Kent County Council

Emergency Response Framework

If responding to an incident, go to Section 2

Version:	**9.2**
Date:	**April 2025**
Classification:	**Official Sensitive**
Next scheduled review:	**April 2026**

Kent
County
Council
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The latest version of this document may be found on Resilience Direct and the KCC website.

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

Any enquiries relating to this document should be sent to:

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Distribution List and Location of Document

This plan is published electronically. The full version is available to all KCC staff via KNet, and to multi-agency partners on Resilience Direct. A redacted version is available to the public on the KCC website, at http://www.kent.gov.uk/about-the-council/strategies-and-policies/community-safety-and-crime-policies/emergency-planning.

A printed version of this plan is also held within the County Emergency Centre, Sessions 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 & Support
- KCC Leader & Cabinet
- KCC elected members (link only)
- KCC Cross Directorate Resilience Forum

Issue & Review Register

Summary of changes	Version / date	Approved by
New Issue.	V. 1 Oct 2009	**David Cloake** Head of Emergency Planning
Revised to update KCC structure and references to other plans.	V. 1.1 Feb 2013	**Steve Terry** Emergency Planning Manager
Comprehensive revision and update.	V. 2 Jun 2014	**Dr. Sarah Anderson** Flood Risk & Natural Environment Manager
Update	V. 3 Apr 2015	**Dr. Sarah Anderson** Flood Risk & Natural Environment Manager
Expanded paragraph 1.3 added following discussions at Corporate Board.	V. 3.1 Nov 2015	**Tony Harwood** Resilience and Emergencies Manager
Minor revisions to accommodate changes to corporate structures, new policy and practice and Elected Member Guidance.	V. 4 Apr 2016	**Tony Harwood** Resilience and Emergencies Manager
Further minor revisions following consultation exercise	V. 5 May 2016	**Tony Harwood** Resilience and Emergencies Manager
Interim revision and update recognising organisational change pending major re-draft.	V. 6 May 2017	**Fiona Gaffney** Head of Resilience & Emergency Planning
Comprehensive update and re-design	V. 7 Mar 2019	**Louise Butfoy** Project Officer
Minor amendments and clarifications	V 7.1 Mar 2019	**Barbara Cooper** GET Corporate Director
Minor amendments and clarifications	V 7.2 Apr 2019	**Stephanie Holt-Castle** Interim Director of EPE
Amendments introduced following debate at Corporate Management Team	V 7.3 May 2019	**Tony Harwood** Resilience & Emergency Planning Manager
Comprehensive update	V.8 Jan 2021	**Casey Holland** Resilience Officer
Amendments made following feedback from the Resilience and Emergency Planning Team	V.8.1 Feb 2021	**Casey Holland** Resilience Officer
Small amendments made following organisational structure changes in April 2021	V.8.2 May 2021	**Casey Holland** Resilience Officer
Comprehensive Update by Resilience and Emergency Planning Team	V 9.0 Mar 2023	**Casey Holland** Resilience Officer
Comprehensive review and update, inc. name change to Emergency Response Framework and updating / condensing text.	V 9.1 April 2024	**Andy Jeffery** Head of Resilience & Emergency Planning
Content reviewed for clarity and conciseness	V 9.2 April 2025	**Andy Jeffery** Head of Resilience & Emergency Planning

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1.　　Introduction

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

- *an event or situation which threatens serious damage to human welfare in the UK;*
- *an event or situation which threatens serious damage to the environment of the UK;*
- *war, or terrorism, which threatens serious damage to the security of the UK.*

This framework reflects duties contained within the CCA (2004) as well as the multi-agency JESIP (Joint Emergency Services Interoperability Principles) 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

The aim of this framework is to outline procedures and provide guidance to facilitate an effective response to an incident or emergency by KCC. It aims to do this by:

- defining KCC's duties in an emergency in accordance with legislation and guidance;
- outlining KCC's emergency response capabilities and procedures;
- describing the alerting arrangements for key staff, services, and partners;
- outlining the management and communication structure for response;
- describing the functioning of the County Emergency Centre;
- outlining KCC's business continuity arrangements.

1.2　　Legislation

The primary legislation for resilience is the Civil Contingencies Act (CCA) (2004). Under the CCA, local authorities are defined as Category 1, and as such have the following duties:

- 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;
- promote business continuity and other good resilience practice to local businesses and the voluntary sector (local authorities only).

Additional legislation is listed in **Appendix 2**.

