

# Kent County Council

## Emergency Response Framework

**Version 9.2**

**April 2025**

**Classification:** None

**Next scheduled review:** April 2026

***If responding to an incident, please go straight to section 2 – page 9.***

The latest version of this document may be found on Resilience Direct and the KCC website, [www.kent.gov.uk](http://www.kent.gov.uk)

All organisations should ensure that if printed copies of this document are being used, that the latest version is downloaded.

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# Issue & Review Register

Summary of changes	Version control & date	Approved by
New Issue.	V. 1 1 <sup>st</sup> October 2009	<b>David Cloake</b> Head of Emergency Planning
Revised to update KCC structure and references to other plans.	V. 1.1 2 <sup>nd</sup> February 2013	<b>Steve Terry</b> Emergency Planning Manager
Comprehensive revision and update.	V. 2 3 <sup>rd</sup> June 2014	<b>Dr. Sarah Anderson</b> Flood Risk and Natural Environment Manager
Update	V. 3 4 <sup>th</sup> April 2015	<b>Dr. Sarah Anderson</b> Flood Risk and Natural Environment Manager
Expanded paragraph 1.3 added following discussions at Corporate Board.	V. 3.1 5 <sup>th</sup> November 2015	<b>Tony Harwood</b> Resilience and Emergencies Manager
Minor revisions to accommodate changes to corporate structures, new policy and practice and Elected Member Guidance.	V. 4 29 <sup>th</sup> April 2016	<b>Tony Harwood</b> Resilience and Emergencies Manager
Further minor revisions following consultation exercise	V. 5 27 <sup>th</sup> May 2016	<b>Tony Harwood</b> Resilience and Emergencies Manager
Interim revision and update recognising organisational change pending major re-draft.	V. 6 31 <sup>st</sup> May 2017	<b>Fiona Gaffney</b> Head of Resilience and Emergency Planning Service
Comprehensive update and re-design	V. 7 15 <sup>th</sup> March 2019	<b>Louise Butfoy</b> Resilience and Emergency Planning Project Officer
Minor amendments and clarifications	V 7.1 26 <sup>th</sup> March 2019	<b>Barbara Cooper</b> GET Corporate Director
Minor amendments and clarifications	V 7.2 12 <sup>th</sup> April 2019	<b>Stephanie Holt-Castle</b> Interim Director of EPE
Amendments introduced following debate at Corporate Management Team	V 7.3 1 <sup>st</sup> May 2019	<b>Tony Harwood</b> Resilience and Emergency Planning Manager
Comprehensive update	V.8 13 <sup>th</sup> January 2021	<b>Casey Holland</b> Resilience Officer
Amendments made following feedback from the Resilience and Emergency Planning Team	V.8.1 12 <sup>th</sup> February 2021	<b>Casey Holland</b> Resilience Officer

Small amendments made following organisational structure changes in April 2021	V.8.2 5 <sup>TH</sup> May 2021	<b>Casey Holland</b> Resilience Officer
Comprehensive Update by Resilience and Emergency Planning Team	V 9.0 17 <sup>th</sup> March 2023	<b>Casey Holland</b> Resilience Officer
Comprehensive review and update, including plan name change from Major Emergency Plan to Emergency Response Framework and reduction/condensing of information	V 9.1 April 2024	<b>Matt Sandwell</b> Resilience Officer
Light touch review	V 9.2 April 2025	<b>Matt Sandwell</b> Resilience Officer

**Compiled by:**

Matt Sandwell  
Resilience Officer

**Date:** April 2025

**Approved by:**

Andy Jeffery  
Head of Resilience and Emergency  
Planning

**Date:** April 2025

# ***Distribution List and Location of Document***

This Plan is published electronically. The full version is available to all Kent County Council’s staff, on the KCC Intranet (KNet) and to resilience partners on Resilience Direct. A depersonalised version, with any staff details removed, is available to partner organisations and the public on the County Council Kent.gov website, at <http://www.kent.gov.uk/about-the-council/strategies-and-policies/community-safety-and-crime-policies/emergency-planning>

An up-to-date printed version of this plan is also held within the County Emergency Centre, 2<sup>nd</sup> Floor, Invicta House, County Hall, Maidstone, Kent ME14 1XX.

The people and organisations listed below are informed when the Plan is re-published, and where it is available to them.

KCC Duty Directors and Support
KCC Leader and Cabinet (plus a link to document from Knet Members’ Area)
KCC Cross Directorate Resilience Forum

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# 1 Introduction

Kent County Council must evidence compliance with legal and regulatory duties to provide effective emergency planning and business continuity arrangements.

From time-to-time emergencies occur which require special measures to be taken. Such events are defined under the Civil Contingencies Act 2004 as:

**“(a) an event or situation which threatens serious damage to human welfare in the United Kingdom or in a Part or region;**

**(b) an event or situation which threatens serious damage to the environment of the United Kingdom or of a Part or region; or**

**(c) war, or terrorism, which threatens serious damage to the security of the United Kingdom.”**

This framework reflects duties contained within the Civil Contingencies Act 2004 as well as the multi-agency JESIP (Joint Emergency Services Interoperability Programme) joint doctrine, which defines a ‘Major Incident’ as:

**‘An event or situation with a range of serious consequences, which requires special arrangements to be implemented by one or more emergency responder agencies.’**

## 1.1 Aims and Objectives

This framework aims to provide procedures and guidance to facilitate appropriate and proportionate planning, response, and recovery by the County Council to an emergency impacting the administrative county, and to enable the local authority to achieve continuity of service delivery during any disruption.

There are a number of risks in Kent, all of which are outlined in the Kent Community Risk Register – which is available on Resilience Direct. This framework seeks to highlight and direct KCC staff to the protocols, plans and guidance that should be used when acting as part of any emergency response on behalf of the organisation.

This framework is designed:

- to define the County Council’s responsibilities in an emergency in accordance with the Civil Contingencies Act 2004 and other relevant legislation and guidance;
- to outline the County Council’s emergency response capabilities;
- to describe how the emergency response and recovery processes will be activated;

- to describe the alerting arrangements for calling out key staff, mobilising services or activating mutual aid
- to outline management and communication structure in emergencies;
- to describe the set up and management process of the County Council's emergency arrangements;
- to provide a co-ordinating document referring to and linking with other emergency and business continuity plans and frameworks; and
- to outline the County Council's Business Continuity Management arrangements.

## 1.2 The Civil Contingencies Act 2004 and other Legislation

The Civil Contingencies Act 2004 and associated regulations require upper tier local authorities to:

- assess the risk of an emergency occurring;
- plan for and to respond to a broad range of emergencies;
- be resilient as an organisation, putting into place suitable business continuity measures;
- share information with other responders;
- warn and inform the public before, during and after an emergency;
- co-operate with other responders; and
- promote business continuity and other good resilience practice to local businesses and the voluntary sector.

This plan meets requirements outlined within this legislation (please see Appendix 2).

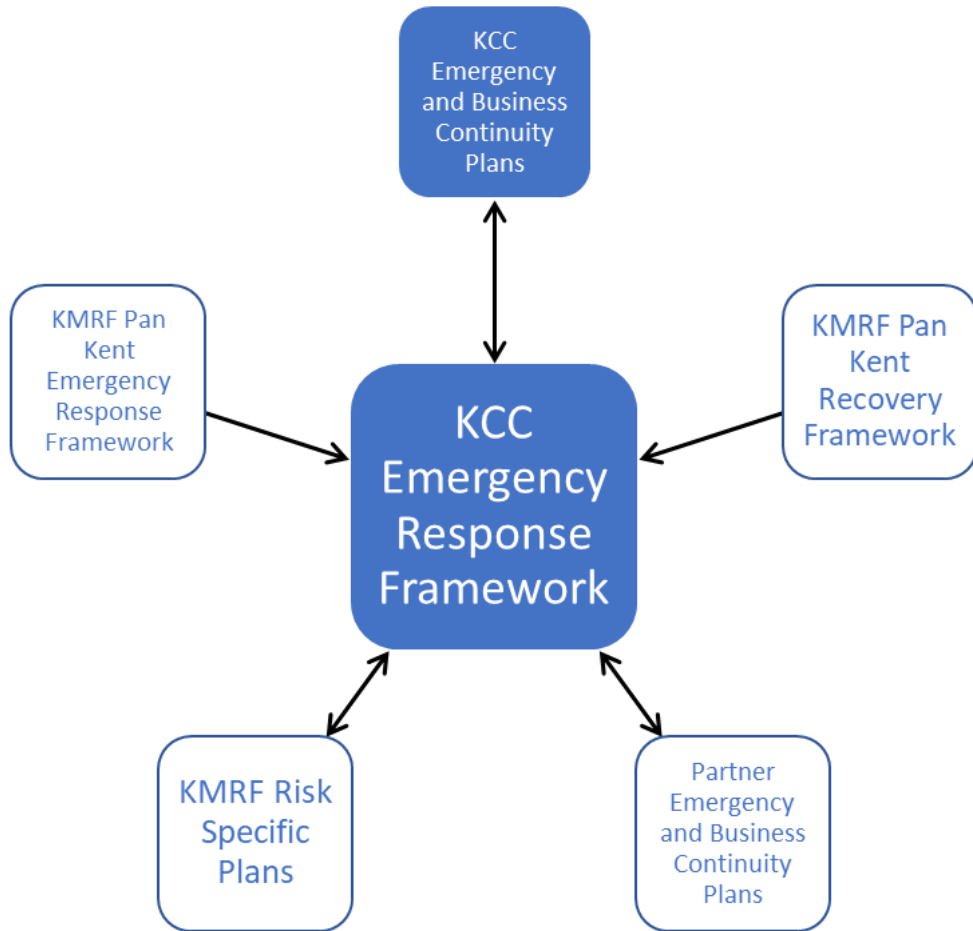
## 1.3 Role of Executive and wider Elected Membership

Elected Members, and especially the Leader, Cabinet and those representing affected Divisions, must deliver community leadership roles in the event of an incident impacting the County. Further, they have ultimate responsibility for ensuring that resilience policy and practice is appropriately reflected within the County Council's governance and planning.

