recommended that each action be given a priority rating as the key below shows:

E = Essential

I = Important

D = Desirable

- The Status / progress column is colour coded (Red / Amber / Green) to quickly highlight how each action is progressing. This enables focus on actions deemed a higher priority, especially if time is limited.

| Action | By Whom | By When | Status/ Progress | Priority Rating |
|--------|---------|---------|---|-------------------------------|
| | | | [insert text then colour code Red/Amber/Green to reflect the progress with] | [label each action E, I or D] |
| | | | | |
| | | | | |
| | | | | |

Appendix D

Suggested Membership of Recovery Groups

Recovery Co-ordinating Group suggested members

Senior representatives (as relevant) from:

- Kent County Council Directorates
- District Council(s) and/or Medway Unitary as appropriate to incident
- Chair of Community Recovery Sub-Group (if formed)
- Environment Agency
- Food Standard Agency
- Department for Communities and Local Government
- NHS England
- Social Services
- Public Health England
- Highways Agency
- Animal Health
- Utility Companies
- Transport providers
- Maritime and Coastguard Agency
- Kent Police
- Fire and Rescue
- Regional Development Agency
- Ministry of Defence
- Natural England
- Site Operator (if relevant)
- Health and Safety Executive
- Chairs of Sub-Groups
- Voluntary Organisation
- Government Decontamination Service (if contamination issue)

Appendix D2

Community Engagement Sub-Group Suggested Members

Representatives as relevant from:

- Parish and/or Town Council
- Elected Members for Kent County Council, Districts, Medway Unitary
- Residents Associations
- Tenants Associations
- Local Schools
- Local Businesses
- Community groups (including religious faith groups)
- Disaster Fund Manager (if established)
- Representative from the Recovery Co-ordinating Group

Appendix D3

Health and Welfare Sub-Group Suggested Members

Representatives as relevant from:

- Local Authority/ Authorities representatives e.g.:
 - Adult Social Services
 - Children's Services
 - Environmental Health Officer
 - Public Health
 - Emergency Accommodation Officer
 - Legal and democratic Services (Elected Members)
 - And others as necessary
- Ambulance service
- NHS England
- CCGs
- Acute Hospital trusts
- Science and Technical Advice Cell
- Food Standards Agency
- Voluntary Sector (e.g. British red Cross, WRVS, Salvation Army, CAB, Samaritans)
- Churches Together (or other Faith groups as relevant)
- Pensions Services
- Disability Carers Services
- Benefits Agencies
- Incident care Team from the relevant Train Operating Company if a rail incident.

Appendix D4

Business and Economic Recovery Sub-Group Suggested Members

Representatives (as appropriate) from:

- Local Authority/ Authorities
- NHS England
- Department for Communities and Local Government
- Regional Development Agency
- Jobcentre Plus
- Local Business forums / Networks
- Chamber(s) of Commerce
- Learning and Skills Council
- Local Tourist Board
- Trade Unions
- Trade Associations / Retail Fora
- Association of British Insurers
- Other agencies as required, e.g. National Trust, National Farmers Union, etc.
- Local Economic Partnership Representatives.

Appendix D5

Environmental and Infrastructure Sub-Group Suggested Members

Representatives (as appropriate) from:

- Local Authority/Authorities e.g.:
 - Environmental Health
 - Public Health
 - Waste Disposal
 - Transport and Highways
 - Neighbourhood Management
- Environment Agency
- Health Protection Agency
- Highways Agency
- Kent Police
- Public Utilities
- Transport Companies
- Food Standards Agency
- Animal Health
- National Trust / English Heritage / Natural England (historic sites/protected areas)
- Any other agency (e.g. Government Decontamination Service, Voluntary Sector) that would assist the Group.

Appendix D6

Communication Sub-Group Suggested Members

Representatives / Press officers from:

- Local Authority/ Authorities
- Kent Police
- NHS England
- Public Health England
- Government News Distribution Services (NDS)
- Other Stakeholders E.g. Site Operator, Tourist Board, representative from Local media, etc.

Appendix D7

Finance and Legal Sub-Group Suggested Members

Representatives (as appropriate) from:

- Local Authority/Authorities representatives e.g.:
 - Finance Officers
 - Legal Officers
- Kent Police
- Other organisations and advisors as appropriate.