1.3　　Linked plans

This plan is designed to act as a foundation to KCC's 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**.
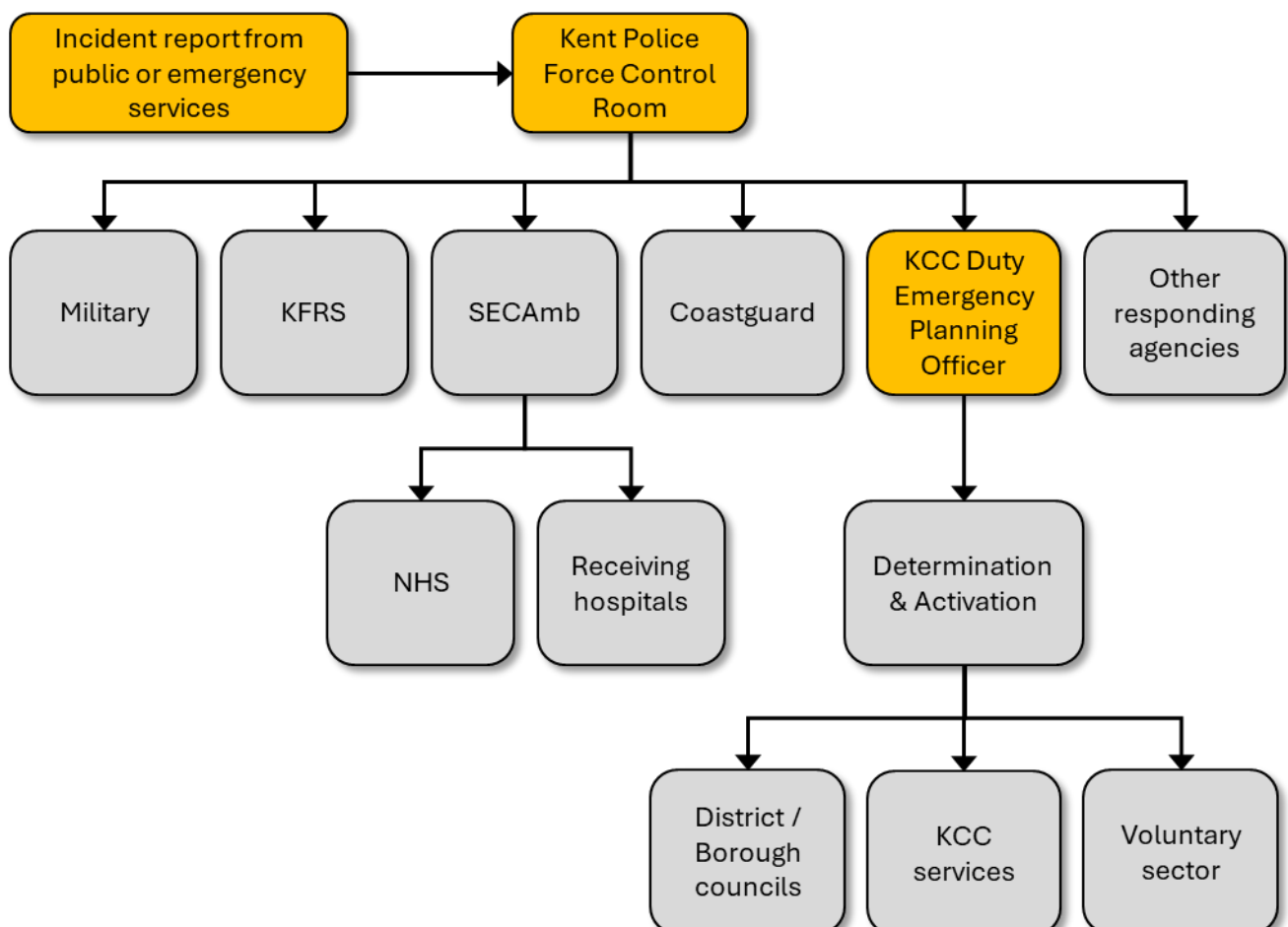
2. Response

2.1 Alerting

Appendix 4 details the activation process, including when and why an emergency is declared, the levels of plan activation, and the response required. 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 may be from other responding agencies, but it is equally possible that the first notification of an incident may come from a member of the public via the KCC Contact Point or social media.

KCC's 24/7 on-call response role is the Duty Emergency Planning Officer (DEPO). In the event that the DEPO cannot be contacted, the KCC Contact Point should be contacted and they will pass a message to a member of the Resilience & Emergency Planning Service.

Formal Alerting Arrangements During Emergency Response

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┌────────────────────┐       ┌────────────────────┐
│ Incident report    │──────▶│ Kent Police        │
│ from public or     │       │ Force Control      │
│ emergency services │       │ Room               │
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│ Military││ KFRS    ││ SECAmb  ││Coastguard││KCC Duty ││ Other   │
│         ││         ││         ││         ││Emergency││responding│
│         ││         ││         ││         ││Planning ││agencies │
│         ││         ││         ││         ││Officer  ││         │
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                 │  NHS   ││Receiving│    │ & Activation│
                 │        ││hospitals│    └─────────────┘
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                                 │District/││ KCC    ││Voluntary│
                                 │Borough  ││services││ sector  │
                                 │councils ││        ││         │
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2.2   Determination

When determining the severity of an incident, its impact and whether or not it meets the threshold for declaring a 'Major Incident' or an 'Emergency' (see **Section 1**), a range of factors should be considered, including (but not limited to):

- Whether or not the incident is beyond the scope of business-as-usual operations, and / or 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 or emergency will always be a judgement made in a specific local and operational context, and there are no precise and universal thresholds or triggers. The training provided to response staff will aid them by exploring these criteria in the local context and ahead of time, so they can be better informed and more confident in making that judgement during the response.