Specific Guidance addresses these roles in detail: [Kent County Council Resilience Guidance for Elected Members - the role of County Councillors before, during and after major emergencies.](#)

## 1.4 Interlinking Documentation

This plan is designed to act as a foundation to the authorities' response and will ensure that it interlinks with various other emergency plans and frameworks maintained by KCC and / or the Kent and Medway Resilience Forum (KMRF). Details of other interlinking plans can be found in Appendix 3.



Suitable cross referencing to relevant documentation and plans will be made as necessary, therefore ensuring that all appropriate interlinking arrangements are identified accordingly.



# 2 Alerting, Determination and Activation

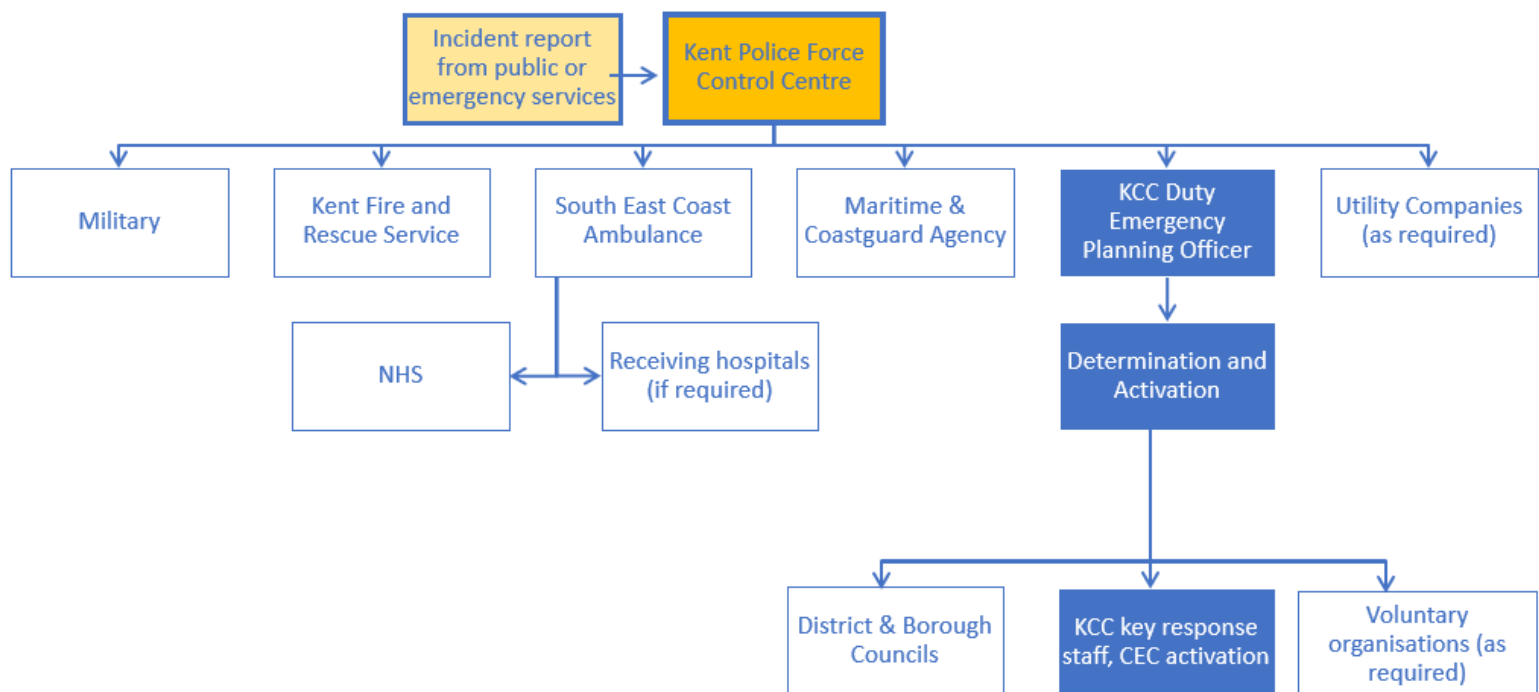
## Alerting Procedure

Appendix 4 details the levels of plan activation and response required, depending on the nature and scale of the incident, including when and why an emergency is declared (including the management of simultaneous emergencies). Appendix 4 also details the resources required to respond to an incident, depending on the level.

Notification that an incident has occurred may be received from several sources. This information may come from “official” sources such as Kent Police, Kent Fire and Rescue Service or Maritime and Coastguard Agency. It is equally possible that the first notification of an incident may come from a member of the public. **The 24/7 contact number for alerting KCC to an incident is via 03000 414999** The Duty Emergency Planning Officer (DEPO).

**Back up procedures:** If the DEPO cannot be contacted, the KCC Contact Point emergency line should be contacted on 03000 41 91 91. They will pass a message to a member of the Resilience & Emergency Planning Service or the Kent Resilience Team. If this number is not working, personal mobile and home telephone numbers for DEPOs may be found on the KCC pages within Resilience Direct.

## Formal Alerting Arrangements During Emergency Response



## Determination

When determining the severity of an incident, its impact and whether or not it meets the threshold for declaring a 'Major Incident' – it is important to refer to the METHANE process, as set out in the JESIP.

Factors to note when determining a major incident, as stated in the Joint Emergency Services Interoperability Program;

***'An event or situation with a range of serious consequences which requires special arrangements to be implemented by one or more emergency responder agency.'***

- "Emergency responder agency" describes all category one and two responders as defined in the Civil Contingencies Act (2004) and associated guidance.
- A major incident is beyond the scope of business-as-usual operations, and is likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services, the environment or national security.
- A major incident may involve a single-agency response, although it is more likely to require a multi-agency response, which may be in the form of multi-agency support to a lead responder.
- The severity of the consequences associated with a major incident are likely to constrain or complicate the ability of responders to resource and manage the incident, although a major incident is unlikely to affect all responders equally.
- The decision to declare a major incident will always be a judgement made in a specific local and operational context, and there are no precise and universal thresholds or triggers. Where LRFs and responders have explored these criteria in the local context and ahead of time, decision makers will be better informed and more confident in making that judgement.

For more detail on activation levels please refer to [Appendix 4 – Levels of Plan Activation and Response \(including Resourcing\)](#).

## Activation

The plan will be activated when the County Council receives a formal or informal notification of an emergency occurring in its administrative area that is likely to seriously impact upon the County Council's functions and could exceed its capacity to deal with it effectively using normal day-to-day response arrangements.

In some cases, it will be clear from the outset that an emergency situation for the County Council has occurred or is imminent but, in others, it might be that the initial level of information is not sufficient to make an immediate decision, and it will be necessary to seek more information to clarify the situation and/or liaise with colleagues and key agency partners.

The Duty Emergency Planning Officer will consult the Duty Officer Handbook (please see section 5.1) for full details of further activation advice and procedures (including liaison with key KCC and partner agency contacts).

**Please note:** Where an incident is strategically significant and/or politically sensitive the KCC Duty Emergency Planning Officer must alert and consult with the KCC Duty Director at the first opportunity.

## 2.1 On-call Emergency Planning Personnel Resources

The County Council maintains out of hours capability across a number of its core service areas, encompassing Contact Point, Infrastructure, Social Care, Public Health, Highways, Trading Standards and Press Office. A Command Rota is issued weekly to key personnel and services listing those individuals on call and their contact details. These roles comprise:

### **Duty Emergency Planning Officer (DEPO)**

Covers a seven-day period spanning from and to 09:00 each Monday and receives a stand-by payment. The DEPO will call in additional resilience professional support if circumstances require this. This officer is first point of contact for emergency alerts into the County Council and has a key role in activation and delivering professional resilience advice to colleagues and partner agencies.

### **Duty Director (and support)**

Cover a seven-day period spanning from and to 09:00 each Monday. The Duty Director provides strategic leadership across the emergency response on behalf of the County Council, may attend Strategic Co-ordinating Group and briefs Corporate Management Team colleagues, Leader and Cabinet, and wider Elected Membership.

A Recovery Director fulfils an identical role for the recovery phase (where the County Council may chair the Multi-Agency Recovery Advisory Group and subsequently the Recovery Co-ordinating Group. Essential support is provided for both these roles by a staff officer. This is not an on-call role.

For a terrorism incident, the Assistant Director Contest and SOC has a responsibility to act as the strategic lead for KCC during a counter terror response. As part of local / national multi-agency counter terrorism planning, there are established escalation routes and information pathways that include the Assistant Director Contest and SOC, and their input will be required either as the lead or support to the on-call Duty Director on behalf of KCC.

## **Incident Liaison Officer (ILO)**

Forward control operations including the role of Incident Liaison Officer (ILO) may be required from KCC, depending on the incident and the level of involvement that is needed. An ILO serves as an in person representative, acting as a conduit for information sharing between responding agencies on the ground and tactical/strategic level staff running coordination.

## **Kent Mutual Aid Agreement**

Joint agreement between the Local Authorities of Kent for the provision of mutual aid and assistance in the event of emergencies.

This agreement was made in 2006 between the local authorities in Kent and Medway.

The Kent Mutual Aid Agreement can be viewed in full on the Local Authority Emergency Planning Group pages on Resilience Direct.