Appendix D8

Science and Technical Advice Cell Sub-Group Suggested Members

Representatives (as appropriate) from:

- Recovery Co-ordinating Group
- Department for Environment, Food and Rural Affairs and Partners
- Met Office
- Department of Energy and Climate Change (DECC)
- Government technical Advisor (if appointed)
- Defence Science and technology Laboratory (Dstl)
- Atomic Weapons Establishment (AWE)
- Government Decontamination Service
- LA Senior Environmental Health Officer
- Site Operator
- Transport Operators

Appendix E

Recovery from Chemical, Biological, Radiological and Nuclear Incident

This section identifies the contact details of key partners and information that, in the event of a major Chemical, Biological, Radiological, Nuclear or HazMat incident would need to be called upon to aid in the recovery process.

The Defra CBRN Recovery Team will provide advice, guidance and access to capability to facilitate recovery following a terrorist related incident involving the use of CBRN materials or following a major hazmat incident which overwhelms local capability, e.g. a civil nuclear incident. The team can be accessed 24/7/365 via Defra's Duty Office on Tel No: XXXX or directly via the Defra Emergencies Duty Officer on Tel No: XXXX

When activating in an emergency, you will need to provide the following information:

- your name, organisation and contact details
- nature of incident
- location of incident
- support required
- if known, the locations of the Recovery Co-ordination Group, the Science and Technical Advice Cell, and the Strategic Co-ordination Guidance on the Recovery phase of a Chemical, Biological, Radiological and Nuclear incident can be found in the documents below:

[Strategic National Guidance – Chemical, Biological, Radiological or Nuclear Decontamination Guidance on the development of a site clearance capability](#)

[UK Recovery Handbook for Chemical Incidents](#)

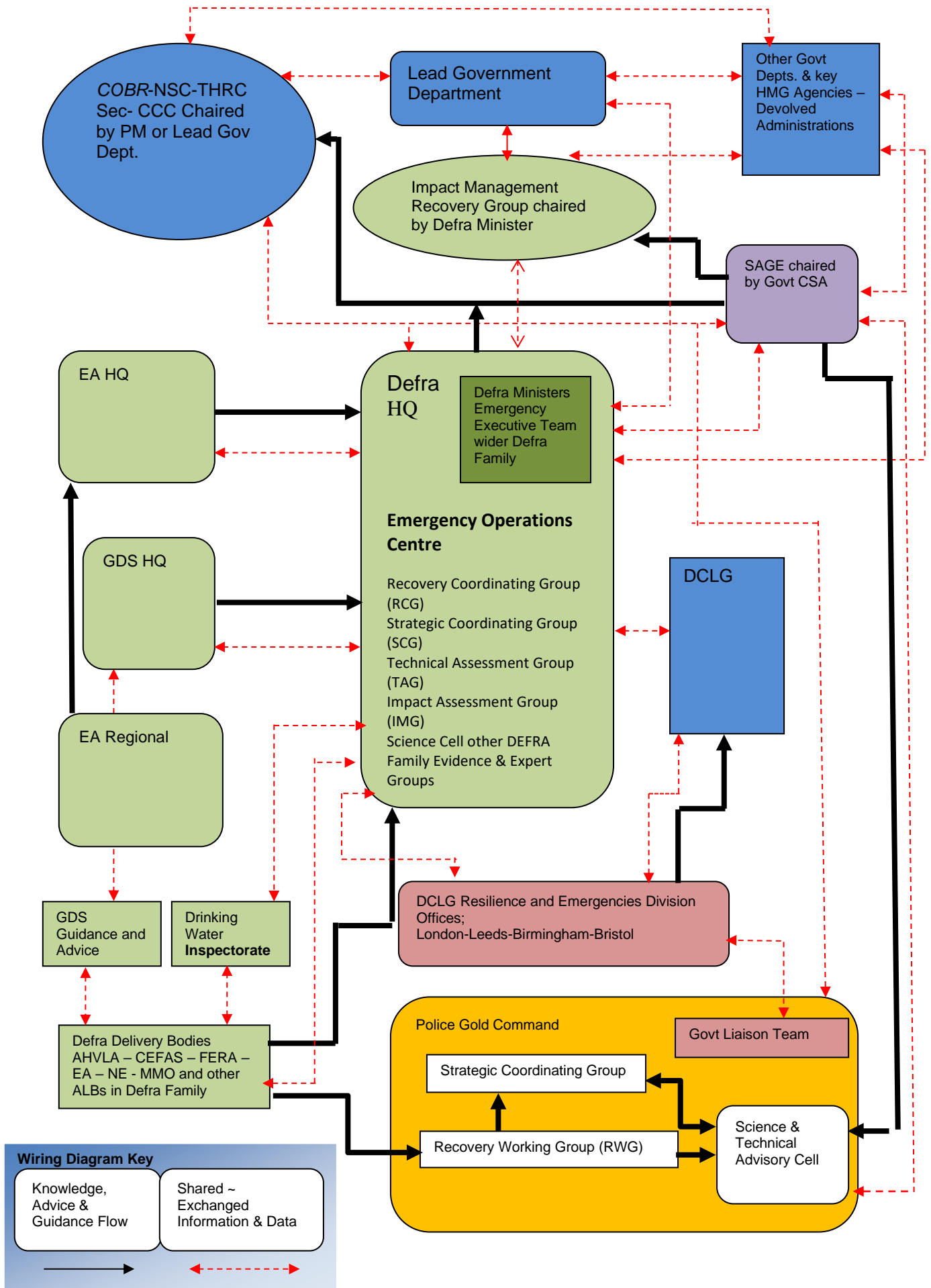
[UK Recovery Handbook for Radiation Incidents](#)