2.3   Activation

The plan will be activated when KCC receives a formal or informal notification of an incident occurring in its administrative area that is likely to seriously impact upon KCC's functions and / or 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 what has occurred, but in others 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 liaise with colleagues and partner agencies.

The DEPO will use the ***KCC DEPO Handbook*** for incident-specific guidance and procedures.

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.

2.4   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, Highways, 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 are outlined in the following table.

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. For a terrorism incident, the Assistant Director for Contest and SOC has a responsibility to act as the strategic lead for KCC during the response. A Duty Director(s) will be appointed to lead the recovery phase if appropriate
Support Officer to the Duty Director	Provides support to the Duty Director through logging, meeting support, and other administrative tasks as appropriate.
Tactical Coordinator	Tactical Co-ordinators (TACOs) serve as the tactical lead on behalf of KCC during incident response, and are responsible for chairing Tactical Co-ordinating Group (TCG) meetings. They take tactical-level decisions, and liaise with the Duty Director and DEPO to manage the incident.
Duty Emergency Planning Officer	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 Press Officer	Provides liaison with the media and KCC elected members, drafts media statements
KCC Highways Senior Duty Officer	Liaises with local on-call Highways staff to manage Highways-related incidents
Infrastructure On Call Officer	Provides a point of contact for all issues affecting KCC estate.

2.5   Kent Mutual Aid Agreement

A Mutual Aid Agreement has been put in place between all local authorities in Kent & Medway for the provision of mutual aid and assistance for a range of roles in the event of incidents or emergencies. It is available on the Local Authority Emergency Planning Group pages of the KMRF Resilience Direct site.

2.6   Role of Elected Members

Elected Members, and especially the Leader, Cabinet and those representing affected Divisions, should provide community leadership roles in the event of an incident. Elected members also have additional responsibilities in ensuring that resilience policy and practice is appropriately reflected within KCC's governance and planning.

2.7   Evacuation & shelter

Incidents may require members of the public and businesses to evacuate their property in order to ensure personal safety. It is a local authority responsibility to set up Welfare Centres, and in Kent this is led by borough / districts. KCC supports this with specific services such as social care, and supporting other local authorities with staff resources where appropriate.

Full details on this can be found in the ***KMRF Evacuation & Shelter Plan***, and the ***KMRF Welfare Centre Guidelines***, both available from the KMRF site on Resilience Direct.

2.8   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 also 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 – and those who only become vulnerable due to the incident. KCC Social Care can work with responding agencies to create a list of vulnerable people, and this work is usually coordinated by KCC Public Health as chairs of the Vulnerable People & Communities Cell during response.

Further information can be found in the *KMRF Identifying & Supporting Vulnerable People and Communities in an Emergency Plan* available from the KMRF site on Resilience Direct.

2.9   Health & safety and risk assessment

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.

All staff must report all accidents, incidents and near misses arising out of a workplace or work activity this must be recorded and reported as per KCC's policies on accident reporting.

KCC will supply all PPE required by on-call staff to complete their role. However, it is the responsibility of KCC staff to monitor their PPE for wear & tear and informing their manager if any PPE needs replacing.

Further Health and Safety advice and information, including detail on completing dynamic risk assessments, can be obtained via healthandsafety@kent.gov.uk.

2.7   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 witnessed a traumatic event can affect 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 available welfare support and how they can access it. Participation in training and exercising will also help prepare staff to cope in an emergency. Following a significant incident that affects KCC's staff, the relevant services 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.

2.8   Military support

Military Aid to the Civil Authorities (MACA) covers the provision of military support on an emergency basis and fielded from spare capacity. In the event of imminent threat to life, assistance can be requested from local military commanders if they assess civil resources to be locally inadequate and / or not available within a timeline that would assist in saving lives. The local military commander can order this support without further authority, however the resource cannot be guaranteed.

Ministers may also approve more general MACA requests to fill specific capability gaps. To enable this, Joint Regional Liaison Officers will attend Strategic Coordinating Groups. Any military resources deployed will always remain under military command, and the costs of the resources deployed are usually fully recoverable. MACA will not be provided where there is an existing resource or where the required service is commercially available.