## **Military support**

**Military Aid to the Civil Authorities (MACA).** Military Aid to the Civil Authorities (MACA) covers the provision of military support to the civil powers, Other Government Departments (OGDs) and the community at large. This support is provided on an emergency basis and fielded from irreducible spare capacity. Standing arrangements are in place for the provision of specialist capabilities when requested by OGDs, for example Explosive Ordnance Disposal (EOD) and the Technical Response Force.

In the event of imminent threat to life, emergency services should request assistance from local military commanders if they assess civil resources to be locally inadequate and/or such resources are not available within a timeline that would assist in life saving or the alleviation of distress. Previous examples have included a local military commander providing manpower to assist in searching the Downs in winter for an individual suffering from dementia – there was a clear threat to life. The local military commander can order this support without further authority and costs will lie where they fall.

The resource available will be determined by ongoing military operational demands and cannot therefore be guaranteed.

In addition, as an option of last resort, Ministers may approve more general Military Aid to the Civil Authorities to fill specific capability gaps in any response or early recovery phase. To enable this, Joint Military Liaison Officers will deploy to Strategic Coordinating Groups. Any military resources deployed will always remain under military command, and the costs of the resources deployed may be recoverable, according to the circumstances.

Military Aid will not be provided where there is an existing resource or where the required service is commercially available. Applications are made to MoD and must be individually authorised at Ministerial level. The authorisation will specify the type of service, the duration and the level of cost recovery.

The costs to be recovered will vary according to the nature of assistance needed. The normal approach will be for the recovery of full (direct and indirect) costs. In some circumstances, particularly where there is an urgent life-saving need, only direct, additional, costs will be recovered.

## Evacuation, Shelter, and Immediate Care

A major incident may require the evacuation and immediate shelter of those who have been displaced by the event. Additionally, there may also be a need to support the Police in helping survivors from a major incident who are not casualties but do require immediate help and assistance in the aftermath of such an event.

The following terms are used when describing each type of welfare centre:

- A **Survivor Reception Centre** is a Police operated facility that looks after those not deemed as serious casualties but require immediate assistance following a major emergency. Additionally, the police may wish to conduct interviews and collate evidence from these victims as part of their investigation. Longer term needs may also be addressed within this facility; however, this may be devolved to an adjoining rest centre once any immediate issues have been dealt with.
- A **Rest Centre** is a temporary shelter facility that receives those who have been displaced by the effects of an emergency and provides basic care and welfare support, as well as information and advice. A rest centre may require a range of agencies to participate, depending on the scale of the event and the level of customer requirements. Equally, it may just hold a few people for a short period of time whilst the emergency services deal with a localised event.

### District and Borough Council Responsibilities

District and borough councils are responsible for:

- The provision of suitable buildings as possible venues for welfare centres; and
- The provision of officer support to the welfare centre operation, in particular:
  - Supporting welfare centre operations;
  - Providing liaison with District and Borough Emergency Centres and other emergency centres during emergencies;
  - Homelessness advice and assistance; and
  - Providing access to benefits advice.

### County Council Responsibilities

The County Council is responsible for:

- Providing specialist staff to support operation of welfare centres;
- Providing liaison with the County Emergency Centre and other external emergency centres during an emergency;
- Identifying and supporting vulnerable people, liaising with other organisations as necessary; and
- Feeding evacuees and survivors.

### Feeding

Kent County Council has accepted responsibility for feeding those who are affected by an emergency and who are unable to make their own arrangements. This will normally be managed by providing appropriate catering within a welfare centre.

The provision of food and refreshments is not a statutory requirement, and the decision to do so, particularly outside of these venues, will be taken on humanitarian grounds, based on need and urgency.

Food and refreshments may be provided by local purchasing via the DEPO from caterers, supermarkets or takeaways.

While food may be served by volunteers, it may only be prepared by those with the relevant qualifications.

## Identifying Vulnerable People

During an emergency it may become necessary to identify people who may be vulnerable within the affected area of the emergency. Vulnerable individuals may be known to service providers.

There will be others who, for a variety of reasons, are more difficult to identify – such as those who live in the community, visitors to the area or homeless people.

## 2.2 Staff Health and Safety

The laws and regulations that can apply to staff health and safety during an emergency response are not only a matter of legal compliance, but also of moral duty and operational efficiency. These include:

- The Health and Safety at Work Act 1974 is the main piece of legislation covering health and safety in the workplace.
- The Management of Health and Safety at Work Regulations 1999 are a set of rules that supplement the Health and Safety at Work Act 1974. They aim to provide a more detailed framework for implementing the general principles of health and safety management in the workplace.

However, due to urgency and the rapidly changing nature of major emergencies, it is likely that more reliance will be placed upon dynamic risk assessment. Awareness of hazards and their potential to cause harm will need to be addressed by all levels of response. It must be remembered that this is a continuous process.

It is important that managers and staff recognise when their limit of knowledge and understanding of potential hazards has been reached and they need to seek competent advice before proceeding with an activity.

Emergency planning contingencies and training will also need to include measures to manage and reduce risks.

## Accident Reporting

All staff must report all accidents, incidents and near misses arising out of a workplace or work activity this must be recorded and reported on KCC's online accident/incident reporting HS157 form.

KCC are legally required to report certain accidents/incidents to the HSE under RIDDOR 2013. Full details of what is notifiable is available on the HSE website; a F2508 or F2508A (specific reportable work-related diseases) must be completed. A responsible person should complete and save the RIDDOR form at the point of submission and attach it to the online HS157 accident/incident form or email a copy to the Health and Safety Team quoting the unique AF number.

## Risk Assessments

Risks assessment must be done to ensure risks are identified, and appropriate control measures to reduce/eliminate the risk of harm must be put in place. All risk assessment should be reviewed at least annually, following any accident/incident and where there has been any changes especially to activity, environment and person this may lead to any change in processes, procedures and suitable preventative measures.

A dynamic risk assessment is the process of continually observing and analysing risks and hazards in a changing, or high-risk, environment. This allows workers to quickly identify new risks and remove them. Staff should carry out a dynamic risk assessment before entering any new situation and continue to constantly assess the risks and hazards in case there is a change in circumstances.

A dynamic risk assessment compliments a general risk assessment and fill in any gaps that could not be predicted. All staff should be aware and understood the risk assessments prior to entering any new situation and they must be constantly assessed as the risks and hazards may change.

The following is a process for doing a dynamic risk assessment:

## Personal Protective Equipment

The Personal Protective Equipment at Work Regulations 1992 places a duty on an employer to ensure that suitable personal protective equipment is provided to their employees who may be exposed to a risk to their health & safety whilst at work, which cannot be adequately controlled by other means, that are equally or more effective.

All PPE is supplied by KCC, and must be appropriate for the task they are carrying out and CE marked. For specialist PPE it is the role of KCC to ensure that staff have received adequate information and training in the use of the PPE and how/when it is to be used. PPE must also follow the regulations in how it is stored and how it is safely disposed of. The life span therefore is generally based on how it has been used and stored.

PPE must be designed to work with other PPE the individual is required to wear while they are carrying out the task, if staff find issues or problems with this, they are responsible to bring this to their managers attention straight away as changes will need to be made.

KCC staff are responsible for monitoring PPE for wear & tear and informing the manager if there are any damaged or old PPE which may need to be replaced, a good way of doing this is to set up a frequency to monitor PPE and document this.

## Health and Safety Advice

For further Health and Safety advice and information, including detail on completing dynamic risk assessments, contact the Health and Safety Advice Line [healthandsafety@kent.gov.uk](mailto:healthandsafety@kent.gov.uk) or 03000 418456 for further information or advice. Health and Safety training is also available via Delta or TEP training platform for schools.

## Staff Welfare

Staff engaged in emergency response may find the experience both physically and emotionally challenging. Exposure to traumatic events, or close contact with people who have just experienced or witnessed a traumatic event, can have negative impacts upon staff wellbeing, especially if appropriate safeguards are not put in place and followed.

Crisis management involving long working hours, often combined with intense activity demanding rapid decision making, is potentially stressful. Careful selection of staff for such roles and appropriate support can help to minimise this risk. Management awareness of those staff with personal links to individuals directly involved in the disaster or direct links to similar events in the past should also form part of the criteria for selection of personnel for particular roles.

Managing shift lengths and rotation of staff, structured breaks with adequate refreshments and opportunities to engage in informal discussion with colleagues away from the “front line” can also help to minimise potentially damaging stress.

Staff should be made aware of the Council’s counselling service, Staff Care Services, and how they can access it. Participation in training and exercising will better prepare staff to cope in an emergency. Following a significant incident that impacts on KCC’s staff, the KCC Social & Psychological Care Steering Group will meet to ensure the corporate strategy for the delivery of post major incident social and psychological care interventions by KCC for staff is delivered.

