

# Kent County Council

# Corporate Business Continuity Plan

**Version:** 5

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	Director of Strategic Commissioning
	Corporate Staff Officer
	KCC Resilience and Emergency Planning Service Highways Press Office Engagement and Consultation
	Resilience & Emergency Planning Manager

# Data Protection

## Review Record

This plan will be reviewed annually by the Cross-Directorate Resilience Group.

In the interim period, any significant changes will be identified by the Cross-Directorate Resilience Group during their standing meetings and emailed to [resilience@kent.gov.uk](mailto:resilience@kent.gov.uk)

Date/ Version	Changes	Approved by
April 2014	First draft	Fiona Gaffney, KRT Supervisor
April 2015	Second draft to reflect / include Duty Director role	Fiona Gaffney, KRT Supervisor
March 2016	Feedback from Infrastructure update of Premises and ICT recovery strategies required	Katie Stewart, Director EPE
April 2016	Feedback from GET DMT incorporated ICT Recovery Strategy incorporated	Katie Stewart, Director EPE
May 2016	Feedback from Corporate Management Team	David Cockburn, Head of Paid Service
June 2016	Sign off from Head of Paid Service	David Cockburn, Head of Paid Service
August 2016	Update – Ben Watts replaced Geoff Wild	Resilience and Emergency Planning Service
March 2017	Update to reflect input from Kent Communications	Resilience and Emergency Planning Service
May 2017	Include Move to Critical update	Fiona Gaffney, Head of Resilience and Emergency Planning Service
July 2017 v2.0	Comprehensive update	Juliana Richardson, Resilience Officer Tony Harwood, Principal Resilience Officer

November 2017 v2.0	Plan was reviewed by Cross Directorate Group and significant changes were requested	Katie Stewart, Chair of Cross Directorate Group
April 2018 v2.1	Plan was updated by Resilience and Emergency Planning Service for sign off by the Cross-Directorate Resilience group on 14 <sup>th</sup> May	Resilience and Emergency Planning Service
September 2018 v2.2	Plan was reviewed updated by the Resilience and Emergency Planning Service	Resilience and Emergency Planning Service
October 2018 v2.3	Plan was reviewed and given Final sign-off at the Cross-Directorate Resilience Forum on 23 <sup>rd</sup> October 2018.	Katie Stewart, Chair of Cross Directorate Group
September 2019 v3	Light touch review ahead of scheduled Brexit date (31 <sup>st</sup> October 2019)	Tony Harwood, Resilience and Emergency Planning Manager
November 2020 v4	Plan was reviewed and updated by the Resilience and Emergency Planning Service	Stephanie Holt-Castle, Interim Director for Environment, Planning and Enforcement
December 2021 v5	Plan was reviewed and updated by the Resilience and Emergency Planning Service	Resilience and Emergency Planning Service

## Incident, Training and Exercising Record

Date	Type of Training / Exercise / Incident	Overseen by
24 <sup>th</sup> May 2017	Move to Critical- national threat level increase and the Move to Critical plan was activated	Nick Wilkinson
30 <sup>th</sup> November 2017	Corporate BC Exercise facilitated by the Council's insurer, Zurich Municipal	Mark Scrivener
26 <sup>th</sup> February 2018- 7 <sup>th</sup> March 2018	Elements of the BC plan activated due to severe weather (snow)	Katie Stewart
8 <sup>th</sup> November 2018	Challenger (Brexit Business Continuity exercise)	Tony Harwood
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
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# KCC Corporate Business Continuity Plan

## 1. Introduction

Kent County Council (KCC) is defined as a Category 1 Responder within the Civil Contingencies Act (2004) and has a duty to maintain the ability to deliver its most critical services during an emergency or significant business disruption.

KCC meet this requirement by maintaining Business Continuity Plans at Corporate and Service levels.

More information on the Council's approach to managing business continuity can be found within the KCC Business Continuity Management Policy.

## 2. Purpose

This Plan provides staff, partners and other interested parties with KCC's Corporate Business Continuity (BC) arrangements, underpinned by supporting service level BC plans.

The aim of the plan is to provide the clear actions to deliver the Council's corporate response to and management of a significant business disruption.

This is achieved through the following objectives

- Outline the key roles and responsibilities.
- Describe the plan activation process
- Describe the incident management structure
- Provide clear checklists for action

## 3. Scope

The Plan covers disruptions to service provision that require a coordinated corporate level response across directorates, services and business units.

The Plan **does not** cover day-to-day events or disruptions that do not require corporate coordination and can be dealt with within a business unit's normal business procedures.

The Plan is referred to within Section 9 of the KCC Major Emergency Plan (MEP). In an emergency resulting in an increased demand for service, the Corporate BC Plan may be activated in support of the MEP.

## 4. Business Impact Assessment

This Plan assumes that a significant business disruption will impact on critical services in one or more of the following ways:

- Loss of key staff or significant numbers of staff;
- Loss of premises;

- Loss of ICT or other key resources; and
- Loss of a key supplier.

