Kent County Council
Major Emergency Plan

Version 7.3
May 2019

Classification: None
Next scheduled review: March 2021
The latest version of this document may be found on Resilience Direct and the KCC website, www.kent.gov.uk

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

THIS PLAN HAS BEEN SPECIFICALLY FORMATTED FOR DOUBLE SIDED PRINTING

Any enquiries relating to this document should be sent to:

Resilience and Emergency Planning Service
Kent County Council
Invicta House
Maidstone ME14 1XX

Email: resilience@kent.gov.uk
### Summary of changes

<table>
<thead>
<tr>
<th>Description</th>
<th>Version control &amp; date</th>
<th>Approved by</th>
</tr>
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<tr>
<td>New Issue.</td>
<td>V. 1</td>
<td>David Cloake  Head of Emergency Planning</td>
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<tr>
<td>Revised to update KCC structure and references to other plans.</td>
<td>V. 1.1</td>
<td>Steve Terry Emergency Planning Manager</td>
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<tr>
<td>Comprehensive revision and update.</td>
<td>V. 2</td>
<td>Dr. Sarah Anderson Flood Risk and Natural Environment Manager</td>
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<tr>
<td>Update</td>
<td>V. 3</td>
<td>Dr. Sarah Anderson Flood Risk and Natural Environment Manager</td>
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<tr>
<td>Expanded paragraph 1.3 added following discussions at Corporate Board.</td>
<td>V. 3.1</td>
<td>Tony Harwood Resilience and Emergencies Manager</td>
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<tr>
<td>Minor revisions to accommodate changes to corporate structures, new policy and practice and Elected Member Guidance.</td>
<td>V. 4</td>
<td>Tony Harwood Resilience and Emergencies Manager</td>
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<tr>
<td>Further minor revisions following consultation exercise</td>
<td>V. 5</td>
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<tr>
<td>Interim revision and update recognising organisational change pending major re-draft.</td>
<td>V. 6</td>
<td>Fiona Gaffney Head of Resilience and Emergency Planning Service</td>
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<tr>
<td>Comprehensive update and re-design</td>
<td>V. 7</td>
<td>Louise Butfoy Resilience and Emergency Planning Project Officer</td>
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<tr>
<td>Minor amendments and clarifications</td>
<td>V 7.1</td>
<td>Barbara Cooper GET Corporate Director</td>
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<tr>
<td>Minor amendments and clarifications</td>
<td>V 7.2</td>
<td>Stephanie Holt-Castle Interim Director of EPE</td>
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<tr>
<td>Amendments introduced following debate at Corporate Management Team</td>
<td>V 7.3</td>
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**Compiled by:**
Louise Butfoy
Resilience and Emergency Project Officer

**Approved by:**
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**Date:** May 2019
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Distribution List and Location of Document

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

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

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

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<td>KCC Cross Directorate Resilience Forum</td>
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<tr>
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1 Introduction

Kent County Council must evidence compliance with legal and regulatory duties to provide effective emergency planning and business continuity arrangements (please see Appendix 1). From time to time emergencies occur which require special measures to be taken. Such events are defined under the Civil Contingencies Act 2004 as:

“(a) an event or situation which threatens serious damage to human welfare in the United Kingdom or in a Part or region;
(b) an event or situation which threatens serious damage to the environment of the United Kingdom or of a Part or region; or
(c) war, or terrorism, which threatens serious damage to the security of the United Kingdom.“

This Plan reflects duties contained within the Civil Contingencies Act 2004 and other resilience legislation and guidance.

1.1 Aims and Objectives

1.1.1 Aim

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

1.1.2 Objectives

To provide a strategic corporate plan:

- to define the County Council’s responsibilities in an emergency in accordance with the Civil Contingencies Act 2004 and other relevant legislation and guidance;
- to outline the County Council’s emergency response capabilities;
- to describe how the emergency response and recovery processes will be activated;
- to describe the alerting arrangements for calling out key staff, mobilising services or activating mutual aid (please see Appendix 2);
- to outline management and communication structure in emergencies;
- to describe the set up and management process of the County Council’s emergency arrangements;
- to provide a co-ordinating document referring to and linking with other emergency and business continuity plans and frameworks; and
- to outline the County Council’s Business Continuity Management arrangements.
1.2 The Civil Contingencies Act 2004 and other Legislation

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

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

This plan meets requirements outlined within this legislation (please see Appendix 1).