Managers can engage in constructive and supportive conversations with staff to show recognition and express gratitude, and can use tools such as the following:

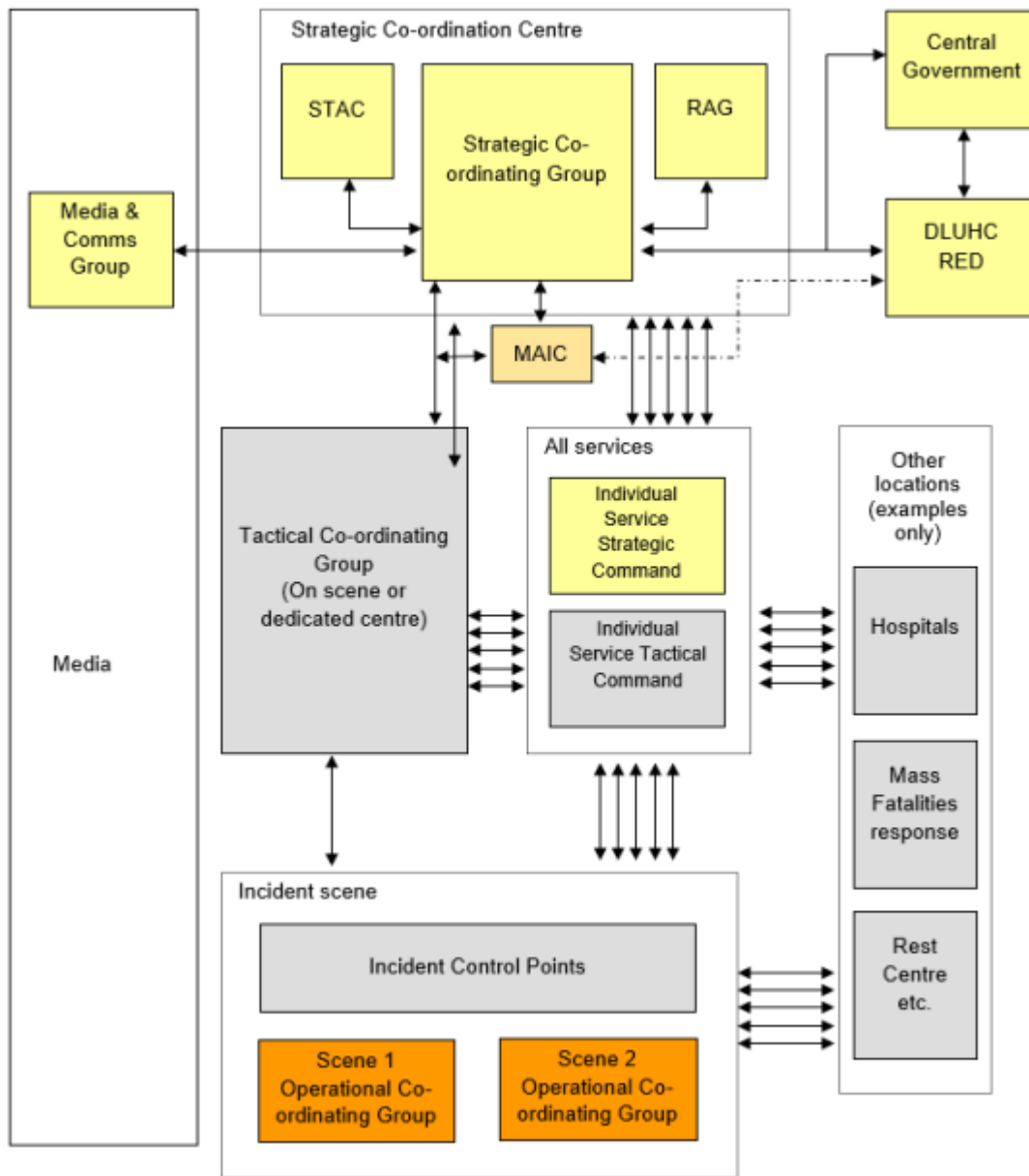
- **Active listening:** This involves paying attention to what the staff member is saying, without interrupting, judging, or offering solutions. Active listening shows respect and empathy, and allows the staff member to express their feelings and thoughts freely. Active listening also includes using verbal and non-verbal cues, such as nodding, summarising, or asking open-ended questions, to show interest and encourage further sharing.
- **Referral and signposting:** This involves identifying and addressing any issues or needs that the staff member may have, such as physical, mental, emotional, or practical support.

Following a significant incident that impacts on KCC’s staff, the KCC Social & Psychological Care Steering Group will meet to ensure the corporate strategy for the delivery of post major incident social and psychological care interventions by KCC for staff is delivered.



### 3 Emergency Management Structure

Multi-agency command and control structures operate under JESIP and refer to ‘incidents’ and ‘major incidents’ as well as ‘Emergency’. Incidents may be escalated to ‘major’ depending on a variety of factors, and this is a decision made individually by partners or during Tactical Coordination Group meetings. An escalation may mean additional resource and support is required from KCC, with extra staff potentially being drawn in to provide their expertise.



1. This diagram reflects a comprehensive multi-agency incident response structure
2. The structure may be partially set up depending on the size and scale of the event, as well as which level of local government is required to respond.
3. When an emergency is entirely within one district/borough council area then that council will usually co-ordinate the overall local authority response. If it affects more than one district/borough council area, or if it is too big for the district/borough council to manage, then Kent County Council will take on the overall co-ordination role. However, individual districts/boroughs and Kent County Council will need to co-ordinate their own specific emergency response interventions.

# 4 *Kent County Council Service Specific Emergency Roles*

This section details the County Council's specific roles in accordance with its role in an emergency response.

Other local authorities (Borough and District Councils) have their own roles and responsibilities, details of which can be found in Appendix 5.

## **Adult Social Care and Health**

The Adult Social Care and Health Directorate provides a range of social care and public health services, together with advice and deliverables that may be discharged on a stand-alone basis or may contribute to a broader county-wide emergency response. The Director of Public Health has specific duties in relation to public health emergencies, in partnership with Public Health England.

These are described in the emergency plan, and include:

- Providing specialist staff to support a welfare centre;
  - Providing liaison with the County Emergency Centre and other external emergency centres during an emergency;
  - Identifying vulnerable people;
  - Out-of-hours services;
  - Supporting an emergency affecting a care home;
  - Supporting a response to a health emergency (including supporting accelerated hospital discharge of patients into the community);
  - Assisting people with learning or physical disabilities and sensory impairment;
  - Providing or supporting specialist mental health care;
  - Maintaining communications with clients and vulnerable people; and
  - Agreed Director of Public Health roles and responsibilities namely;
- 
- Take the lead on the County Council's response to public health emergencies (including chemical and biological) affecting Kent residents, visitors to Medway or people in transit through Kent through the provision of robust local arrangements.
  - Ensure that Out-of-hours contact, and 'on-call' arrangements are maintained and that the provision of 24/7 public health advice is sufficient during and after an emergency.
  - Provide representation on the KRF Strategic Co-ordination Group, when appropriate

- Be a member of any incident control team established by PHE and assist with assessing the health risks associated with the incident and identify the local population affected or likely to be affected by it.
- Work with County Council services to identify residents that are known by the County Council to be vulnerable (vulnerability will be dependent on the nature and location of the emergency) and ensure appropriate action is taken to reduce risks to health.
- Participate in the County Council's Command & Control structures.
- Scope the remedial measures that can be put into effect and advise the Health Community and other emergency services on the most appropriate response to the health risks of the incident in the short, medium and long term.
- Participate in or chair STAC or Air Quality Cell
- Agree with STAC the information and public health advice to be communicated to the public, working with the County Council's Communications Team and, if established, the KRF Media & Communications Group. Participate in the post incident Recovery response.
- Record all instructions received, actions taken and other incidents that may ultimately assist Kent County Council to assess the effectiveness of the response and provide evidence to any subsequent inquiry.
- Send the emergency plan logbook to the Head of Resilience and Emergency Planning Service post-incident.

## **Children, Young People and Education**

Children, Young People and Education have emergency arrangements that cover their own arrangements for supporting a school during an emergency and for major emergencies:

- Safeguarding children and young people (including unaccompanied asylum-seeking children);
- Utilising schools as welfare centres;
- Liaison with the County Emergency Centre and other external emergency centres during an emergency;
- The provision of staff from The Education People (educational psychology service) to support schools and young people in a school environment in dealing with the effects of traumatic events; and
- Out-of-hours services.

## Growth, Environment & Transport

Growth, Environment & Transport comprises:

- Transportation
- Environment and Waste
- Growth and Communities
- Libraries, Registration and Archives.

### Transportation

Transportation deals with the majority of the roads in Kent, while the Highways England manages motorways and trunk roads. The services that may be discharged on a stand-alone basis, or may contribute to a broader county-wide emergency response and that are contained in their departmental emergency plan are:

- The provision of a 24/7 emergency and fault reporting help line;
- Liaison with the County Emergency Centre and other external emergency centres during an emergency;
- The provision of forward control support;
- The provision of equipment and resources to deal with highways emergencies, maintenance and road closures; and
- The provision of specialist services namely -
  - Tree surgeons;
  - Drainage;
  - Body part removal from carriageways;
  - Lighting and street furniture;
  - Structural engineering specialists; and
  - Abandoned vehicle recovery.

Transportation operates an emergency on-call rota for response to incidents. The Highways Management Centre monitors the road network and the wider environment and will alert staff as required. The Resilience and Emergency Planning Service hold details of the necessary points of contact, in addition to the public links available via Contact Point.

### Environment and Waste

Staff from Environment and Waste are responsible for;

- the disposal of waste (waste collection is a district and borough council responsibility) Hazardous waste disposal (including oily waste) through contractors.
- The provision of equipment, resources and trained staff to deal with waste issues
- Spatial planning;
- Flood;
- Environmental pollution;
- Wide-area weather related incidents;
- Environmental impacts;
- Animal and plant health, including notifiable diseases; and
- Ecosystem impacts

They will also support many aspects of long-term recovery.

### **Growth and Communities**

Staff provide a broad range of advisory and frontline services, advice and deliverables that may be discharged on a stand-alone basis, or may contribute to a broader county-wide emergency response, and which are contained within their emergency plans and procedures. These include:

- Culture & Sport;
- Trading Standards;
- Kent Scientific Services;
- Community Safety and Community Wardens; and

In addition to their ongoing delivery of their normal services, these teams may provide specific support to an emergency response. This support forms part of the relevant specific emergency plans, and can include:

- The use of Community Wardens as Incident Liaison Officers and for support to, and links with, affected communities in an emergency;
- Specialist support in any welfare centre; and
- Providing services in the event of mass fatalities

Emergency Planning staff have ongoing links into all parts of the County Council's emergency planning and response arrangements.