KCC has completed Business Impact Assessments as a service level. This information has been co-ordinated into a central document, the Corporate Business Impact Assessment, which is held on Resilience Direct in the secure KCC site.

This data will allow KCC to prioritise actions in response to a significant disruption to critical services.

Note: The Corporate Business Impact Analysis is updated regularly in line with the publication of individual teams BCPs.

## 5. Business Continuity Risks

Hazard/Threat	Result	Likelihood 1-5	Impact 1-5
Pandemic Epidemic Industrial action Brexit Severe weather	Loss of staff	4 3 4 3 4	5 3 2 3 3
Flooding Fire Gas explosion Security threat	Loss of premises including access	3 3 1 1	4 4 4 4
Cyber-attack Power outage Severe weather	Loss of Information and communication technology (ICT Services)	4 2 3-4	3 4 3
Power outage Severe weather Flooding Contractual Malicious attack	Loss of utilities (i.e. water, electricity, gas)	2 3-4 3 4 2	4 3 5 3 4
Brexit Contractual Market influence	Loss of critical suppliers, contractors	3 1 1	3 3 3
Port closures Severe weather (flooding and snow)	Transport disruption (including severe weather)	2 3-4	2 3
Supply chain failure Industrial action	Shortage of fuel supplies	3 2	4 4
National threat level	Increase in security threat	3	3

## 6. Plan Activation

This Plan will be activated where:

**Potential/ actual disruption to service provision requires a co-ordinated response across services and business units**

Or where:

**Normal business processes or individual service BCPs are inadequate for response**

- Major Emergency Plan (MEP)
- Loss of major supplier

## 7. Incident Management Team

The Duty Director will coordinate the Council's response to a significant disruption to business continuity.<sup>1</sup>

When the decision has been made to invoke the Plan, the Duty Director will ensure notification of appropriate senior managers (CMT) and Members and establish an **Incident Management Team** appropriate to the level of response required.

In the first incident the Cross-Directorate Resilience Group will provide the initial membership for an Incident Management Team this ensures that the following functions are represented:

- Corporate Duty Director (chair)
- Adult Social Care and Health
- Children, Young People and Education
- Growth, Environment and Transport
- Strategic and Corporate Services
- Kent Communications
- Resilience and Emergency Planning Service
- Human Resources
- Other specific teams depending on the nature of the disruption / incident

## 8. Roles and Responsibilities

### 8.1 Corporate Duty Director

The Corporate Duty Director is accountable for the co-ordination of KCC's response to an emergency or significant business disruption to critical services and responsibilities include;

- Providing an initial situation report and subsequent timely updates to Corporate Management Team, Members and Press Office;

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<sup>1</sup> Exceptions can be made to this approach where appropriate, for example, the response to the Coronavirus (COVID-19) Pandemic, required the Director of Public Health to coordinate the Council's response.

- Liaising with multi-agency partners in the Strategic Co-ordinating Group (where established in response to an emergency) and share information on the impact of an emergency on KCC;
- Contributing to the multi-agency strategy for the response to an emergency;
- Setting the KCC strategy for the response to an emergency or significant business disruption to critical services;
- Ensuring that the response is adequately resourced and appointing an appropriate Incident Co-ordinator;
- Determining whether mutual aid is required from another responding agency;
- Deciding when it is appropriate to hand over to the recovery phase and stand down the response; and
- Contributing to the debrief process following an incident to identify lessons learned.

## **8.2 Incident Co-ordinator**

The Incident Co-ordinator is appointed by the Corporate Duty Director and will manage the resources required to support KCC's response to an emergency or significant business disruption to critical services. For the purpose of this Plan, there are two types of Incident Co-ordinator: one to manage a response to a terror-related incident; or one to manage a response to all other business continuity incidents.

Responsibilities include:

- Delivering a tactical plan to support the aim of the KCC strategy for the response;
- Directing resources in the County Emergency Centre to deliver the objectives within the KCC strategy for the response;
- Establishing the impact of the emergency or incident on KCC services;
- Ensuring that KCC has a communication plan to share information to KCC stakeholders;
- Communicating situation reports to the Corporate Duty Director; and
- Contributing to the debrief process following an incident to identify lessons learned.

## **8.3 Function Co-ordinators**

The Function Co-ordinators will support the delivery of the tactical plan. This role can be completed within the County Emergency Centre or virtually. Functions will differ depending on the nature of the disruption. Key functions that are critical to the response to a significant business disruption are likely to include:

- Media and Communications (for Press Office, Digital Services & Contact Agilisys, Internal Communications)
- Infrastructure – ICT (For CBS and KPSN)
- Infrastructure – Property (for Gen 2 & Facilities Management)
- HR (for HR policy and staff welfare)

- Finance (for monitoring of cost and advice on insurance and emergency financial procedures)
- Highways
- Social Care (for Adult Social Care, Children's Social Care and Strategic Commissioning)
- Education (for KCC schools and other education settings)
- Public Health (if specific Public Health advice is required)
- Intelligence (to gather situation reports from the directorates via the Directorate Resilience Groups)
- Mapping & data (for assessing the possible geographical impact of the incident and identifying KCC services likely to be affected)
- Recovery (to consider the longer-term impacts of the disruption and begin to plan for the recovery phase)

Key responsibilities of the function coordinators will be defined by the actions within the tactical plan but are likely to include;

- Monitoring the impact of the incident on the specific function;
- Activating function specific plans;
- Providing regular situation reports;
- Developing key messages to be communicated to stakeholders;
- Escalating urgent issues to the Incident Co-ordinator; and
- Contributing to the debrief process following an incident to identify lessons learned.