1.3 Role of Executive and wider Elected Membership

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

Specific Guidance addresses these roles in detail; *Kent County Council Resilience Guidance for Elected Members - the role of County Councillors before, during and after major emergencies*.

1.4 Staff Health and Safety

Health and safety at work duties are especially pertinent to emergency planning, including risk assessments and provision of personal protective equipment (PPE). However, due to urgency and the rapidly changing nature of major emergencies, it is likely that more reliance will be placed upon dynamic risk assessment. Awareness of hazards and their potential to cause harm will need to be addressed by all levels of response. It must be remembered that this is a continuous process.

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

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

1.5 Staff Welfare

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

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

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

Staff should be made aware of the Council’s counselling service Staff Care Services and how they can access it. Participation in training and exercising will better prepare staff to cope in an emergency.

Following a significant incident that impacts on KCC’s staff, the KCC Social & Psychological Care Steering Group will meet to ensure the corporate strategy for the delivery of post major incident social and psychological care interventions by KCC for staff is delivered. The Terms of Reference for the group can be found at Appendix 3 of this document.

1.6 Interlinking Documentation

This plan is designed to act as a foundation to the authorities’ response and will ensure that it interlinks with the following documents:

- the Pan Kent Emergency Response Framework;
- the Pan Kent Emergency Recovery Framework;
- other KRF Risk Specific Plans;
- relevant partner and Kent County Council plans;
- relevant partner and Kent County Council detailed functional plans associated directly with the services covered within this plan; and
- national and regional plans.
Suitable cross referencing to relevant documentation and plans will be made as necessary, therefore ensuring that all appropriate interlinking arrangements are identified accordingly.
2 Plan Maintenance, Audit and Review

2.1 The Generic Plan Template
The generic plan template acts as the core foundation document that is customised by District and Borough Councils or other Kent Resilience Forum partners to act as their Major Emergency Plan. The generic plan template is maintained by Kent County Council Resilience and Emergency Planning Service.

2.2 Other Plans Using This Template
Partners’ customised plans using the generic plan template are maintained, audited and reviewed internally, using their own internal maintenance, audit and review processes.

2.3 Kent County Council Major Emergency Plan Maintenance
This plan is maintained by the KCC Resilience and Emergency Planning Service. The plan will be audited and reviewed every two years and undergo a consultation process via the Cross-Directorate Resilience Forum, before final approval and sign-off by Growth, Environment and Transport Directorate Management Team and Corporate Management Team.

Please note: Individual service Business Continuity Plans are maintained by that service and signed-off by the relevant directorate DMT (with oversight and monitoring by Resilience and Emergency Planning Service). Service Business Continuity plans are all held on the KCC of the Resilience Direct secure platform.
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3.1 Alerting Procedure

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

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

3.1.1 Formal Alerting Arrangements in a Major Emergency

![Diagram showing alerting procedures]

**Notes:**

1. Chart illustrates a cascade notification process.

2. Notification may be received formally or informally via a number of sources directly to the authority, which may require formal activation of this plan.
## Determination

<table>
<thead>
<tr>
<th>Step</th>
<th>Question</th>
<th>If ‘Yes’ go to</th>
<th>If ‘No’ go to</th>
</tr>
</thead>
</table>
| 1    | Has an event or situation occurred which threatens serious damage to human welfare - including one or more of the following impacts:  
  - loss of human life  
  - human illness or injury  
  - homelessness, damage to property  
  - disruption of a supply of money, food, water, energy or fuel  
  - disruption of an electronic or other system of communication  
  - disruption of facilities for transport  
  - disruption of services relating to health. | 4             | 2            |
| 2    | Has an event or situation occurred which threatens serious damage to the environment - including one or more of the following impacts:  
  - contamination of land, water or air with harmful biological, chemical, radio-active or other pollutants  
  - flooding  
  - disruption or destruction of plant or animal life. | 4             | 3            |
| 3    | Has an event or situation occurred which threatens serious damage to security of all or part of the UK - including one or more of the following impacts:  
  - war or armed conflict  
  - terrorism. | 4             | 4            |
| 4    | Has an emergency occurred which seriously affects the ability of the Council to continue to perform its functions? | 6             | 5            |
| 5    | Has an emergency occurred which makes it necessary or desirable for the Council to perform its functions for the purpose of preventing the emergency, reducing, controlling or mitigating its effects or taking any other action in connection with the emergency? | 6             | 7            |
| 6    | Can the emergency be dealt with as part of the Council’s day-to-day activities without significantly changing the deployment of our resources and without acquiring additional resources? | 7             | 8            |
| 7    | Not a major emergency                                                                                                                                                                                    |               |              |
| 8    | **MAJOR EMERGENCY**                                                                                                                                                                                      |               |              |
3.3 **Activation**