### **Libraries, Registration and Archives**

The Libraries, Registration and Archives Service (LRA) is a highly-valued community service. LRA's wide range of services are delivered across Kent to anyone who lives, works, studies or visits Kent.

The LRA have a range of business continuity plans in place to enable maintenance of sustainable libraries, registration and archives services in the event of a major emergency. Further, the reach

of this service into communities across Kent, in terms of their accommodation and networks (information hubs), will support the County Council's response.

## **Chief Executive's Department and Deputy Chief Executive's Department**

Chief Executive's Department and Deputy Chief Executive's Department (CED/DCED) provides a range of corporate services, including:

- Democratic Services;
- Finance and Procurement;
- Human Resources;
- Legal Services;
- ICT;
- Resilience and Emergency Planning
- Marketing and Customer Experience;
- Internal Communications;
- Digital Services;
- Property & Infrastructure Support; and
- Contact Point.

Each part of the Chief Executive's Department and Deputy Chief Executive's Department Services maintains its own arrangements for providing services in the event of a major emergency.

### **Democratic Services**

Will provide links with Elected Members, allowing individual County Councillors to be briefed on events that affect their Division, arrange urgent meetings with Cabinet Members and arrange for relevant Members to be engaged with the recovery process.

### **Finance and Procurement**

Arrange for appropriate financial management of the response, including identifying all costs from across KCC and seeking additional funding or support from other organisations, including use of the Bellwin emergency scheme.

### **Human Resources**

Advise on the staffing considerations of any response, including hours worked, cancellation of leave, working from alternative locations and overtime arrangements.

## **Health and Safety Team**

Provides expert and proportionate advice to all staff, in all aspects of health and safety via advice line, directorate advisers and Knet and Kelsi HS A-Z pages and training. Attends site visits, inspections along with enforcing authorities e.g HSE.

## **Legal Services**

Provide legal advice as required, including during recovery and any post-incident reviews.

## **ICT**

Will support all ICT aspects of any emergency response through normal systems and provide direct support for telephony and non-standard ICT requirements.

## **Resilience and Emergency Planning**

Kent County Council is a 'Category 1 Responder', which means that along with emergency services and other partners, we have legal duties under the 'Civil Contingencies Act 2004' and other emergency planning legislation.

Duty Emergency Planning Officers are on duty seven days a week, 24 hours a day, to respond to any alerts of potential or actual emergencies.

The Resilience and Emergency Planning Service works across KCC and the emergency services and other organisations to develop a range of plans. These include plans for flooding, influenza pandemic, nuclear incidents and terrorist threats for the County as well as site specific plans which include the Channel Tunnel, Dungeness Nuclear Power Station and Bluewater. These plans are regularly exercised.

## **Marketing and Resident Experience**

Will be responsible for monitoring information obtained from, and managing all information provided to the media and the public during a major emergency. This will include assistance and support, as required, to any officer or elected member providing media interviews.

## **Property & Infrastructure Support**

Will co-ordinate any response affecting the use of KCC-owned or leased buildings to ensure business critical activities can continue.

## **Contact Point**

Will provide a 24-hour facility for the exchange of information between the County Council and its customers and separate incoming emergency calls from normal business calls, directing emergency calls to the appropriate place.

# 5 *Business Continuity Management*

Under the Civil Contingencies Act 2004, Local Authorities as Category 1 responders have a duty to put in place Business Continuity Management (BCM) arrangements. This enables the organisation to respond to and recover from an emergency *and* continue to deliver its most critical services.

The International Standard for Business Continuity Management, ISO22301:2012, defines BCM as 'a holistic management process that identifies potential threats to an organisation and the impacts to operations that those threats, if realised, might cause'.

BCM is designed to provide a framework for building organisational resilience with the capability for an effective response that safeguards the interests of the organisation, its key stakeholders and reputation.

All KCC services own and maintain a business continuity plan, and further detail on business continuity can be found in the KCC Corporate Business Continuity Plan – available on Resilience Direct and Knet.

## **Purpose**

The organisation's BCM arrangements ensure that:

- Critical functions and the resources required to deliver them are identified.
- Key interdependencies are recognised.
- Risks that could impact on the delivery of critical functions are identified and mitigated through appropriate Business Continuity Plans (BCP).
- BCPs define the resilience and contingency measures to protect critical functions; and
- BCPs define the arrangements that will assist services in recovering from a significant disruption and returning to normal levels.



## 6 *Recovery*

Recovery is the process of restoring and rebuilding the community in the aftermath of a disaster. This process can be started at any point within the response phase but gains prominence once the immediate response is complete.

Although recovery is a Multi-Agency activity, the Local Authorities will be the lead agencies. 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 recovery process can be protracted in nature and involve a broad range of statutory and non-statutory agencies and groups as the process develops and evolves. Much will depend on the initiating incident and the breadth and scale of issues that are being faced.

As a result, documents to support this requirement have been produced to support recovery working, directions to these relevant plans can be found in Appendix 3.

## **7 Training and Exercising**

The Civil Contingencies Act 2004 requires County councils as Category 1 responders to include a provision for training and exercising in their emergency plans.

Regular training and exercise events for both emergency planning and business continuity will raise staff awareness of potential risks and provide an understanding and confidence in the County Council and their partners' emergency response procedures.

### **Training**

Training is a combination of activities that are carried out to ensure that responders are competent and confident to carry out required tasks and actions when an emergency occurs. A suitable schedule of training activities will be formulated and rolled out to all responding personnel. This will include suitable refresher training and coaching where required.

All staff involved in responding to an emergency should receive a level of training corresponding with their responsibilities.

The aim is to increase resilience by ensuring that all those charged with dealing with an emergency:

- Know their role;
- Are competent to carry out the tasks assigned to them;
- Are properly equipped; and
- Has confidence in their partner agencies' emergency response capabilities.

The KCC Resilience and Emergency Planning Service is responsible for the formulation, delivery and monitoring of all corporate training activities and performance, often in partnership with the Kent Resilience Team.

### **Exercising**

An exercise is primarily designed as validation or demonstration of the emergency arrangements. A variety of exercises will be compiled to test the strategic, tactical and operational elements of the emergency response and at the very minimum there will be an annual emergency exercise that will test Kent County Council's emergency response. Where possible, and in agreement with partners, these exercises will be Multi-Agency to further demonstrate pan-Kent capability.

KCC Resilience and Emergency Planning Service is responsible for the formulation, delivery and monitoring of corporate exercise activities and performance, often in partnership with the Kent Resilience Team.

A complete training record is held by the Resilience and Emergency Planning Service, and a list of incident, training and exercise events relating to this Emergency Response Framework from the past 5 years can be found in Appendix 1.

# 8 *Emergency Governance in KCC*

## **Cross Directorate Resilience Forum**

Extraordinary Cross Directorate Resilience Forum meetings will be required to ensure effective oversight within a dynamic situation. This is particularly relevant to communications and Elected Member briefings which will need to respond quickly to the evolution of the response/recovery.

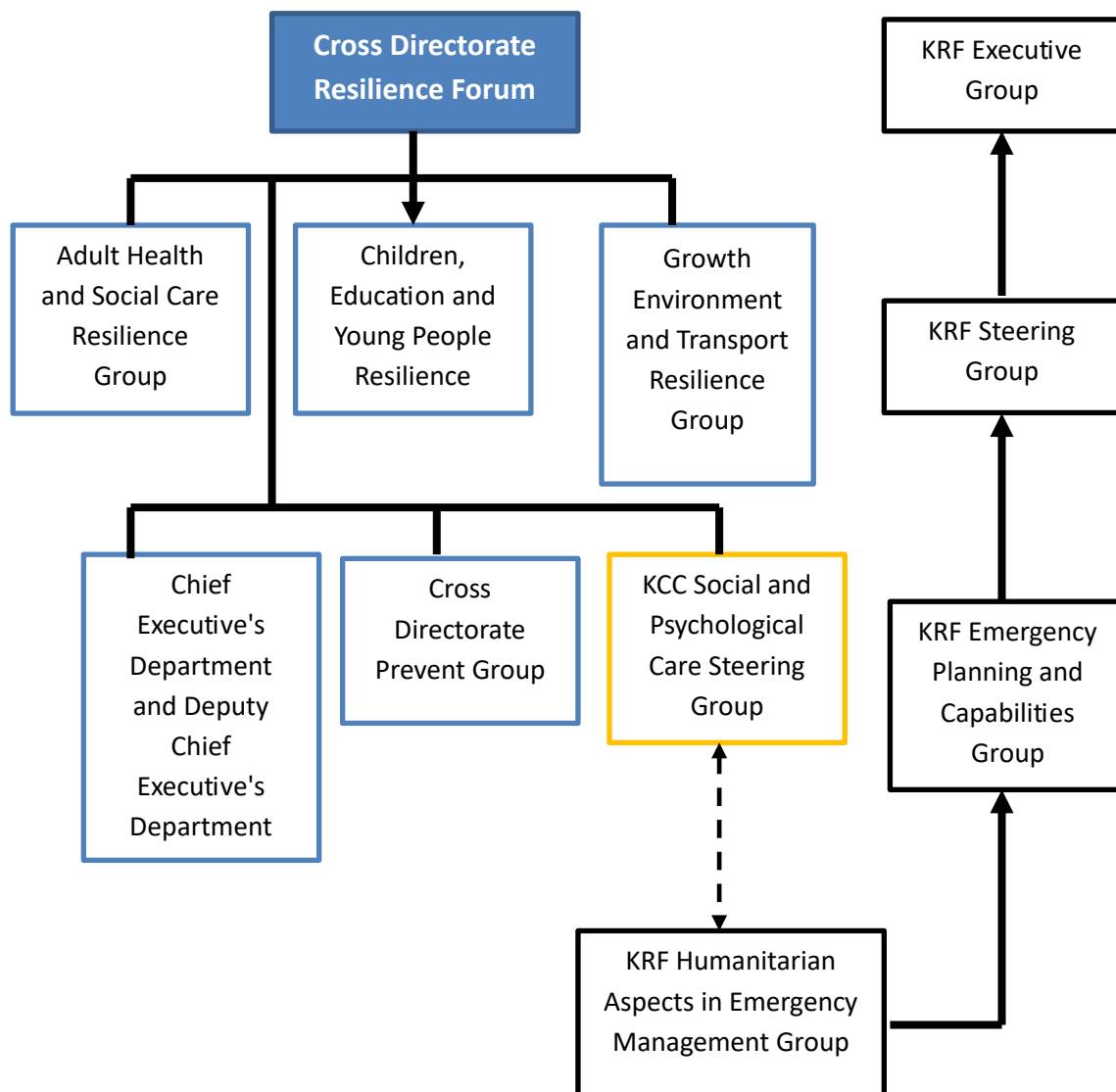
The Group is intended to provide a point of contact with all parts of Kent County Council for matters relating to both Business Continuity and Emergency Planning. The Group will not be directly responsible for the delivery of either function but will bring together those who are.