#### **8.4 Directorate Resilience Group Chairs**

Each directorate has a Resilience Group, which meets regularly to and operated to Terms of Reference described in the KCC Business Continuity Management Policy. When the Corporate Business Continuity Plan is activated, these group Chairs (or a nominated deputy) will be required to provide regular situation reports to the relevant Function Co-ordinator. Responsibilities will include;

- Contacting Business Continuity Plan Owners to ascertain where plans have been activated;
- Gather and share information on the impact on services (including commissioned services) within the directorate;
- Highlighting where there has been a specific impact critical services;
- Briefing the Directorate Management Team; and
- Contributing to the debrief process following an incident to identify lessons learned.

#### **8.5 Commissioned Services**

KCC has developed business continuity guidance for commissioned services.

Where a critical service is delivered by an external provider, the provider will be required to confirm when it has activated business continuity plans and provide a regular situation report to the function co-ordinator.

### 8.6 Duty Emergency Planning Officer

The Duty Emergency Planning Officer will alert the Duty Director to an emergency and provide sufficient information and support to the Duty Director to enable them to assess the KCC resources required to command and control the organisation's response.

The DEPO (or suitable Resilience and Emergency Planning Service representative) will continue to provide emergency planning tactical advice to the Duty Director / Incident Co-ordinator for the duration of the incident.

## 9. Communicating in a crisis

The aim of all communications during an emergency or significant business continuity disruption is to 'alert and inform but not to alarm'.

All communications must be credible, clear, concise and timely.

The template at Appendix B.5 considers:

- Who? (identifying the target audiences, which should include 'hard to reach' groups)
- What? (The key messages that the audience need to receive. Note: In an emergency there will be key messages that all agencies should share but KCC must prepare those that are relevant to its own services)
- How? (identifying the best channels to use for the target audience groups)
- When? (the timing of the messages issued)

It is important to note that this Plan considers corporate messages. The responsibility for communicating with staff lies with service heads and managers as described in the Service Level Business Continuity Plans.

## 10. Other Plans

The Plan links to other KCC policies and plans as shown below:

- **KCC Business Continuity Management Policy** - Details responsibilities at all levels from Head of Paid Service to individual employees supported by additional planning;
- **Divisional/Service Business Continuity Plans** - Contains summary of Divisional-level business impact analysis, key contacts and recovery strategy summaries
- **Other KCC Plans and Interdependencies**
  - Infrastructure Response Plan
  - Agilisys Business Continuity Plan
  - HR Policies



- Health and Social Care Systems Management Plan
- Highways Emergency Plan
- KCC Move to Critical Plan
- KCC Major Emergency Plan
- KCC Emergency Recovery Plan

All plans are published on Resilience Direct.

## **11. Record Keeping, Finance and Insurance**

Any business disruption may result in a legal requirement for KCC to provide evidence relating to its emergency response. All persons involved in an incident response may be required to give access to documents produced before, during and because of an incident.

An Activity and Decision Log must be started as soon as this plan is invoked and maintained throughout to accurately record all information received, actions taken and the justification for decisions. Records from incidents will also be used to inform debriefing and lessons learned.

**All** costs and damage / losses associated with any business continuity response must be recorded throughout an incident. Purchases of any value must adhere to agreed KCC purchasing guidelines. It is the Chief Finance Officer's responsibility to approve large spend and to decide how any extra burden is dealt with (e.g. whether the service will absorb the cost or will be reimbursed centrally). Any expenditure / loss not recorded may not be eligible for reimbursement via KCC or its insurers. For information on insurance claims and reporting, see 'Insurance Policies and Claims' on KNet.

## **12. Stand Down**

The Incident Co-ordinator will assess when to stand-down and defer to the Duty Director for approval.

The decision to stand-down the Corporate Response to a BC Incident may be in advance of the Service level recovery.

## **13. Debrief**

Following stand-down, the Duty Director will appoint an officer to lead a debrief and preparedness review.

