

**PUBLIC PROTECTION**



# Kent Resilience Team

**ANNUAL REPORT 2015/16**

# Kent Resilience Team

## SERVICE VISION

A multi-agency initiative to transform the delivery of Integrated Emergency Planning, Business Continuity and Resilience Services to achieve better outcomes for the people of Kent by improving the effectiveness of the planning, response and recovery from emergencies.

## SERVICE OBJECTIVES

- Improve the quality, consistency and robustness of policies and procedures such as identifying and assessing risk, horizon scanning and business continuity management as part of the delivery arm of the Kent Resilience Forum.
- Improve communication and co-ordination when supporting multi-agency responses to major incidents including a single point of contact 24hrs / 365 days a year to provide expert advice to partners during an emergency.
- To ensure that agencies and organisations plan, train and exercise together for a co-ordinated response to emergencies that could have a significant impact on communities in Kent.

←← KENT IS THE FIRST COUNTY TO INTEGRATE ITS MAJOR BLUE LIGHT AND LOCAL AUTHORITY EMERGENCY PLANNING TEAMS IN THIS WAY. →→

KENT ON SUNDAY



# Examples of Incident Reports

Kent Resilience Team provides a 24 hours Duty Officer function for Kent County Council, acting as the first point of contact for the Emergency Services during a major incident.

In 2015 alone Kent Resilience Team has been alerted to



“ I JUST WANTED TO DROP YOU A LINE TO EXPRESS MY GRATITUDE FOR ALL OF THE GUIDANCE, ASSISTANCE AND TIME THAT YOU GAVE IN HELPING US PLAN AND EXECUTE OUR OPERATION. I KNOW THAT MY LIFE WOULD HAVE BEEN MADE CONSIDERABLY MORE DIFFICULT WITHOUT IT. ”

DETECTIVE SARGEANT EBERLEIN, SERIOUS & ORGANISED CRIME UNIT

“ THOROUGH AND INTERESTING COURSE. I HAVE DEFINITELY LEARNED NOT TO UNDERESTIMATE THE ISSUES YOU MAY BE FACED WITH FROM EVACUEES. EXCELLENT DELIVERY OF COURSE BY KRT TRAINERS AS ALWAYS. NEVER A DULL MOMENT! ”

DOVER DISTRICT COUNCIL OFFICER

## HEAD OF SERVICE CONTACT DETAILS

**Chris Else** - Kent Fire & Rescue Services, Group Manager (Operational Planning and Operational Response) and Kent Resilience Team Manager

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## 2015/16 Successes

- Five major multi-agency exercises run across the County addressing a range of risks – chemical biological radiological and nuclear incident, major flooding, terrorist attack, Operation Stack and Exercise Unified Response dealing with a tower block collapse onto London’s rail network.
- Operation Stack: In one 36 hour period alone we distributed 40,000 litres of water and 7,000 meals to 6,000 freight drivers covering 38 miles.
- An extensive range of 26 training courses delivered to partner agencies including County and District Councils, Police, Fire and NHS services. A total of 900 personnel trained.
- 200 volunteer flood wardens trained in total to work on flooding issues within their own communities – most of whom attended the flood warden seminar in October 2015.
- Increased integration into the Kent Resilience Team of other partners e.g. Environment Agency, NHS, Met Office and District Council representatives.
- Training of voluntary sector (KVSEG) tactical commanders to further enhance their capability to respond as part of a tactical co-ordination group.
- Visit from Dutch academics and emergency planners to understand how Kent responds to flooding and builds resilient communities. The group was really impressed with what is being done at Little Venice, both the infrastructure “vertical” adaptations for floods and the community responses.



**KENT RESILIENCE TEAM HELPS LOCAL PARISH COUNCILS LOOK AT THEIR LOCAL RISKS AND DEVELOP THEIR OWN PLANS.**

“THE TRAINING WAS EXCELLENT. IF WE ARE CALLED OUT TO HELP IN AN EMERGENCY EVACUATION I NOW FEEL MORE CONFIDENT IN BEING ABLE TO WORK AS PART OF A TEAM IN THE EMERGENCY REST CENTRE.” **WOMEN’S INSTITUTE VOLUNTEER**