3   Emergency Management Structure

The KMRF has processes in place to manage an incident through a defined command structure, using the Join Emergency Service Interoperability Principles (JESIP) for co-location, co-ordination, and communication. The diagram below shows a generic command structure, and further information can be found in the *KMRF Pan Kent Emergency Response Framework* available from the KMRF site on Resilience Direct.
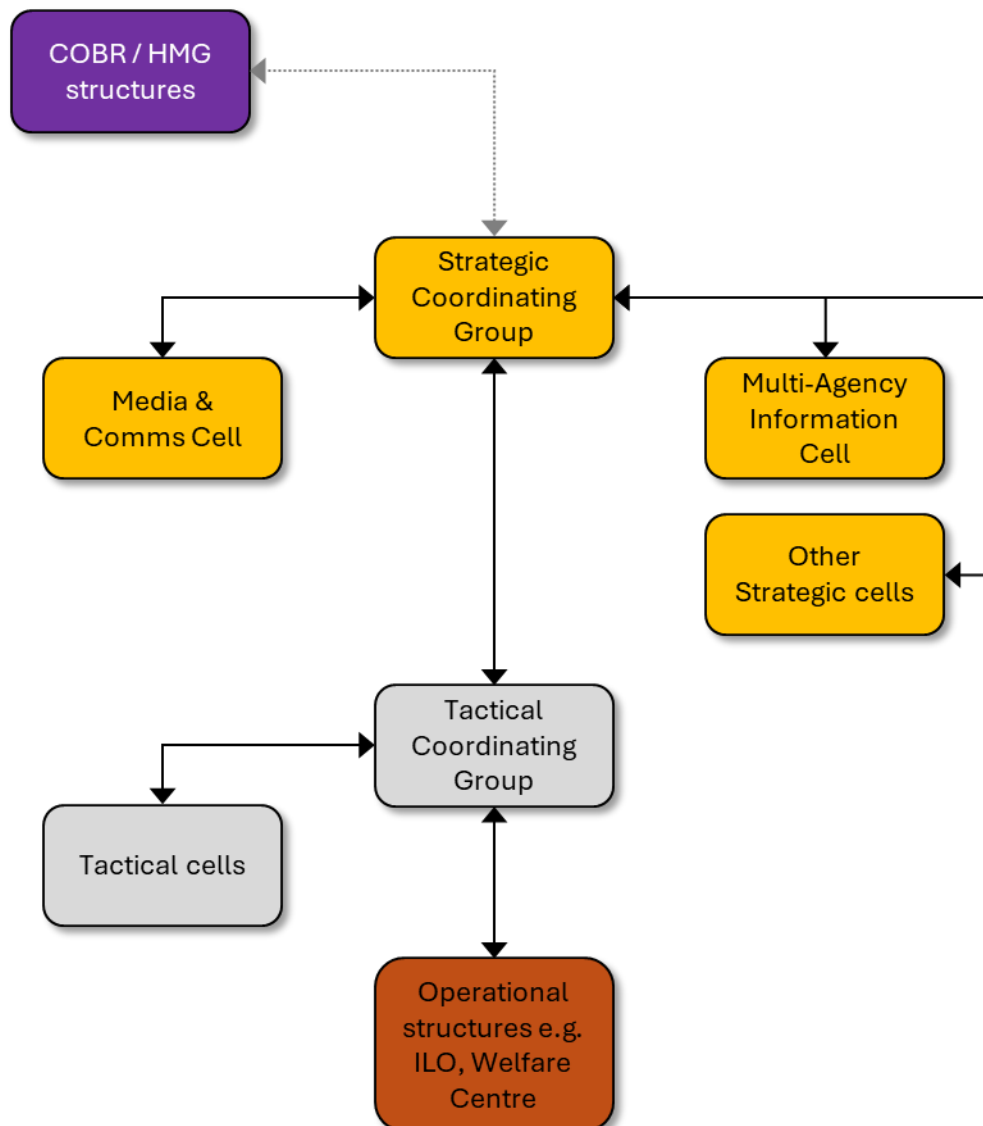

3.1   Cross Directorate Resilience Forum

Extraordinary Cross Directorate Resilience Forum meetings will be required to ensure effective oversight of KCC's response, both internally and in partnership with other responding agencies. It 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
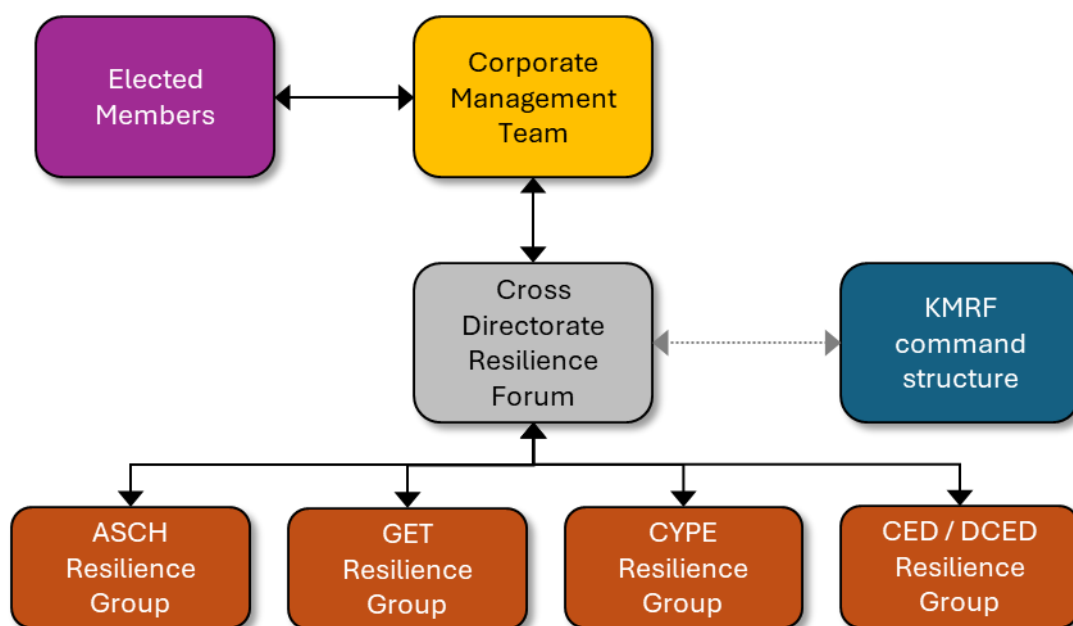
4 Kent County Council Service Specific Emergency Roles