## **14. Recovery**

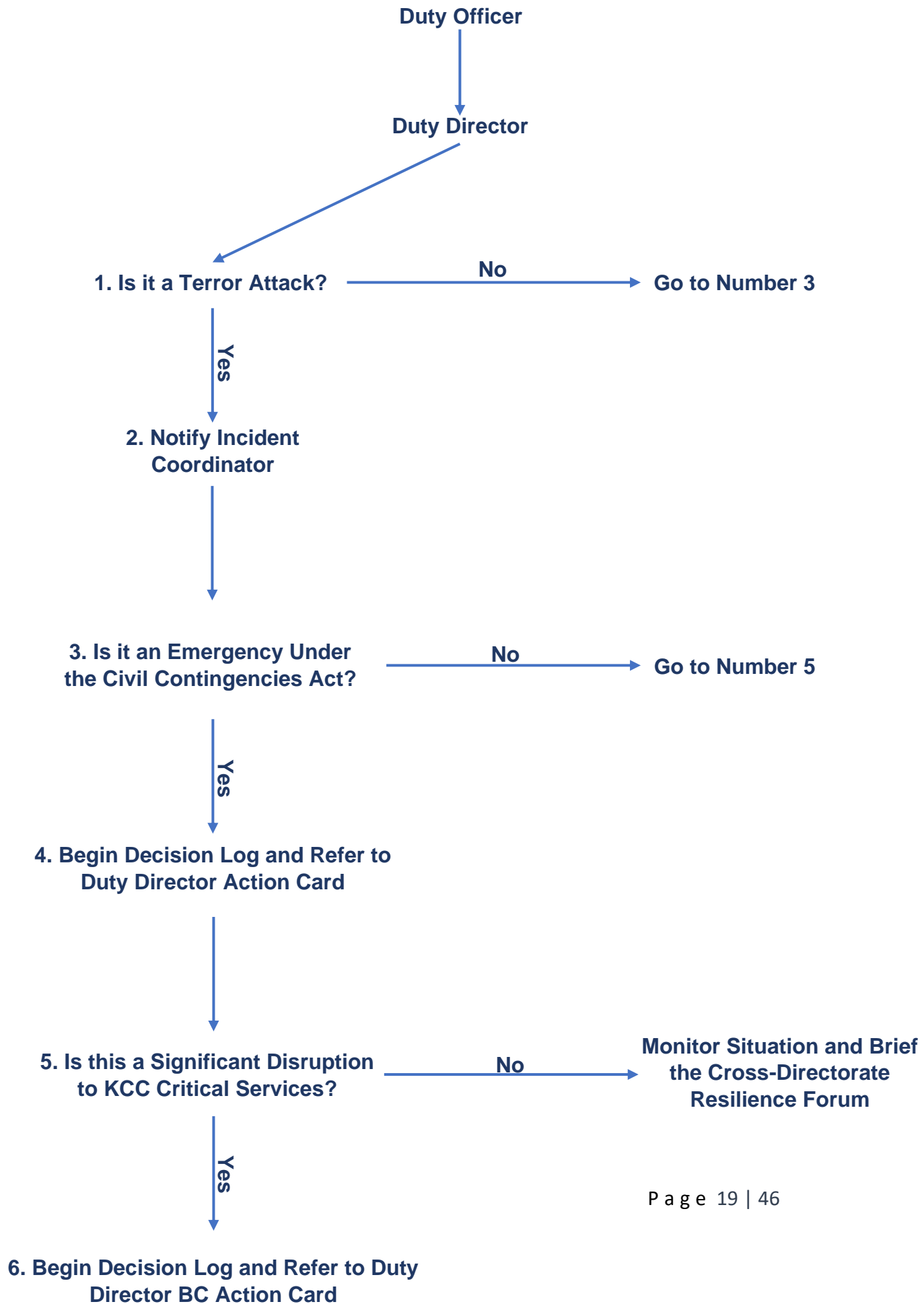
Any residual impacts or consequences of the incident will be identified by the Recovery Duty Director.

There will be an official handover from the Duty Director to the Recovery Director and the KCC Emergency Recovery Plan will be activated.

For significant and/or multiple district impact events KCC will lead multi-agency recovery.

# Appendix A - Checklists

## A.1 Decision Tree



## A.2 Duty Director- Checklist

- ✓ Prepare to attend Strategic Co-ordinating Group (SCG)
- ✓ Obtain dial in details
- ✓ Confirm location of SCG (if not being held virtually)
- ✓ Confirm Gold commander contact details & contact for more information if required
- ✓ Notify support officer
- ✓ Brief Leader/ Members/ CMT
- ✓ Notify recovery director (delegate to DEPO/ support officer)
- ✓ Is any further information required?
- ✓ Activate the Major Emergency Plan
- ✓ Nominate Incident Co-ordinator (for Business Continuity or Terror Attack depending on the nature of the incident)