“WE ALL HOPE THAT THE WORST WON’T HAPPEN, BUT WHEN IT DOES – WHETHER IT’S A FLOOD, AN EXPLOSION, OR A MAJOR ROAD CRASH - IT’S GOOD TO KNOW THAT PLANS ARE IN PLACE TO HELP THOSE CAUGHT UP IN THE EMERGENCY. IT’S SOMETHING MOST OF US TAKE FOR GRANTED, BUT BEHIND THE SCENES, ORGANISATIONS LIKE KENT POLICE, KENT COUNTY COUNCIL, MEDWAY COUNCIL, KENT FIRE AND RESCUE AND THE ENVIRONMENT AGENCY WORK HARD TO MAKE SURE WE ARE READY TO DEAL WITH EMERGENCY SITUATIONS OF ALL KINDS.” **KENT ON SUNDAY**

## Exercise Unified Response (EUR)

### KEYWORDS

**Resilience / Emergency Planning / Partnership working / Voluntary Sector / Emergency Services**

EUR was the largest and most complex multi-agency training exercise ever undertaken in London Fire Brigade's history and it is believed to be the largest that has taken place in the UK.



Almost 5,000 responders took part in EUR, drawn from 70 organisations across London, the UK and international teams from across Europe, most notably Italy, Hungary and Cyprus. The opportunity to respond to such an authentic and challenging scenario benefitted individual participants. In many cases it was their first experience of a major incident. It also tested each organisation's resilience and ability to provide a coordinated response to a catastrophic event in London.

Kent Resilience Team was involved in planning for the live exercise which took place over 3 days at Littlebrook Power Station, Dartford. Kent held a Strategic Co-ordinating Group on the first day, attended by KCC Corporate Duty Directors and other multi-agency 'Gold' representatives.

KRT officers also attended the Strategic Co-ordinating Group (Kent), the Humanitarian Assistance Steering Group (London), the Recovery Advisory Group (London), the Borough Emergency Control Centre (Littlebrook) and the Survivor Reception Centre (Littlebrook). Their role was to observe operations and record observations against the exercise objectives. The team took the opportunity to bring back lessons learned and share them with partners to improve Kent's own planning and response.

“THANK YOU ... FOR ARRANGING TODAY. I THOUGHT THERE WAS REAL VALUE IN TESTING HOW WE WOULD ENGAGE WITH LONDON (AND INDEED OTHER COUNTY SCGS) IN A WIDE RANGING INCIDENT. I ALSO THINK IT HELPS IN FURTHER STRENGTHENING RELATIONSHIPS WITHIN THE KENT FAMILY.”

**BARBARA COOPER, CORPORATE DIRECTOR FOR GROWTH, ENVIRONMENT AND TRANSPORT**

“THE SCALE AND REACH OF EUR WAS ONLY MADE POSSIBLE BECAUSE LOCAL AUTHORITIES SUCH AS KENT COUNTY COUNCIL WERE SO GENEROUS IN THEIR SUPPORT OF THIS EVENT. IN YOUR CASE, THE OBSERVATIONS YOU RECORDED WILL HELP IDENTIFY ANY LESSONS LEARNED AND RECOMMENDATIONS FOR IMPROVEMENT TO THE WAY IN WHICH WE RESPOND TO LARGE SCALE EMERGENCIES IN THE FUTURE. I WISH TO PLACE ON RECORD THE THANKS OF EUROPEAN COMMISSION FOR HUMANITARIAN AID AND CIVIL PROTECTION, THE LONDON RESILIENCE PARTNERSHIP AND LONDON FIRE BRIGADE FOR YOUR SIGNIFICANT AND MUCH VALUED CONTRIBUTION TO EUR.”

**PETER COWUP, EUR PROJECT DIRECTOR**

# Kent Resilience Forum Seminar (KRF) 2015

## KEYWORDS

**Resilience / Safer Communities / Business Continuity / Emergency Planning / Partnership working / Voluntary Sector**

This Seminar was the second to be organised since the Kent Resilience Team have been together. The Seminar proved to be one of the best in terms of attendance, xx people attended, for a number of years. Topics included:

- EU Funding Mechanisms
- Operation Stack
- Week Street fires in Maidstone
- South Oxfordshire CC fire
- Counter Terrorism
- Disaster Victim Identification
- Cyber Security
- Nepal Earthquake

Alongside presentations, a large number of KRF partners exhibited at the event:

- UK Power Networks
- Kent Association of Local Councils
- British Red Cross
- KCC Community Wardens
- Kent Fire & Rescue (including fire bike)
- South East Coast Ambulance

- NHS England
- Police Counter Terrorism
- BT Openreach Emergency Centre Vehicle
- Emergency Aid – Landrover and trailer
- Kent Fire & Rescue Astra
- HM Coast guard helicopter which landed in the main area
- British Red Cross Chuck wagon and 4 x 4 ambulance

The KRF Seminar in 2016 is already booked for October building on the success from the 2015 event.