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

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

The 24/7 Duty Emergency Planning Officer will consult the Duty Officer Handbook (please see section 5.1) for full details of further activation advice and procedures (including liaison with key KCC and partner agency contacts).

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

3.4 **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, Public Health, Highways, Trading Standards and Press Office. In addition, 24/7 on call emergency planning personnel resources are identified across a range of function specific rotas. A Command Rota is issued weekly to key personnel and services listing those individuals on call and their contact details. These roles comprise:

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

3.4.2 **Duty and Recovery Director (and support)** – Cover a seven day period spanning from and to 09:00 each Monday. The Duty Director provides strategic leadership across the emergency response on behalf of the County Council, may attend Strategic Co-ordinating Group and briefs Corporate Management Team colleagues, Leader and Cabinet, and wider Elected Membership. The Recovery Director fulfils an identical role for the recovery phase (where the County Council may chair the multi-agency Recovery Advisory Group and subsequently the Recovery Co-ordinating Group. Essential support is provided for both these roles by a staff officer.
3.4.3 Tactical Manager – Two personnel cover a seven day period spanning from and to 09:00 each Monday and receive stand-by payments. The Tactical Managers provides tactical leadership and may deploy to the multi-agency Tactical Co-ordinating Centre, County Emergency Centre (CEC) or other locations as required. If required by circumstances, further Tactical Manager resource can be identified and an expanded rota implemented.

3.4.4 Emergency Response Team – Two personnel cover a seven day period spanning from and to 09:00 each Monday and receive standby payments. The Emergency Response Team provides administrative support for the County Council response. If required by circumstances, further Emergency Response Team resource can be identified and an expanded rota implemented.
Notes:

1. This diagram reflects a comprehensive local authority emergency management structure and its interaction with a multi-agency Strategic Co-ordination Centre (SCG).

2. The structure may be partially set up depending on the size and scale of the event, as well as which level of local government is required to respond.

3. When an emergency is entirely within one district/borough council area then that council will usually co-ordinate the overall local authority response. If it affects more than one district/borough council area, or if it is too big for the district/borough council to manage, then Kent County Council will take on the overall co-ordination role. However, individual districts/boroughs and Kent County Council will need to co-ordinate their own specific emergency response interventions.
5 Common functional emergency response plans

This section details the authority’s specific roles in accordance with its role in a major emergency response.

This section has been provided with a generic layout as follows:

- an overview of the plan;
- the location of the plan; and
- a copy of the plan can be placed within the section if appropriate or required.

As an aide-memoir, the following table covers local authority responsibilities, and illustrates the split between Kent County Council and District and Borough Council roles. Where a responsibility falls to one tier of local government, the other may have the capacity and capability to carry it out on their behalf, through mutual aid arrangements, or to provide support. The list is also cross referenced with the relevant section(s) of this plan.

For the sake of brevity, the list does not include the many day-to-day and specialist roles which local authorities may carry out as part of the emergency response, nor does it cover internal management activity.

Local Authority Resilience Responsibilities – split between KCC and District and Borough roles and responsibilities:

<table>
<thead>
<tr>
<th></th>
<th>County</th>
<th>District/Borough</th>
<th>Section(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Provide a 24-hour point of contact to receive alerts and warnings, and for the management of a large volume of public calls</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>2</td>
<td>Co-ordinate the local authority response where more than one district/borough is involved</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Establish and staff a local authority Forward Control Point</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>4</td>
<td>Alert health authorities where action other than direct casualty care is required</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>5</td>
<td>Liaise with central and regional government</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Liaise with administrative authorities in bi-national or multi-national emergencies</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Arrange for military aid</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Assist in providing a catering service for involved personnel</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td></td>
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<tr>
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<td>-----------------------------------------------------------------</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>9</td>
<td>Alert and co-ordinate voluntary organisations</td>
<td>✓</td>
<td>5.1</td>
</tr>
<tr>
<td>10</td>
<td>Arrange attendance of ministers of religion</td>
<td>✓</td>
<td>8.9</td>
</tr>
<tr>
<td>11</td>
<td>Support other responders with council resources</td>
<td>✓</td>
<td>5, 6 and 7</td>
</tr>
<tr>
<td>12</td>
<td>Implement animal or plant health plans</td>
<td>✓</td>
<td>8.8</td>
</tr>
<tr>
<td>13</td>
<td>Support other responding agencies in the response to a communicable disease outbreak</td>
<td>✓</td>
<td>8.7</td>
</tr>
<tr>
<td>14</td>
<td>Establish a system for disseminating information to the public, in co-operation with other responders, and make premises available for public information centres</td>
<td>✓</td>
<td>5.5</td>
</tr>
<tr>
<td>15</td>
<td>Open and run welfare centres as required</td>
<td>✓</td>
<td>8.1</td>
</tr>
<tr>
<td>16</td>
<td>Provide alternative, transit or temporary accommodation for temporarily homeless people</td>
<td>✓</td>
<td>6.2</td>
</tr>
<tr>
<td>17</td>
<td>Facilitate care for people in transit who have been affected by the incident</td>
<td>✓</td>
<td>8.1</td>
</tr>
<tr>
<td>18</td>
<td>Facilitate catering service for evacuees</td>
<td>✓</td>
<td>8.1</td>
</tr>
<tr>
<td>19</td>
<td>Facilitate provision of emergency clothing and other welfare consumables</td>
<td>✓</td>
<td>8.1</td>
</tr>
<tr>
<td>20</td>
<td>Provide specialist care for vulnerable people at welfare centres</td>
<td>✓</td>
<td>7.1</td>
</tr>
<tr>
<td>21</td>
<td>Make available premises under council control for temporary accommodation of evacuees or for other use in support of the response</td>
<td>✓</td>
<td>8.1</td>
</tr>
<tr>
<td>22</td>
<td>Establish, operate and close down temporary mortuaries, in co-operation with other involved agencies</td>
<td>✓</td>
<td>8.10</td>
</tr>
<tr>
<td>23</td>
<td>Site clearance in public areas</td>
<td>✓</td>
<td>7.3</td>
</tr>
<tr>
<td>24</td>
<td>Provide a scheme for the response to oil pollution or contamination of the shore by hazardous substances and maintain a Tier 2 oil pollution clean-up contract</td>
<td>✓</td>
<td>5.9</td>
</tr>
<tr>
<td>25</td>
<td>Beach clean-up of oil pollution, hazardous substances and cargo washed ashore</td>
<td>✓</td>
<td>5.9</td>
</tr>
<tr>
<td>26</td>
<td>In addition to maintaining traffic flows, arrange for routing signs on the Highway for directing resources as necessary</td>
<td>✓</td>
<td>7.3</td>
</tr>
<tr>
<td>27</td>
<td>Advise on the availability of road</td>
<td>✓</td>
<td>8.1</td>
</tr>
</tbody>
</table>
passenger transport, and arrange for emergency redeployment

28. Provide a service in respect of building regulations, including inspections of dangerous structures  ✔  

29. Implement off-site emergency plan for Dungeness B nuclear power station  ✔  

30. Implement off-site emergency plans for ‘Top Tier’ Control of Major Accident (COMAH) sites  ✔  

31. Implement off-site emergency plan for ‘Category A’ reservoirs  ✔  

32. Implement emergency plan for Major Accident Hazard Pipelines  ✔  

33. Support NHS accelerated patient discharge plans  ✔  

34. Director of Public Health, with PHE, leads response to public health emergencies  ✔  

35. Implement business continuity plans  ✔  

36. Promote business continuity planning across private and voluntary sectors  ✔  

5.1 Duty Emergency Planning Officer, Duty and Recovery Director Handbooks and Tactical Manager Handbooks

5.1.1 Overview

These very similar documents are designed to provide detailed guidance to the Duty Emergency Planning Officer, Duty and Recovery Directors and the Tactical Manager to assess a situation, whether that is a formal notification or an assessment of intelligence, and to provide guidance on further activation and enabling of a suitable emergency response. The Duty Emergency Planning Officer, Duty and Recovery Director and Tactical Manager handbooks provide:

- a determination procedure;
- advice on activation;
- key activation procedures;
- links to other relevant documentation;
- background information on useful services, agencies and procedures; and
- out of hours procedures.