### **A.3 Incident Coordinator Checklist- Terror Attack**

- ✓ Refer to KCC Move to Critical Plan
- ✓ Begin decision log
- ✓ Liaise with Corporate Duty Director and Head of Resilience and Emergency Planning Service to receive current information on the threat
- ✓ Alert the Incident Management Team
- ✓ Maintain communication with Duty Director
- ✓ Prepare a situation report for the Accountable Executive Officer
- ✓ Chair an Incident Management Team meeting
- ✓ Record all information received, actions taken and justification for decisions
- ✓ Identify further key staff to support/inform decision making (including Leader/Members)
- ✓ Implement appropriate Recovery Action Card in order to recover and prioritise urgent activities
- ✓ Agree, allocate and document responsibilities and actions
- ✓ Prioritise urgent activities
- ✓ Review communication plans
- ✓ Agree next meeting times
- ✓ Consider implementing Dynamic Lockdown
- ✓ Consider search options for all visitors, including the process for implementation- this is likely to involve employment or trained security staff
- ✓ Consider other events going on and provide guidance as necessary via the Safety Advisory Group
- ✓ Provide communication to staff, partners and public
- ✓ Provide communication to schools
- ✓ Consider the impact on Community Cohesion

## A.4 Incident Coordinator Checklist- Business Continuity

- ✓ Begin decision log
- ✓ Situation Report- what is the impact of the incident?
  - ICT disruption
  - Loss of premises
  - Significant reduction in staff
  - Loss of key supplier
  - Loss of power (and consequences)
- ✓ Notify Incident Management Team
  - Cross Directorate Resilience Group and identify any other services
  - Agree first meeting
- ✓ Brief Leader/ Members/ CMT (if directed by Duty Director)
- ✓ Issue holding message to staff (task Internal Comms)
  - Communications Plan
  - Hold first meeting
  - Situation report
  - Urgent issues
  - Impact on BC
  - Communications issues
  - Cross-directorate support requirements
  - Requests for support/ mutual aid from partners
  - Recovery: Humanitarian issues, economics, infrastructure, environmental, services
  - Task Directorate SITREP updates
  - Set gold strategy and tactical plan
  - Agree timescale for future meetings
- ✓ Loss of ICT/ Property
  - Refer to Infrastructure plan

## A.5 Recovery Director Checklist

- ✓ Begin decision log
- ✓ Set up and attend the Recovery Coordinating Group Meeting
- ✓ Introductions and ToR
- ✓ Immediate actions/ or urgent issues
- ✓ Membership
  - Responsibilities and authority
  - Other agencies that may be required
- ✓ Briefing/progress report, including the latest impact assessment and the Strategic Coordinating Group strategy (brief overview, keep concise)
- ✓ Agree recovery strategy (including detailed objectives and targets as necessary)
- ✓ Immediate actions/ or urgent issues related to the emergency
- ✓ Recovery action plan formulation and delegation of tasks (including deciding what sub-Groups are required)
- ✓ Recovery action plan formulation and delegation of tasks
- ✓ Priorities for actions
- ✓ Media issues
- ✓ AOB and schedule of meetings

## A.6 Media and Communications Checklist

- ✓ Begin Decision Log
- ✓ Appoint a support officer to assist you
- ✓ Develop the Media and Communications Plan (using the template at Appendix B5)
- ✓ Ensure partner agency professionals (from KRF Media and Communications Plan) have been alerted to the incident
- ✓ If necessary, convene a meeting of the media and comms group, via teleconference or in person (COVID secure, as appropriate)
- ✓ Issue an initial holding statement and ensure that it has been placed on social media sites
- ✓ Identify where the Strategic meetings will be taking place, and at what time
- ✓ Establish a rota to ensure appropriate staff cover if the incident is anticipated to last over a significant period
- ✓ Ensure a hand over procedure for those starting/finishing shifts
- ✓ Produce a top line summary of positive and negative media coverage to report at the Strategic meetings



## **A.7 Infrastructure - Property**

The Director or nominated deputy should be notified of the incident and it is their determination if the response falls outside of the normal capabilities of the speciality, then an Incidence Response Team (IRT) will be stood up. Otherwise it will be handled as a normal incident situation. The Infrastructure Response Plan sets out the roles and responsibilities of all parties.

## **A.8 Infrastructure - ICT**

As Above.

## **A.9 Human Resources**

The following links outline the different policies in place within human resources in managing services within KCC. Each outlines the different elements of KCC that need to be provided in the event of an incident that disrupts Business within KCC.

Hard copies of these policies are located within the County Emergency Centre, 2nd Floor, Invicta House, Maidstone ME14 1XX. And can also be found on Knet

[Kent Scheme Terms and Conditions \(Blue Book\)](#)

[Expense Policy Procedures and Guidelines](#)

[Disciplinary Policy](#)

[The Kent Code](#)

[Dignity and Respect at Work](#)

[Flexible Working Guidance](#)

[Flexible Working Procedure](#)

[Attendance Management Policy](#)

[Indemnity for KCC Employees and Members](#)

[Health and Safety Guidance & Policies](#)

## Appendix B- Supporting Information

### B.1 Cross Directorate Resilience Group Contact Details (in and out of hours)

	Redacted
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## B.2 Meeting Locations List

*Teleconference details*

Redacted

## B.3 – Incident Management Team Agenda Template

**Agenda for Meeting of:** [meeting title]

**Venue – Tele-conference details:** [contact details]

Freephone dial-in-number:

Participant Passcode:

**Date:**

**Time:**

<u>Item</u>	
1.	<b>Urgent issues</b>
2.	<b>Strategy for response</b>
2.	<b>Business Continuity Threat and Risk Assessment</b> <ul style="list-style-type: none"> <li>a. Staff resources</li> <li>b. ICT resources</li> <li>c. Accommodation issues</li> <li>d. Supplier issues</li> <li>e. Service provision</li> <li>f. Single points of failure</li> </ul>
3.	<b>Communications issues</b>
4.	<b>Cross-directorate support requirements</b>
5.	<b>Requests for support / mutual aid from partners</b>
6.	<b>Recovery:</b>  <b>Humanitarian Issues</b>  <b>Economic</b>  <b>Infrastructure</b>

	<b>Environmental</b>  <b>Services</b>
<b>7.</b>	<b>Any other business</b>
<b>8.</b>	<b>Date and time of next SITREP</b>
	<b>Date and time of next meeting</b>

## B.4 - Situation Report Template

### KCC DYNAMIC SITUATION REPORT (SITREP)

The KCC Dynamic Situation Report questions may vary depending on the type of incident, and the information required from Corporate Management Team (CMT) and the Kent Resilience Forum partners.

Situation Reports can be submitted via email or Microsoft Teams depending on the decision made by the Resilience and Emergency Planning Team and Cross Directorate Resilience Forum.

<b>EVENT/INCIDENT</b>	[Event/Incident name]		
<b>DATE &amp; TIME</b>	[Date and time]		
<b>Recovery Director</b>	<i>[Director's name and role]</i>		
<b>SITREP POINT OF CONTACT</b>	<i>[name and contact details]</i>	New Format	[number of SITREP]

<b>KCC DYNAMIC SITUATION REPORT AT [time and date]</b>
<p>[SITREP detail for each service]</p> <p><b>Contact Centre</b></p> <p>➤</p> <p><b>Coroners</b></p> <p>➤</p> <p><b>Education and Young People's Services</b></p> <p>➤</p> <p><b>External Communications</b></p> <p>➤</p> <p><b>Finance</b></p> <p>➤</p> <p><b>Highways Transportation and Waste</b></p> <p>➤</p> <p><b>ICT</b></p> <p>➤</p> <p><b>Infrastructure</b></p> <p>➤</p> <p><b>Internal Communications</b></p> <p>➤</p> <p><b>KCC Public Health</b></p> <p>➤</p> <p><b>Libraries Registration &amp; Archives</b></p> <p>➤</p> <p><b>Political Leadership</b></p> <p>➤</p>

***Public Protection***



***Resilience & Emergency Planning***



***Social Care***



**OTHER ISSUES NOT COVERED ELSEWHERE**

- **County Emergency Centre ;**



**DATE AND TIME OF  
NEXT SITREP UPDATE**

[date and time]

## B.5 - Communications Plan Template

[Incident/event type]

**KCC Communications Plan** [version]

**Update** [date]

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### 1. Aim

This plan supports the KCC Gold Strategy to mitigate the impact of [the incident/event] on KCC's staff, customers, services and commissioned providers.

### 2. Objectives

- Support the Duty Press Officer's role in co-ordinating a 'communications' response
- Clarify the Duty Director's role in communicating to Members and signing off key messages
- Enable the Duty Press Officer to provide an update to the multi-agency Media Lead (Kent Police) if required

Further information on KCC's role in a multi-agency response is described in the KRF Media and Communications Plan. A copy can be obtained from Resilience Direct.

### 3. In an emergency

The KCC Duty Emergency Planning Officer will be able to assist with queries about content.

OOH Press Officer: [Name(s) and number]

OOH Digital Services: [Name(s)] (via Duty Press Officer)

Internal Comms: {Name and contact details}

### 4. Distribution



## 5. The Communications Plan

<b>Who</b> is your audience?	<b>What</b> is KCC saying?	<b>How</b> will we share this?	<b>When</b> does this happen?	<b>R/A/G Status</b> [insert status below]
Members	<ul style="list-style-type: none"> <li>Advice on the impact of the incident and KCC's response to the incident</li> </ul>	<ul style="list-style-type: none"> <li>Duty Director</li> <li>Verbal / Email briefing</li> </ul>	<ul style="list-style-type: none"> <li>As soon as is practicable once the situation is shared.</li> <li>Following Strategic Co-ordinating Group (SCG).</li> <li>When the response has stood down.</li> </ul>	
CMT	<ul style="list-style-type: none"> <li>Advice on the impact of the incident and KCC's response to the incident</li> </ul>	<ul style="list-style-type: none"> <li>Duty Director</li> <li>Verbal / Email briefing</li> </ul>	<ul style="list-style-type: none"> <li>As soon as is practicable once the situation is shared.</li> <li>Following Strategic Co-ordinating Group (SCG).</li> <li>When the response has stood down.</li> </ul>	