The Corporate Business Continuity Programme will be managed by the Resilience & Emergency Planning Service, in accordance with the KCC Business Continuity Management [Policy](#). The governance of the programme is set out in the Policy and is not the responsibility of the Group

Regular extra-ordinary Cross-Directorate Resilience Forum meetings are an effective means of ensuring strategic oversight of the County Council response and recovery. It is therefore recommended that the Duty and Recovery Director attend such meetings alongside the Emergency Co-Ordinator (KCC Tactical Lead). Cross-Directorate Resilience Forum is particularly beneficial in terms of ensuring business continuity arrangements are in place.

The principal purpose of this group is to bring together Directorate Resilience Group Chairs and key functions that support all services within KCC (i.e. Infrastructure, Communications, HR), so that information and issues relating to incidents and emergencies can be shared and appropriate measures for increasing resilience agreed.

## KCC Emergency Governance Structure Chart



## Appendix 1 – Kent County Council Incident, Training and Exercising Record

Date	Type of Training / Exercise / Incident	Overseen by
7 <sup>th</sup> February 2019	GET SMF (Brexit Business Continuity exercise)	Tony Harwood
4 <sup>th</sup> March 2019	T200 (corporate Business Continuity exercise)	Tony Harwood
14 <sup>th</sup> March 2019	Challenger (Brexit Business Continuity exercise)	Tony Harwood
Various dates through 2018/19	Exercise Loki (online and live Business Continuity exercise tool)	Tony Harwood
Various dates throughout 2019	Exercise Pale Fox (corporate Brexit preparedness)	Tony Harwood
12 <sup>th</sup> September 2019	Exercise Phoebe (Strategic Commissioning)	Tony Harwood
12 <sup>th</sup> September 2019	Exercise Persephone (corporate severe weather and flooding exercise)	Tony Harwood
12 <sup>th</sup> March 2020 onwards	COVID-19 Response	Tony Harwood
8 <sup>th</sup> September 2021	Exercise Stonechat (Dungeness B Level 2 STAC)	Adam Feacey
22 <sup>nd</sup> October 2021	Exercise Fenrir (Infrastructure Business Continuity)	Casey Holland
28 <sup>th</sup> October 2021	Exercise Scarce Emerald (Kent and Medway Reservoir Inundation)	Tony Harwood
6 <sup>th</sup> December 2021	Exercise Basilea (KCC Flood Response)	Tony Harwood
9 <sup>th</sup> December 2021	Exercise Morrigan (Animal and Plant Health)	Tony Harwood
10 <sup>th</sup> December 2021	Exercise Marsh Harrier (COMAH-Britannia Metals)	Adam Feacey
5 <sup>th</sup> July 2022	Exercise Achelous (Givaudan COMAH)	Matt Sandwell

2 <sup>nd</sup> November 2022	Exercise Lemur (National Power Outage)	Kent Resilience Forum
4 <sup>th</sup> November 2022	KCC Flood Response Plan Validation Exercise	Tony Harwood
12 <sup>th</sup> December 2022	KCC Incident Response Exercise (inc. Cantium)	James Church
28 <sup>th</sup> February 2023	Exercise Artemis (Animal and Plant Health)	Tony Harwood
29-31 <sup>st</sup> March 2023	Exercise Mighty Oak (National Power Outage)	Kent Resilience Forum
23 <sup>rd</sup> May 2023	Exercise Southern Emerald (Reservoir Inundation Exercise)	Tony Harwood
1 <sup>st</sup> June 2023	Exercise Havre	NHS
26 <sup>th</sup> June 2023	Exercise Zeus (Major Accident Hazard Pipeline)	Medway Council/KCC
19 <sup>th</sup> June 2023	Exercise Hawfinch (Salvatori COMAH)	Matt Sandwell
17 <sup>th</sup> – 19 <sup>th</sup> July 2024	Exercise Jura – Corporate EES Business continuity Exercises	KCC

## Appendix 2 – Kent County Council Duties under Resilience Legislation and Guidance

This table shows relevant legislation that dictates KCC resilience duties:

<u>Legislation</u>	<u>Note</u>
<p><b>Civil Contingencies Act 2004 (and its statutory guidance Emergency Preparedness)</b></p>	<p>An emergency is defined in Part 1 of the Act as: <i>“An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK.”</i></p> <p>Kent County Council as a “Category 1 Responder” within the meaning of the Act <b>must</b> undertake:</p> <ul style="list-style-type: none"> <li>➤ Risk Assessment;</li> <li>➤ Emergency Planning;</li> <li>➤ Business Continuity Management;</li> <li>➤ Warning, Informing and Alerting the Public;</li> <li>➤ Information Sharing;</li> <li>➤ Co-operation; and</li> <li>➤ Business Continuity Management Promotion to Local Businesses.</li> </ul>
<p><b>Local Government Act 1972 (Section 138)</b></p>	<p>Requires local authorities to undertake a number of duties in respect to emergencies including:</p> <ul style="list-style-type: none"> <li>➤ Incurring expenditure considered necessary to avert, alleviate, or eradicate potential effects of a disaster on its area or population; and</li> <li>➤ Keep under review and revise plans, and the carrying out of training associated with the plans;</li> </ul>
<p><b>Local Government and Housing Act 1989 (Section 155)</b></p>	<p>Established the Bellwin scheme of emergency financial assistance.</p>

<b>Flood and Water Management Act 2010</b>	Confirms upper tier / single tier local authority duties for the management of local flood risk, which includes surface runoff, groundwater and flooding from ordinary watercourses (smaller rivers and streams).
<b>Reservoirs Act 1975 (as amended by the Water Act 2003)</b> <b>Framework for Reservoir Inundation Preparedness Planning (Cabinet Office: October 2009)</b>	Confirms upper tier / single tier local authority duty to co-ordinate off- site reservoir inundation emergency planning within their administrative boundaries, maintain a generic off-site reservoir inundation plan and site-specific off-site plans for Category A reservoirs (Kent hosts approximately 40 such facilities).
<b>Pipelines Safety Regulations 1996</b>	Confirms upper tier / single tier local authority duty to make, maintain and test emergency plans for on-shore Major Accident Hazard Pipelines (as defined within the Regulations).
<b>Control of Major Accident Hazard Regulations 2015</b>	Confirms upper tier / single tier local authority duty to make, maintain and test at least every 3 years off-site emergency plans for 'top tier' Control of Major Accident Hazard sites (as defined within the Regulations).
<b>Nuclear Installations Act 1965 (as amended by the Nuclear Installations Act 1969)</b>  <b>Radiation Emergency Preparedness and Public Information Regulations 2019</b>	Confirms upper tier / single tier local authority duty to make, maintain and test at least every 3 years off-site emergency plans for nuclear installations.
<b>National Planning Policy Framework 2012 (and Planning Practice Guidance)</b>	Paragraphs 164 and 172 require that resilience considerations inform spatial and planning management decision making.
<b>National Oil and Hazardous Substances Pollution Contingency Plan 2014</b>	Kent County Council has agreed to accept responsibility for: <ul style="list-style-type: none"> <li>➤ maintaining a Kent and Medway Shoreline Pollution Plan, and facilitating the training and exercising programme necessary to ensure its effectiveness;</li> <li>➤ supporting coastal district and borough councils and port authorities with KCC resources for Tier Two response, including grant-aid to districts and boroughs;</li> <li>➤ supporting the Maritime and Coastguard Agency with KCC resources for Tier Three</li> </ul>