This section details the role of various services across KCC in incident response.

Adult Social Care & Health	• Deploy specialist staff to support a welfare centre;
	• Liaise with the County Emergency Centre;
	• Identify vulnerable people;
	• Support incidents affecting a care home;
	• Support a response to a health emergency (including the accelerated discharge of hospital patients);
	• Assist people with learning or physical disabilities and sensory impairment;
	• Provide or supporting specialist mental health care;
	• Maintain communications with clients and vulnerable people; and
	• Public Health may specifically;
	    o Lead on KCC's response to public health emergencies (including chemical and biological) affecting members of the public.
	    o 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.
	    o Provide representation on the KRF Strategic Co-ordination Group, when appropriate
	    o Participate in any incident control team established by UKHSA and assist with assessing the health risks associated with the incident.
	    o Work with KCC services to identify know vulnerable residents and ensure appropriate action is taken to reduce risks to health.
	    o Participate in KCC's response meeting structures.
	    o Advise the health / responding agencies on the most appropriate response to the health risks of the incident.
	    o Participate in or chair a Scientific & Technical Advice Cell (STAC)
	    o Develop public health advice in partnership with STAC.

Children, Young People & Education	• Safeguard children and young people (including unaccompanied asylum-seeking children); • Utilise schools as welfare centres; • Liaise with the County Emergency Centre; • Provide staff from The Education People (educational psychology service) to support schools and young people in dealing with the effects of traumatic events; • Provide an out-of-hours service.

Growth, Environment & Transport	**Highways & Transportation** • Provide a 24/7 on-call function; • Liaise with the County Emergency Centre; • Provide forward control support; • Maintain capabilities to deal with highways emergencies, maintenance and road closures; • The provision of specialist services including tree surgeons / drainage / cleansing / lighting and street furniture / structural engineering specialists / abandoned vehicle recovery. **Environment and Waste** Assist with incident recovery, including • Waste disposal (including hazardous waste). • Flood recovery; • Pollution clean-up; • Environmental impacts; • Animal and plant health; **Growth and Communities** • Provide advice and guidance from Trading Standards, Kent Scientific Services; • Deploy Community Safety staff and Community Wardens • Manage mass fatality incidents through the Coroner Service Deploy Coronial staff as appropriate
Chief Executive's / Deputy Chief Executive's Department	**Democratic Services** • Will provide links with Elected Members, allowing individual members to be briefed on events that affect their Division, arrange urgent meetings with Cabinet Members, and coordinate member engagement in 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 & Organisational Development** • Advise on staff welfare, including working hours, 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. **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. **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. **Infrastructure** • Manage impacts on KCC-owned / leased buildings. **Contact Point** • Can provide a 24/7 contact facility for the public to contact KCC.

5   Business Continuity Management

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*'. It 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.

Under the Civil Contingencies Act (2004), Category 1 responders have a duty to put in place BCM arrangements. This enables the organisation to respond to incidents whilst continuing to deliver its critical services.

All KCC services 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.

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. It can be protracted and involve a broad range of statutory and non-statutory bodies, depending on the incident and the scale of the impact.

Although recovery is a multi-agency activity, the local authority(ies) will be the lead agency(ies). 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.

Further information can be found in the ***KCC Recovery Framework*** and the ***KMRF Pan Kent Recovery Framework***, both available from Resilience Direct.

7   Training and Exercising

The Civil Contingencies Act 2004 requires 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. To this end, the Resilience & Emergency Planning Service produces an annual Training & Exercising Programme for emergency response staff. The service also maintain the training records for all response roles.

7.1   Training

Training is used to ensure that responding staff are competent and confident to carry out their required tasks and actions when an incident occurs. As well as the appropriate initial training, this includes refresher training and one-to-one coaching where required.

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.

7.2   Exercising

Exercising is used to validate or demonstrate incident response arrangements. The KCC Resilience and Emergency Planning Service produce exercises-in-a-box to test internal response and business continuity plans. Tabletop discussion exercises will also be run, and staff will be requested to attend multi-agency KMRF exercises when they run.