Managers	<ul style="list-style-type: none"> <li>• [incident update]</li> <li>• Travel updates</li> <li>• Safety advice</li> <li>• Business Continuity Plan prompts (know where your staff are, make sure they can get to and from work safely)</li> <li>• Request for information or action.</li> </ul>	<ul style="list-style-type: none"> <li>• KMail for Managers</li> <li>• Directorate Resilience Group Chairs – direct emails to managers</li> </ul>	<ul style="list-style-type: none"> <li>• As soon as possible once it is determined by the Duty Director that action is required from managers.</li> </ul>	
All staff	<ul style="list-style-type: none"> <li>• [incident update]</li> <li>• Travel updates</li> <li>• Safety advice</li> <li>• Business Continuity Plan prompts</li> <li>• Building closures</li> <li>• Security messages</li> <li>• Sign in to Skype when working at home</li> </ul>	<ul style="list-style-type: none"> <li>• KMail</li> <li>• KNet</li> <li>• Yammer</li> </ul>	<ul style="list-style-type: none"> <li>• As directed by the Duty Director</li> </ul>	
Service Users	<ul style="list-style-type: none"> <li>• Update service users on the</li> </ul>	<ul style="list-style-type: none"> <li>• Kent.gov.uk</li> <li>• Twitter</li> <li>• Facebook pages</li> </ul>	<ul style="list-style-type: none"> <li>• As described in service Business</li> </ul>	

	<p>service status i.e. what has been closed / what is open/ any changes to service delivery</p> <ul style="list-style-type: none"> <li>• [decided hashtags/ media messages]</li> </ul>	<ul style="list-style-type: none"> <li>• Service controlled social media channels</li> <li>• (Must inform Contact Centre of closures)</li> <li>• Requests from mainstream media</li> </ul>	Continuity Plans	
Commissioned Service Providers	<ul style="list-style-type: none"> <li>• Business continuity advice and guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Cross Directorate Resilience Group</li> </ul>	<ul style="list-style-type: none"> <li>• Following CDRG on [date]</li> <li>• <i>Further advice available on request but BC guidance issued and new templates on RD</i></li> </ul>	
Public	<ul style="list-style-type: none"> <li>• Public Health Messages</li> <li>• Roads and travel update</li> <li>• Building / school /service closures</li> <li>• Good news messages</li> <li>• Signpost to other agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Kent.gov.uk</li> <li>• Twitter</li> <li>• Facebook pages</li> <li>• Service controlled social media channels</li> <li>• Requests from mainstream media – provide talking head</li> <li>• Kentclosures.com (administrated by schools but Contact Centre support password</li> </ul>	<ul style="list-style-type: none"> <li>• As directed by the Duty Director</li> </ul>	

	messages	changes) <ul style="list-style-type: none"> <li>• VMS on network</li> </ul>		
Other Responders	<ul style="list-style-type: none"> <li>• Response information</li> <li>• Key messages for agencies' response teams (above)</li> </ul>	<ul style="list-style-type: none"> <li>• Resilience Direct (maintained by Kent Resilience Team / Resilience &amp; Emergency Service)</li> </ul>	<ul style="list-style-type: none"> <li>• Regular and in time for Strategic, Tactical and Cross Directorate meetings</li> </ul>	
Parish Councils	<ul style="list-style-type: none"> <li>• Look out for your neighbours</li> <li>• Check your community emergency plans</li> <li>• If you don't have one, contact your borough or district council for advice</li> <li>• Are there local resources that can help?</li> </ul>	<ul style="list-style-type: none"> <li>• KALC</li> <li>• Kent.gov.uk</li> <li>• Community Wardens</li> <li>• Public Protection</li> </ul>		

## B.6 – Gold Strategy Template

[Type of incident]  
**Kent County Council Strategic (Gold) Strategy**

This strategy has been developed by the Cross-Directorate Resilience Forum and agreed by the Corporate Duty Director [Director name].

### **Aim**

This strategy intends to mitigate the impact of [the incident/event] on KCC staff, services, customers, commissioned providers and Kent's communities from [dates affected].

It supports the aims of the multi-agency Strategic (Gold) Strategy for Kent Police [Operation name].

### **Strategic Objectives**

1. Maximise the safety of staff and commissioned providers who are delivering KCC services.
2. Maintain the safe operation of services provided by KCC as Category 1 responder including support and voluntary agencies.
3. Ensure the continuity of critical services including Highways, Social Care and Health, Infrastructure and Kent Communications during the response and provide customers with clear information about the services they can access.
4. Maintain the flow of traffic on the road network in Kent.
5. Identify and maintain key services to vulnerable people and communities which will include isolated communities, vulnerable people and care homes.
6. Reduce the impact of the adverse weather conditions on the communities and businesses of Kent insofar as this is possible.
7. Preserve trust and confidence of the public, minimising and managing community impact arising from the adverse weather conditions and any subsequent events following the response to the incident.
8. Manage any consequences of the weather and the unintended consequences of organisational response.

9. Ensure a consistent media response that identifies key messages and reaches all stakeholders (including Corporate Management Team and Members) through a variety of channels.
10. Assess the likely needs of KCC services, communities and businesses in the recovery phase and facilitate a multi-agency return to normality at the earliest opportunity.