	<p>response; and</p> <ul style="list-style-type: none"> <li>➤ co-ordination of shoreline response in the event or threat of pollution from a small vessel(s) stranded close inshore.</li> </ul>
<p><b>Road Tunnel Safety Regulations 2007</b></p> <p><b>Road Tunnel Safety (Amendment) Regulations 2009</b></p>	<p>Confirms emergency planning duties for road tunnel operators (encompassing the KCC owned and operated Ramsgate Tunnel, Royal Harbour Approach and Chestfield Tunnel, Thanet Way).</p>
<p><b>Strategic National Guidance: The decontamination of buildings, infrastructure and open environment exposed to chemical, biological, radiological substances or nuclear materials 2017 (UK Government Decontamination Service)</b></p> <p><b>Strategic National Guidance: The decontamination of people exposed to chemical, biological, radiological, or nuclear substances or material 2004 (Home Office)</b></p> <p><b>Guidance on the Development of a Site Clearance Capability 2005 (ODPM)</b></p>	<p>This guidance deals principally with events after the point at which a CBRN incident has been brought under control by emergency responders and the baton is passed to the local authority to initiate and lead the Recovery phase. Within the Kent context this will usually be KCC.</p>
<p><b>Health and Social Care Act 2012</b></p>	<p>Confirms local authority health protection duty and provides legal underpinning for Local Health Resilience Partnerships.</p>
<p><b>Children’s Act 2004</b></p>	<p>Agencies have a duty under section 11 of the Children Act 2004 to ensure that they consider the need to safeguard and promote the welfare of children when carrying out their functions. In addition, agencies are required to co-operate with local authorities to promote the well-being of children in each local authority area.</p>

<b>NHS Commissioning Board Emergency Planning Framework 2013</b>	Sets out the way NHS organisations plan for, and respond to incidents that could impact on health or patient care reflecting changes through Health and Social care Act (2012). Further, the Framework requires NHS organisations, and providers of NHS funded care such as Kent County Council, to maintain up-to-date plans setting out how they will maintain continuous service when faced with disruption and resume key services which have been disrupted.
<b>Care Quality Commission (Registration) Regulations 2009 (Part 4)</b>	Requires a registered person to notify the Commission of an incident which occur whilst services are being provided as part of a regulated activity, or as a consequence of the delivery of a regulated activity.
<b>Cold Weather Plan for England – Public Health England, NHS England</b>	Sets out procedures to reduce the risks to health from cold weather for the NHS, local authorities, social care, and other public agencies, professionals working with people at risk, individuals, local communities and voluntary groups.
<b>Heatwave Plan for England – Public Health England, NHS England</b>	Sets out procedures to reduce the risks to health from Heatwaves and extreme heat for the NHS, local authorities, social care, and other public agencies, professionals working with people at risk, individuals, local communities, and voluntary groups.
<b>Animal Health Act 1981 (as amended by Animal Health Act 2002)</b>  <b>European Communities Act 1972</b>  <b>Aquatic Animal Health (England and Wales) Regulations 2009</b>  <b>Contingency Plan for Exotic Diseases of Animals 2014 (Defra)</b>	Places statutory duties upon a range of agencies (including upper tier / single tier local authorities) to respond in the event of a confirmed notifiable animal disease outbreak.
<b>Plant Health Act 1967</b>  <b>Plant Health (England) Order 2015</b>	Places statutory duties upon a range of agencies (including upper tier / single tier local authorities) to respond in the event of a confirmed notifiable plant disease outbreak and control the importation of potentially infective material, prevent the spread of plant pests, and requirements for plant health movement documents.
<b>Business Continuity Institute Good Practice Guidelines 2018</b>	KCC use this document as a framework for managing business continuity, which aligns with critical elements of ISO22301.

## Appendix 3 – Kent County Council and KMRF Emergency Plans & Frameworks

The following table highlights KCC Emergency Plans, as well as plans & frameworks maintained by the Kent and Medway Resilience Forum:

Organisation	Plan Name	Summary	Additional Notes
<b>Please Note – All KCC plans can be found on Kent.gov, or through the Resilience and Emergency Planning Service</b>			
KCC	Britannia Refined Metals Offsite Emergency Plan	KCC offsite emergency plans – to advise and guide responding agencies during a major incident at site, including key contacts, notification and activation protocols, and partner agency responsibilities.  Specific risks relating to COMAH (hazardous substance type and / or quantity) are included in offsite plans, as well as maps of the site and the surrounding area.	KCC, as a local authority, has a duty under the COMAH 15 regulations to create, maintain and exercise offsite emergency plans for Upper Tier COMAH sites in Kent.
KCC	Fujifilm Ink Systems Offsite Emergency Plan		
KCC	Givaudan Offsite Emergency Plan		
KCC	Salvatori Ltd Offsite Emergency Plan		
KCC / Medway	Major Accident Hazard Pipelines Emergency Plan	Maintained jointly by KCC and Medway Council due to designated pipelines being located across both administrative areas.  To be used in the event of a major incident involving any designated MAH Pipelines in the Kent and Medway areas – detailing key contacts (including operators), notification and activation protocols and partner agency responsibilities.	This plan is maintained in order to comply with the Pipelines Safety Regulations 1996, as well as associated guidance from the Health & Safety Executive.
KCC	Dungeness B Offsite Emergency Plan	To describe how Kent County Council, the Emergency Services and other agencies will respond to and manage the consequences of an incident involving the offsite release (or potential for a release) of radioactive materials from Dungeness B Nuclear Power Station.	KCC, as the local authority, has a duty under the Radiation (Emergency Preparedness & Public Information) Regulations (2019) to set a Detailed Emergency Planning Zone, Outline Planning Zone, provide information to the public and prepare, review, test and revise an offsite emergency plan.
KCC	Shoreline Pollution Plan	To advise and guide responding agencies when dealing with a pollution incident in Kent, including detailed responsibilities,	Defines 'Tier 1, 2 and 3' spills and the level of response required, along with the designated agency (KCC are

		process mapping and highlighting vulnerable areas of the Kent Coast that could be at risk.	responsible for Tier 2 incidents)
KCC	Pandemic Contingency Plan	To advise and offer recommendations on Kent County Council's planning, response, and recovery activity during a pandemic. This includes ensuring continuity of service delivery during periods of disruption and engaging in a multi-agency response.	This is a general pandemic contingency plan, and any pandemic / illness outbreak will need to have a specific contingency plan, as was undertaken during Covid-19.
KCC	Flood Response Plan	To set out the principles that govern KCC's response to a flooding event within their local authority administrative area.	Plan produced and maintained under CCA 2004, as well as the accompanying Emergency Response and Recovery Guidance.
KCC	Emergency Response Framework	To provide procedures and guidance to facilitate appropriate and proportionate planning, response, and recovery by the County Council to an emergency impacting the administrative county, and to enable the local authority to achieve continuity of service delivery during any disruption.	
KCC	National Power Outage Plan		
KCC	Emergency Recovery Plan	Provides an overview and detailed arrangements for how Kent County Council will accomplish its obligation under the KMRF Pan-Kent Emergency Response and Recovery Framework and Civil Contingencies Act 2004.	Further details on the KMRF Pan-Kent Emergency Response and Recovery Framework can be found on the KMRF Resilience Direct pages.
KCC	Transport Plan	To outline available KCC transport services, along with activation processes, for use during an incident – specifically relating to any evacuation that is required.	
KCC Civic Office	Op London Bridge	Details the countywide protocols to be observed following the death of the Sovereign, which involves the greatest number of national events.  From this plan it is possible to select elements that are appropriate when marking the death of other significant national figures or local holder of high office.	This plan is owned and maintained by the Civic Office however, KCC services do still have duties in the event of its activation, similarly to what was done in response to the death of Her Majesty the Queen in 2022.

KCC	Animal & Plant Health Emergency Plan		
<b>KMRF Multi-Agency Plans &amp; Interlinking Documentation</b>			
<b>Plan / Framework</b>		<b>Location</b>	
Pan Kent Strategic Emergency Response Framework		<p>All KMRF maintained plans / frameworks are held securely on the KMRF Resilience Direct pages – these documents provide further detail on multi-agency response capabilities, protocols and associated legislation and can be utilised during any multi-agency incident response that KCC is a part of.</p> <p>Any questions on these documents should be directed to the Kent Resilience Team, who are responsible for plan maintenance, upload and exercising.</p>	
Pan Kent Strategic Emergency Recovery Framework			
Mass Fatality Plan			
Media & Comms Plan			
Resilient Telecommunications Plan			
Severe Weather Response Framework			
Pan Kent Multi-Agency Flood Plan			
Drought Plan			
Welfare Centre Plan			
Evacuation and Shelter Plan			
Operation Fennel			
Driver Welfare Plan			
Identifying and Supporting Vulnerable People in an Emergency			
Fuel Disruption Framework			
Humanitarian Assistance Centre Plan			
Site Clearance Guidance			
Water Supply Disruption Plan			
Cyber Incident Response Plan			
Spontaneous Volunteers Framework			
National Power Outage Framework			
Offshore to Onshore Response Framework			



## Appendix 4 – Levels of Plan Activation and Response (including Resourcing)

Response Levels		Impact on the Community (examples)	Council Response (Examples)
1	MINOR (Limited)	<ul style="list-style-type: none"> <li>• Short-term evacuation of low numbers of residents with no/few special needs for 3-6 hours. Shelter rather than full Emergency Rest Centre activation.</li> <li>• Severe weather warnings requiring assessment and dissemination to council services.</li> <li>• Early stages of a 'rising-tide' emergency, such as fuel supply disruption, pandemic flu, water supply disruption.</li> </ul>	<ul style="list-style-type: none"> <li>• KCC Duty Director informed by DEPO in case of escalation.</li> <li>• DEPO consultation with relevant multi-agency partners to get an outline of the situation and potential escalation.</li> <li>• Emergency Services deal with incident without need for CEC to be activated.</li> <li>• DEPO / REPS representative attend the scene if necessary and / or close by.</li> <li>• Consultation and request for support from key KCC services.</li> <li>• KCC to establish SWAG with multi-agency partners, as well as potentially providing the chair, depending on the scenario.</li> </ul>
2	MEDIUM (Disruptive)	<ul style="list-style-type: none"> <li>• Evacuation of housing block or a wide residential area requiring low to medium level shelter.</li> <li>• Low levels of injuries or fatalities.</li> <li>• Evacuation of care home or hospital.</li> <li>• Widespread, ongoing impacts from water supply disruption, severe weather events, large scale fires (including grass fires) etc.</li> <li>• Internal failure of IT infrastructure or telecoms, or an electricity failure affecting the servers, disrupting critical council services, and requiring enaction of Business Continuity Plans.</li> </ul>	<ul style="list-style-type: none"> <li>• CEC stood up, being staffed mainly by Emergency Services Section staff, but ready for full activation if the incident escalates to Level 3. Additional KCC SME's drawn in as and when required depending on the incident.</li> <li>• Establish CDRF.</li> <li>• Continued engagement with / from KCC Duty Director and Cabinet Member(s) where necessary.</li> <li>• Engagement with KRF Media and Communications Cell to ensure consistent, accurate shared messaging regarding the incident.</li> <li>• There may be a small amount of response or support activity in individual services within departments and contact with the DEPO to maintain situational awareness.</li> </ul>