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.

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

Date	Type of Training / Exercise / Incident
7th February 2019	GET SMF (Brexit Business Continuity exercise)
4th March 2019	T200 (corporate Business Continuity exercise)
14th March 2019	Challenger (Brexit Business Continuity exercise)
Various dates through 2018/19	Exercise Loki (online and live Business Continuity exercise tool)
Various dates throughout 2019	Exercise Pale Fox (corporate Brexit preparedness)
12th September 2019	Exercise Phoebe (Strategic Commissioning)
12th September 2019	Exercise Persephone (corporate severe weather and flooding exercise)
12th March 2020 onwards	COVID-19 Response
8th September 2021	Exercise Stonechat (Dungeness B Level 2 STAC)
22nd October 2021	Exercise Fenrir (Infrastructure Business Continuity)
28th October 2021	Exercise Scarce Emerald (Kent and Medway Reservoir Inundation)
6th December 2021	Exercise Basilea (KCC Flood Response)
9th December 2021	Exercise Morrigan (Animal and Plant Health)
10th December 2021	Exercise Marsh Harrier (COMAH- Britannia Metals)
5th July 2022	Exercise Achelous (Givaudan COMAH)
2nd November 2022	Exercise Lemur (National Power Outage)
4th November 2022	KCC Flood Response Plan Validation Exercise
12th December 2022	KCC Incident Response Exercise (inc. Cantium)
28th February 2023	Exercise Artemis (Animal and Plant Health)
29-31st March 2023	Exercise Mighty Oak (National Power Outage)
23rd May 2023	Exercise Southern Emerald (Reservoir Inundation Exercise)
1st June 2023	Exercise Havre
26th June 2023	Exercise Zeus (Major Accident Hazard Pipeline)
19th June 2023	Exercise Hawfinch (Salvatori COMAH)
17th – 19th July 2024	Exercise Jura – Corporate EES Business continuity Exercises

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

This table shows relevant legislation that dictates KCC resilience duties:

Legislation	Note
Civil Contingencies Act 2004 (and its statutory guidance Emergency Preparedness)	An emergency is defined in Part 1 of the Act as: *"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."* Kent County Council as a "Category 1 Responder" within the meaning of the Act **must** undertake: • Risk Assessment; • Emergency Planning; • Business Continuity Management; • Warning, Informing and Alerting the Public; • Information Sharing; • Co-operation; and • Business Continuity Management Promotion to Local Businesses.
Local Government Act 1972 (Section 138)	Requires local authorities to undertake a number of duties in respect to emergencies including: • Incurring expenditure considered necessary to avert, alleviate, or eradicate potential effects of a disaster on its area or population; and • Keep under review and revise plans, and the carrying out of training associated with the plans;
Local Government and Housing Act 1989 (Section 155)	Established the Bellwin scheme of emergency financial assistance.
Flood and Water Management Act 2010	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).
Reservoirs Act 1975 (as amended by the Water Act 2003) **Framework for Reservoir Inundation Preparedness Planning (Cabinet Office: October 2009)**	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.

Legislation	Note
Pipelines Safety Regulations 1996	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).
Control of Major Accident Hazard Regulations 2015	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).
Nuclear Installations Act 1965 (as amended by the Nuclear Installations Act 1969) **Radiation Emergency Preparedness and Public Information Regulations 2019**	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.
National Planning Policy Framework 2012 (and Planning Practice Guidance)	Paragraphs 164 and 172 require that resilience considerations inform spatial and planning management decision making.
National Oil and Hazardous Substances Pollution Contingency Plan 2014	Kent County Council has agreed to accept responsibility for: • maintaining a Kent and Medway Shoreline Pollution Plan, and facilitating the training and exercising programme necessary to ensure its effectiveness; • supporting coastal district and borough councils and port authorities with KCC resources for Tier Two response, including grant-aid to districts and boroughs; • supporting the Maritime and Coastguard Agency with KCC resources for Tier Three response; and • co-ordination of shoreline response in the event or threat of pollution from a small vessel(s) stranded close inshore.
Road Tunnel Safety Regulations 2007 **Road Tunnel Safety (Amendment) Regulations 2009**	Confirms emergency planning duties for road tunnel operators (encompassing the KCC owned and operated Ramsgate Tunnel, Royal Harbour Approach and Chestfield Tunnel, Thanet Way).

Legislation	Note
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) **Strategic National Guidance: The decontamination of people exposed to chemical, biological, radiological, or nuclear substances or material 2004 (Home Office)** **Guidance on the Development of a Site Clearance Capability 2005 (ODPM)**	This guidance deals principally with events after the point at which a CBRN incident has been bought under control by emergency responders and the lead agency role is passed to the local authority to initiate and lead the Recovery phase. Within the Kent context this will usually be KCC.
Health and Social Care Act 2012	Confirms local authority health protection duty and provides legal underpinning for Local Health Resilience Partnerships.
Children's Act 2004	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.
NHS Commissioning Board Emergency Planning Framework 2013	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.
Care Quality Commission (Registration) Regulations 2009 (Part 4)	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.
Cold Weather Plan for England – Public Health England, NHS England	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.