The Gold Strategy is in priority order and subject to review by the Cross-Directorate Group and Corporate Duty Director.

All tactical planning and delivery will be consistent with Gold Strategy.

Reviewed and amended on -

Date:

Time:

Name:

Role:

## B.7- Tactical Plan Template

[Incident/event type and operation name]

**Kent County Council: Tactical Plan** [version and date]

**THREAT/ RISK STATUS:** [status] **reported to SCG**

### 1. Aim

This plan has been developed to describe the actions required to deliver the KCC Gold Strategy and described the resources and actions required to mitigate the impact of [incident/event] on KCC staff, services, customers, service providers and Kent communities.

### 2. Objectives

- Describe specific actions required from KCC services to respond to the [incident]
- Provide assurance to the Duty Director that the KCC strategic objectives will be achieved
- Monitor output from key KCC services involved in the response and collate information for SitRep to feed into the multi-agency Common Operating Picture (COP)
- The Situation Report (SitRep) provides the multi-agency Strategic Co-ordinating Group with the Common Recognisable Information Picture (CRIP)

### 3. Distribution:

Duty Director, Cross Directorate Resilience Group, Resilience & Emergency Planning Service, Resilience Direct

*Duty Director:*

*Tactical Adviser to Duty Director:*

*Tactical Adviser:*

#### 4. The Plan

Key:

Action Complete		Action Ongoing		Action Not Started	
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Strategic Objective	Tactical Action [insert decided actions]	Accountable [insert names/groups/ services below]	Progress / Outcome [insert progress/outcomes below]	R/A/G [insert status below]
1. Maximise the safety of staff and commissioned providers who are delivering KCC services.	<ul style="list-style-type: none"> <li>Issues internal messages to all managers and staff [relevant to the incident/event] and encourage activation of business continuity plans.</li> </ul>			



<p>2. Maintain the safe operation of services provided by KCC as Category 1 responders including support and voluntary agencies.</p>	<ul style="list-style-type: none"> <li>• Ensure Health and Safety policy and guidance are followed.</li> <li>• Establish KCC Command rota until [date].</li> <li>• Confirm set up and staffing of CEC until [date].</li> <li>• Co-ordinate voluntary sector and partner response capability and report to TCG/SCG.</li> </ul>			
<p>3.Ensure the continuity of critical services including Highways, Social Care and Health, Infrastructure and Kent Communications during the response and</p>	<ul style="list-style-type: none"> <li>• Activate the Cross-Directorate Resilience Group to co-ordinate corporate business continuity actions and resource requirements</li> </ul>			

<p>provide customers with clear information about the services they can access.</p>	<ul style="list-style-type: none"> <li>• ICT to confirm whether there are any technological risks to services.</li> <li>• [service(s)] to confirm whether there are additional resources or support required from partners.</li> </ul>			
<p>4.Maintain the flow of traffic on the road network in Kent.</p>	<ul style="list-style-type: none"> <li>• Identify any needs for mutual aid or assistance.</li> </ul>			
<p>5.Identify and maintain key services to vulnerable people and communities which will include isolated communities, vulnerable people and care</p>	<ul style="list-style-type: none"> <li>• Confirm with TCG and other partners and parish councils whether there are communities that have been cut off, then identify the needs of those communities.</li> </ul>			

homes.				
6.Reduce the impact of the adverse weather conditions on the communities and businesses of Kent insofar as this is possible.	<ul style="list-style-type: none"> <li>• Proactive comms messages to be co-ordinated and issued to the public, to include advice to businesses.</li> <li>• This will inform the Recovery Needs Assessment.</li> </ul>			
7.Preserve trust and confidence of the public, minimising and managing community impact arising from the adverse weather conditions and any subsequent	<ul style="list-style-type: none"> <li>• Duty Director briefing to CMT and Members.</li> <li>• Ensure Media and Comms Plan includes Good News Stories</li> </ul>			

<p>events following the response to the incident.</p>				
<p>8. Manage any consequences of the weather and the unintended consequences of organisational response.</p>	<ul style="list-style-type: none"> <li>• Use the Cross-Directorate Resilience Group to monitor the impact of the disruption on all KCC services.</li> <li>• Assess whether the response has resulted in unintended consequences e.g. staff welfare, hours worked, reputational issues</li> </ul>			

<p>9.Ensure a consistent media response that identifies key messages and reaches all stakeholders (including Corporate Management Team and Members) through a variety of channels.</p>	<ul style="list-style-type: none"> <li>• Develop KCC Communications Plan for the Press Officer to use during the emergency in coordinating KCC activity and liaising with multi-agency colleagues</li> </ul>			
<p>10.Assess the likely needs of KCC services, communities and businesses in the recovery phase and facilitate a return to multi-agency normality at the earliest opportunity.</p>	<ul style="list-style-type: none"> <li>• Appoint a Recovery Director.</li> <li>• Use the Cross-Directorate Resilience Group to complete a recovery needs assessment</li> </ul>			