<b>3</b>	<b>MAJOR (Severe)</b>	<ul style="list-style-type: none"> <li>• Major disruption to residents and businesses.</li> <li>• Local incident resulting in high levels of fatalities.</li> <li>• Widespread, ongoing impacts from water supply disruption, severe weather events, large scale fires (including grass fires) affecting multiple wards for over 24 hours.</li> <li>• Complete wide-area telecoms failure.</li> <li>• Wide-area flooding (including surface and groundwater).</li> <li>• Terrorist incident.</li> <li>• Support of other Category 1 Responders required.</li> <li>• Business continuity disruption being experienced by multiple services across all Council departments.</li> </ul>	<ul style="list-style-type: none"> <li>• DEPO attendance at scene.</li> <li>• CEC fully activated and staffed by DEPO, Resilience Officers and other relevant SMEs from different services.</li> <li>• Resources from many or all departments may be required, and for which mobilisation and coordination will be necessary.</li> <li>• KCC Senior Management, CMT and Cabinet informed and kept up to date of developments from REPS and their own relevant directorate services.</li> <li>• Establish extraordinary CDRF.</li> <li>• Requesting, establishing, and participating in KRF Tactical Coordinating Group – along with participation from KCC services in relevant cells.</li> <li>• Requesting, establishing, and participating in KRF Strategic Coordinating Group, with KCC Duty Director in attendance.</li> </ul>
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## Resourcing

Minor (Limited)		
<b>Definition</b>	Low level impacts on Residents and Services	
<b>Example Incidents</b>	<ul style="list-style-type: none"> <li>• Severe Weather Warnings/ Flood warnings requiring assessment and dissemination to council services.</li> <li>• Early stages of a 'rising tide' emergency, such as a local fuel supply disruption, pandemic flu, etc</li> </ul>	
<b>Response</b>	<b>Required</b>	
<b>Key Roles</b>	<b>DEPO</b>	YES
	<b>Tactical Commander</b>	NO
	<b>Strategic Commander (Duty Director)</b>	NO
	<b>Duty Director Support</b>	NO



	<b>ILO</b>	NO
<b>Council Management</b>		
	<b>Activation of MEP</b>	NO
	<b>CEC stand up</b>	NO
	<b>Activation of EX CDRF</b>	POSSIBLY
	<b>Activation of Tactical Coordination Group</b>	NO
	<b>Activation of Strategic Coordination Group</b>	NO
<b>Communication</b>		
	<b>Duty Director Briefed</b>	POSSIBLY
	<b>Internal Comms Required</b>	NO
	<b>Public Messaging Required</b>	NO
	<b>Press Release Required</b>	NO
	<b>Cabinet Member Briefing Required</b>	NO
	<b>Public Information Campaign</b>	NO
<b>Multi- Agency Arrangements</b>		
	<b>Multi Agency Strategic Meetings</b>	NO
	<b>Multi Agency Tactical Meetings</b>	NO
	<b>SWAG</b>	POSSIBLY

### Medium (Disruptive)

<b>Definition</b>	Significant impact on residents and council services, usually across a limited area. Activation and coordination of a range of council services is likely, with some services operating outside of normal operating parameters.
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<b>Example Incidents</b>	<ul style="list-style-type: none"> <li>• Wide-spread (cross district) water/power supply disruption.</li> <li>• Severe Weather and flooding including localised evacuations of larger populations.</li> <li>• Localised outbreak of infectious disease (avian influenza, foot, and mouth).</li> </ul>	
<b>Response</b>		<b>Required</b>
<b>Key Roles</b>	<b>DEPO</b>	YES
	<b>Tactical Commander</b>	YES
	<b>Strategic Commander (Duty Director)</b>	YES
	<b>Duty Director Support</b>	YES
	<b>ILO</b>	NO
<b>Council Management</b>	<b>Activation of MEP</b>	NO
	<b>CEC stand up</b>	Potentially
	<b>Activation of EX CDRF</b>	YES
	<b>Activation of Tactical Coordination Group</b>	YES
	<b>Activation of Strategic Coordination Group</b>	YES
<b>Communication</b>	<b>Duty Director Briefed</b>	YES
	<b>Internal Comms Required</b>	NO
	<b>Public Messaging Required</b>	YES
	<b>Press Release Required</b>	POSSIBLY
	<b>Cabinet Member Briefing Required</b>	POSSIBLY
	<b>Public Information Campaign</b>	NO

<b>Multi- Agency Arrangements</b>	<b>Multi Agency Strategic Meetings</b>	POSSIBLY
	<b>Multi Agency Tactical Meetings</b>	POSSIBLY
	<b>SWAG</b>	POSSIBLY

<b>Major (Severe)</b>		
<b>Definition</b>	Serious impacts for a local area, potentially across the whole County. Activation and coordination of a wide range of council services is likely, with services possibly working in a way that has not been pre-planned.	
<b>Example Incidents</b>	<ul style="list-style-type: none"> <li>• Major water or power outage- regional/national</li> <li>• Major infection outbreak- regional/national e.g. Coronavirus</li> <li>• ICT/ Cyber incident which causes sever disruption to systems and services.</li> <li>• Incidents involving high number of dispersed residents, injured parties or fatalities e.g. Terror incident, major road traffic collision, severe weather impacts.</li> <li>• Multiple emergency incidents occurring simultaneously.</li> </ul>	
<b>Response</b>		<b>Required</b>
<b>Key Roles</b>	<b>DEPO</b>	YES
	<b>Tactical Commander</b>	YES
	<b>Strategic Commander (Duty Director)</b>	YES
	<b>Duty Director Support</b>	YES
	<b>ILO</b>	YES
<b>Council Management</b>	<b>Activation of MEP</b>	YES
	<b>CEC stand up</b>	YES
	<b>Activation of EX CDRF</b>	YES
	<b>Activation of Tactical</b>	YES

	<b>Coordination Group</b>	
	<b>Activation of Strategic Coordination Group</b>	YES
<b>Communication</b>	<b>Internal Comms Required</b>	YES
	<b>Public Messaging Required</b>	YES
	<b>Press Release Required</b>	YES
	<b>Cabinet Member Briefing Required</b>	YES
	<b>Public Information Campaign</b>	YES
<b>Multi- Agency Arrangements</b>	<b>Multi Agency Strategic Meetings</b>	YES
	<b>Multi Agency Tactical Meetings</b>	YES
	<b>SWAG</b>	POSSIBLY

## Appendix 5 – Local Authority Responsibilities, KCC & Local Borough/District Councils

<u>KCC &amp; Districts</u>		County	District
1	Provide a 24 hour point of contact to receive alerts and warnings, and for the management of a large volume of public calls	✓	✓
2	Co-ordinate the local authority response where more than one district is involved	✓	
3	Establish and staff a local authority Forward Control Point	Liaise	Lead
4	Alert Health Authorities where action other than direct casualty care is required	✓	✓
5	Liaise with Central and Regional Government	✓	
6	Liaise with administrative authorities in bi-national or multinational emergencies	✓	
7	Request military aid (MACA)	✓	✓
8	Assist in providing a catering service for involved personnel	✓	
9	Alert and co-ordinate voluntary organisations	✓	✓
10	Arrange attendance of Faith and Community Leaders	✓	
11	Support other responders with council resources	✓	✓
12	Implement animal health and plant health measures	✓	
13	Support other responding agencies in the response to a communicable disease outbreak	✓	✓
14	Establish a system for disseminating information to the public, in co-operation with other responders, and make premises available for Public Information Centres	✓	✓
15	Open and run welfare centres as required	✓	✓
16	Provide alternative, transit or temporary accommodation for homeless people		✓

17	Provide care for people in transit who have been affected by the incident	✓	
18	Provide a catering service for evacuees	✓	✓
19	Provide emergency clothing and other welfare items	✓	
20	Provide specialist care for vulnerable people at support centres	✓	
21	Make available premises under council control for temporary accommodation of evacuees or for other use in support of the response	✓	✓
22	Establish, operate and close down temporary mortuaries, in co-operation with other involved agencies	✓	
23	Site clearance in public areas	✓	
24	Provide a scheme for the response to oil/cargo pollution and hazardous substances washed ashore (including cetacean/large marine animal standings)	✓	
25	Beach clean up		✓
26	In addition to maintaining traffic flows, arrange for routing signs on the Highway for directing resources as necessary, provision of pumps, chainsaw crews, and other assets to keep the highway network running	✓	
27	Advise on the availability of road passenger transport, and arrange for emergency redeployment	✓	
28	Provide a service in respect of buildings regulations, including inspections of dangerous buildings and other structures		✓
29	To initiate and lead Severe Weather Advisory Groups for winter weather and storms	✓	
30	To lead on recovery working	✓	✓