Legislation	Note
Heatwave Plan for England – Public Health England, NHS England	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.
Animal Health Act 1981 (as amended by Animal Health Act 2002) **European Communities Act 1972** **Aquatic Animal Health (England and Wales) Regulations 2009** **Contingency Plan for Exotic Diseases of Animals 2014 (Defra)**	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.
Plant Health Act 1967 **Plant Health (England) Order 2015**	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.
Business Continuity Institute Good Practice Guidelines 2018	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

All KCC & KMRF plans are available on Resilience Direct

Owner	Plan	Summary
KCC	Britannia Refined Metals Offsite Emergency Plan	Provides advice and guidance for responding agencies during an incident at site, including key contacts, notification and activation protocols, and partner agency responsibilities.
KCC	Givaudan Offsite Emergency Plan	
KCC	Salvatori Ltd Offsite Emergency Plan	
KCC / Medway	Major Accident Hazard Pipelines Emergency Plan	Outlines the response to a major incident involving any designated MAH Pipelines in Kent or Medway, including key contacts, notification and activation protocols and partner agency responsibilities.
KCC	Dungeness B Offsite Emergency Plan	Describes how Kent County Council and other agencies will respond to and manage the consequences of an incident involving the actual / potential offsite release of radioactive materials from Dungeness B Nuclear Power Station.
KCC	Shoreline Pollution Plan	Provides advice and guidance for responding agencies when dealing with a pollution incident, including responsibilities, process mapping and vulnerable areas at greatest risk.
KCC	Pandemic Contingency Plan	Provides advice and guidance on KCC's planning, response, and recovery activity during a pandemic. This includes continuity of service delivery during periods of disruption and engaging in a multi-agency response.
KCC	Flood Response Plan	Sets out the principles for KCC's response to a flooding event within Kent as Lead Local Flood Authority.
KCC	Emergency Response Framework	Provides guidance to facilitate appropriate and proportionate planning, response, and recovery by KCC to an emergency affecting Kent, including continuity of service delivery during any disruption.
KCC	National Power Outage Plan	Outlines procedures and assumptions for KCC in the event of a widespread / national power outage.
KCC	Recovery Plan	Provides an overview of arrangements for how KCC will manage the recovery phase of an incident.
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.
KCC	Animal & Plant Health Emergency Plan	Outlines the procedures to be followed in the event of an outbreak relating to animal / plant health.

KMRF Plan / Framework
Pan Kent Emergency Response Framework
Pan Kent 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 & Communities 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)
MINOR (Limited)	• 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. • Severe weather warnings requiring assessment and dissemination to council services. • Early stages of a 'rising-tide' emergency, such as fuel supply disruption, pandemic flu, water supply disruption.	• KCC Duty Director informed by DEPO in case of escalation. • DEPO consultation with relevant multi-agency partners to get an outline of the situation and potential escalation. • Emergency Services deal with incident without need for CEC to be activated. • DEPO / REPS representative attend the scene if necessary and / or close by. • Consultation and request for support from key KCC services. • KCC to establish SWAG with multi-agency partners, as well as potentially providing the chair, depending on the scenario.
MEDIUM (Disruptive)	• Evacuation of housing block or a wide residential area requiring low to medium level shelter. • Low levels of injuries or fatalities. • Evacuation of care home or hospital. • Widespread, ongoing impacts from water supply disruption, severe weather events, large scale fires (including grass fires) etc. • 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.	• 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. • Establish CDRF. • Continued engagement with / from KCC Duty Director and Cabinet Member(s) where necessary. • Engagement with KRF Media and Communications Cell to ensure consistent, accurate shared messaging regarding the incident. • 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.

Response Levels	Impact on the Community (examples)	Council Response (Examples)
MAJOR (Severe)	• Major disruption to residents and businesses. • Local incident resulting in high levels of fatalities. • Widespread, ongoing impacts from water supply disruption, severe weather events, large scale fires (including grass fires) affecting multiple wards for over 24 hours. • Complete wide-area telecoms failure. • Wide-area flooding (including surface and groundwater). • Terrorist incident. • Support of other Category 1 Responders required. • Business continuity disruption being experienced by multiple services across all Council departments.	• DEPO attendance at scene. • CEC fully activated and staffed by DEPO, Resilience Officers and other relevant SMEs from different services. • Resources from many or all departments may be required, and for which mobilisation and coordination will be necessary. • KCC Senior Management, CMT and Cabinet informed and kept up to date of developments from REPS and their own relevant directorate services. • Establish extraordinary CDRF. • Requesting, establishing, and participating in KRF Tactical Coordinating Group – along with participation from KCC services in relevant cells. • Requesting, establishing, and participating in KRF Strategic Coordinating Group, with KCC Duty Director in attendance.