[UK Recovery Handbook for Biological Incidents](#)

[National Recovery Guidance - Environmental Issues](#)

[The Decontamination of People Exposed to Chemical, Biological, Radiological or Nuclear \(CBRN\) Substances or Materials](#)

An outline of the framework for a Chemical, Biological, Radiological and Nuclear incident can be found on page 32 of this document.



Appendix F

Glossary of Terms

| Abbreviation | Term | Description |
|---------------------|-----------------------------------|---|
| KCC | Kent County Council | The lead Local Authority in delivery of the Emergency Recovery Plan. |
| RAG | Recovery Advisory Group | The Recovery Advisory Group will report to the Strategic Co-ordinating Group, and should look into issues which are relevant to long term recovery rather than the immediate response. The Recovery Advisory will take on a leading, eventually absorbing the work of the Strategic Co-ordinating Group. |
| RCG | Recovery Co-ordinating Group | The decision making body for the recovery phase once handover has taken place from the police. Takes advice from its Sub Groups, decides the strategy and ensures implementations of strategy and rebuilding of public confidence. |
| SCG | Strategic Co-ordinating Group | Multi-agency group that sets the policy and strategic framework for emergency response and recovery work at the local level. |
| CEC | County Emergency Centre | Based on the 2 nd floor of Invicta House, Maidstone, ME15 1XX |
| STAC | Science and Technical Advice Cell | A sub group of Strategic Co-ordinating Group and Recovery Co-ordinating Group led by an appropriate person from the health community (HPA or DPH), together with other relevant organisations to provide strategic direction, co-ordination and assessment of health, scientific and environmental protection issues. |
| ABI | Association of British Insurers | The Association of British Insurers represents the collective interests of the UK's insurance industry. The Association speaks out on issues of common interest; helps to inform and participate in debates on public policy issues; and also acts as an advocate for high standards of customer service in the insurance industry. |

| | | |
|-------|--|--|
| DCLG | Department for Communities and Local Government | Supports communications between central government and local level. Responsible for supporting local response and recovery efforts. |
| DEFRA | Department for Environment, Food and Rural Affairs | Responsible for environmental protection, food production and standards, agriculture, fisheries and rural communities in the UK. |
| CBRN | Chemical, Biological, Radiological and Nuclear | An accidental or intentional incident resulting in the release of chemical, biological, radiological and/or nuclear material with immediate or prolonged impact upon Human welfare and/or the environment. |
| GDS | Government Decontamination Service | Provides advice, guidance and assistance on decontamination to responsible authorities in their contingency planning for, and response to, Chemical, Biological, Radiological and Nuclear and HazMat incidents. Maintains and builds Government Decontamination Service framework of specialist suppliers and advise central government on national capability |

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