“MANY THANKS FOR AN EXCELLENT DAY... FROM MY PERSPECTIVE IT WAS SPOT ON, I HAD AT LEAST ONE ACTION/LEARNING FROM EACH AND EVERY PRESENTATION. EQUALLY I FELT THE TEMPO WAS GREAT, TIME TO ABSORB AND FOLLOW UP IN THE MARGINS.”

LT COL RICHARD CLEMENTS OBE



# Exercise Fort Invicta

## KEYWORDS

**Resilience / Emergency Planning / Partnership working / Voluntary Sector / Emergency Services / Training / Exercising**

Exercise Fort Invicta was a National multi-agency Counter Terrorism (CT) exercise held in Kent over two days on Tuesday 3rd November and Wednesday 4th November 2015.

The scale and complex nature of the exercise should not be underestimated covering 9 separate locations and over 800 staff from the military and multi-agency community of Kent on day 1 alone.

There were over 100 local authority staff (KCC/ TDC) with voluntary sector support deployed over the 2 days. Our largest deployment of staff for an emergency planning exercise ever.

The National Counter Terrorism Exercise Programme's aim was to improve the ability of the police service and other key partners to prepare for, respond to and manage terrorist investigations and incidents.

This project was sponsored by the Office for Security and Counter Terrorism (OSCT) as part of the National CT Exercise Programme. The overall exercise was an unqualified success.

## OBJECTIVES

- Test and validate new national response procedures to a Chemical Biological Radiological and Nuclear (CBRN) incident
- Test the establishment/operation of the new CEC
- Test the new Emergency Reservist Scheme (ERS)
- Validate the ERS ability to support Command and Control structures for a major emergency
- Chair a Recovery Advisory Group (RAG) for a CBRN incident
- Chair and support a Scientific and Technical Advice Cell (STAC)

All of the above were achieved with some excellent learning, all of which will be carried forward in the 10 recommendations during the 2016 training and exercise programme.

**“LONG DAY, QUITE AN EXPERIENCE BUT ONE I'M SO GLAD TO HAVE TAKEN PART IN.”**

**WI VOLUNTEER**

**“IT WAS ONE OF THE BEST PLANNED EXERCISES WE HAVE ATTENDED”**

**OFFICE FOR SECURITY AND COUNTER TERRORISM**



**“I REALLY ENJOYED THE EXPERIENCE, AND LEARNED A HUGE AMOUNT. WHEN WE GOT THE NOTICE THAT THE EXERCISE WAS ENDING, I HATE TO ADMIT, BUT I WAS A BIT DISAPPOINTED – WE WERE ON A ROLL!”**

**A KCC RESPONDER**

# Mass Shelter (MaSC) Project

## KEYWORDS

**Resilience / Emergency Planning / Partnership working / Voluntary Sector / Emergency Services / Training / Exercising / Evacuation and shelter**

The European Union Mass Shelter Capability (MaSC) Project examines the provision of Emergency Mass Shelter with a view to improving the current understanding and capability in the provision of shelter and associated community services to those displaced by a civil emergency within a European context.

The project aims to develop a concept of operations and effective guidance on how to put in place the facilities and services necessary to support a population that has either been displaced or otherwise made homeless by an emergency.

A series of 3 interconnected workshops were held between September 2015 and February 2016. The workshops aimed to bring together experts from across Europe to explore the issues and contribute their experience to inform the work and help to develop some solutions which will then be shared through the project outcomes.

## PLANNING ASSUMPTIONS

The delegates were asked to work towards the following planning assumptions:

- 10,000 people requiring assisted shelter
- For at least 6 weeks
- Operationally ready to receive within 5 days of activation
- Solutions should be scalable and modular

Focussing on wellbeing, household, community, stewardship, place and utilities, the 3 workshops:

- Considered the needs of vulnerable people and family groups in a mass shelter scenario.
- Defined household units and the dwelling spaces which could house families and individuals. It also considered the siting of camps and the triage of individuals entering the camp and establishing their needs through registration.
- Considered the management structure and resources in the camps. The exit strategy and recovery, along with psychological impact.

## OUTCOMES

This was an excellent opportunity for Kent Resilience Team to influence policy and to bring back lessons learned to improve Kent's Evacuation and Shelter arrangements.

The results and feedback from all three workshops will be pulled together to develop EU guidelines which will be sent out for consultation to delegates. There is scope for an international exercise to test the guidelines once this have been finalised.

**“IT WAS ONE OF THE BEST PLANNED EXERCISES WE HAVE ATTENDED”**

**OFFICE FOR SECURITY AND COUNTER TERRORISM**