Resourcing

Minor (Limited)		
Definition	Low level impacts on Residents and Services	
Example Incidents	• Severe Weather Warnings/ Flood warnings requiring assessment and dissemination to council services. • Early stages of a 'rising tide' emergency, such as a local fuel supply disruption, pandemic flu, etc	
Response		**Required**
Key Roles	**DEPO**	YES
	Tactical Coordinator	NO
	Duty Director	NO
	Duty Director Support	NO
	ILO	NO
Council Management	**Activation of ERF**	NO
	CEC stand up	NO
	Activation of EX CDRF	POSSIBLY
	Activation of Tactical Coordination Group	NO
	Activation of Strategic Coordination Group	NO
Communication	**Duty Director Briefed**	POSSIBLY
	Internal Comms Required	NO

	Public Messaging Required	NO
	Press Release Required	NO
	Cabinet Member Briefing Required	NO
	Public Information Campaign	NO
Multi- Agency Arrangements	Multi Agency Strategic Meetings	NO
	Multi Agency Tactical Meetings	NO
	SWAG	POSSIBLY

Medium (Disruptive)		
Definition	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.	
Example Incidents	• Widespread (cross district) water/power supply disruption. • Severe Weather and flooding including localised evacuations of larger populations. • Localised outbreak of infectious disease (avian influenza, foot, and mouth).	
Response		Required
Key Roles	DEPO	YES
	Tactical Coordinator	YES
	Duty Director	YES
	Duty Director Support	YES
	ILO	NO
Council Management	Activation of ERF	NO
	CEC stand up	Potentially
	Activation of EX CDRF	YES
	Activation of Tactical Coordination Group	YES
	Activation of Strategic Coordination Group	YES
Communication	Duty Director Briefed	YES
	Internal Comms Required	NO
	Public Messaging Required	YES
	Press Release Required	POSSIBLY
	Cabinet Member Briefing Required	POSSIBLY
	Public Information Campaign	NO
Multi- Agency Arrangements	Multi Agency Strategic Meetings	POSSIBLY
	Multi Agency Tactical Meetings	POSSIBLY
	SWAG	POSSIBLY

Major (Severe)		
Definition	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.	
Example Incidents	- Major water or power outage- regional/national - Major infection outbreak- regional/national e.g. Coronavirus - ICT/ Cyber incident which causes sever disruption to systems and services. - Incidents involving high number of dispersed residents, injured parties or fatalities e.g. Terror incident, major road traffic collision, severe weather impacts. - Multiple emergency incidents occurring simultaneously.	
Response		**Required**
Key Roles	**DEPO**	YES
	Tactical Coordinator	YES
	Duty Director	YES
	Duty Director Support	YES
	ILO	YES
Council Management	**Activation of ERF**	YES
	CEC stand up	YES
	Activation of EX CDRF	YES
	Activation of Tactical Coordination Group	YES
	Activation of Strategic Coordination Group	YES
Communication	**Internal Comms Required**	YES
	Public Messaging Required	YES
	Press Release Required	YES
	Cabinet Member Briefing Required	YES
	Public Information Campaign	YES
Multi- Agency Arrangements	**Multi Agency Strategic Meetings**	YES
	Multi Agency Tactical Meetings	YES
	SWAG	POSSIBLY

Appendix 5 – Local Authority Responsibilities

	County	District
Provide a 24/7 contact to receive alerts and warnings, and manage a large volume of public calls	√	√
Co-ordinate the local authority response where more than one district is involved	√	
Establish and staff a local authority Forward Control Point	Liaise	Lead
Alert Health Authorities where action other than direct casualty care is required	√	√
Liaise with Central and Regional Government	√	
Liaise with administrative authorities in bi-national or multinational emergencies	√	
Request military aid (MACA)	√	√
Assist in providing a catering service for involved personnel	√	
Alert and co-ordinate voluntary organisations	√	√
Arrange attendance of Faith and Community Leaders	√	
Support other responders with council resources	√	√
Implement animal health and plant health measures	√	
Support other responding agencies in the response to a communicable disease outbreak	√	√
Establish a system for disseminating information to the public, in co-operation with other responders	√	√
Open and run welfare centres as required	√	√
Provide alternative, transit or temporary accommodation for homeless people		√
Provide care for people in transit who have been affected by the incident	√	
Provide a catering service for evacuees	√	√
Provide emergency clothing and other welfare items	√	
Provide specialist care for vulnerable people at support centres	√	
Make premises available for temporary shelter for evacuees or any other use during a response	√	√
Establish, operate and close down temporary mortuaries, in co-operation with other involved agencies	√	
Site clearance in public areas	√	
Manage the response for shoreline pollution (including hazardous chemicals and animal strandings)	√	
Beach clean up		√
Maintain 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	√	
Advise on the availability of road passenger transport, and arrange for emergency redeployment	√	
Provide a service in respect of buildings control, including inspections of dangerous structures		√
To initiate and lead Severe Weather Advisory Groups for winter weather and storms	√	
To lead on recovery working	√	√