5.1.2 Location of Document

These documents are held by all Duty Emergency Planning Officers and Duty and Recovery Directors and Tactical Managers. They are also available at:
• County Emergency Centre; and
• Kent Resilience Team, Kent Fire and Rescue Service HQ

5.2 Contact Point Emergency Response Plan

5.2.1 Overview
This document is designed to detail the role of Contact Point in an emergency response. Contact Point provides the following core services:

• a facility for the exchange of information between the County Council and its customers; and
• facilitating the separation of incoming emergency calls from normal business calls and directing emergency calls to the appropriate place.

The plan describes how information from customers who contact the authority before, during and after an emergency will be processed. This may involve a range of processes, such as initial assessment, pertinent and timely passing of information and the monitoring of calls. During and after an emergency, the plan describes how the information from customers is assessed and used to assist in response and recovery work. This plan is divided into ‘in’ and ‘out of hours’ sections.

5.2.2 Location of document
This document is produced and maintained by the Contact Point team, and forms part of their normal management process.

5.3 County Emergency Centre Handbook

5.3.1 Overview
This plan details the operation of the Emergency Centre from activation and set up, operation and stand-down. It also details:

• key guidance and principles;
• the emergency management structure and its place within that structure;
• information management;
• roles;
• emergency management procedures;
• communication processes; and
• Emergency Centre equipment.

5.3.2 Location of Document
This document is produced and maintained by KCC Resilience and Emergency Planning Service. It may be found at:

• County Emergency Centre
5.4 Incident Liaison and Forward Control operations

5.4.1 Overview

Some incidents may require the deployment of one or more officers to take on the role of Incident Liaison Officer (ILO). This may be performed as a single agency function or as part of a multi-agency team. At times, the function may be requested by the emergency services, particularly if a command post has been established, or if there is a need for “eyes and ears” at the scene which can feed back incident information to the control centre or other responding officers.

The role of the Incident Liaison Officer is to represent the County Council at the scene of an incident and to report back to the County Emergency Centre (or to the Emergency Co-ordinator) with information relating to the incident. In addition, there may be a need for a forward control function, managing any staff or resources at the scene.

Only trained and approved staff may act as an ILO. When appropriate a single ILO may act on behalf of both the County Council and the district and borough council.

The Incident Liaison Officer’s Handbook details these roles from activation and mobilisation to operation and stand-down. It also details key operational objectives, liaison protocols, information management, emergency management procedures and communication processes.

5.4.2 Location of Document

The Incident Liaison Officer’s Handbook is produced and maintained by the Kent Resilience Team. It is issued to all trained ILOs, and may also be found at the:

- County Emergency Centre; and
- Kent Resilience Team, Kent Fire and Rescue Service HQ.

5.5 Media and Public Warning and Informing

5.5.1 Overview

A critical element of any emergency response is how the media and the public will be provided with timely and accurate advice, information and formal statements.

The Communications and Engagement Emergency Plan details how the media team will be responsible for monitoring information obtained from, and managing all information provided to the media and the public during a major emergency. This will include assistance and support, as required, to any officer or Elected Member providing media interviews.

A named Duty Press Officer is identified on a weekly basis, and Digital Services and Internal Communications out of hours contact arrangements also exist, who may be contacted out of hours via the Duty Emergency Planning Officer or Contact Point.
5.5.2 Location of Document
This document is produced and maintained by Kent County Council’s media and communications team. It is available at:

- Communications and Engagement;
- County Emergency Centre; and
- Kent Resilience Team, Kent Fire and Rescue Service HQ

5.6 Finance, Insurance and Legal

5.6.1 Overview – Finance and Procurement
Finance and Procurement are responsible for matters relating to budget management, expenditure and insurance, this service is contracted to Invicta Law (as of June 2017). Their procedures include pre-planning to ensure that emergency expenditure can be facilitated, and accounted for, the financial implications of setting up a public appeal fund, the provision of professional insurance support, including claims handling during the major emergency response and recovery, and the preparation of relevant material for formal accountability and enquiry.

5.6.2 Overview – Legal Services (Invicta Law)
Legal Services (Invicta Law) will provide appropriate legal advice relating to emergency response and recovery.

5.6.3 Location of Documents
The response to an emergency will be provided using normal management processes within the relevant teams. The Duty Emergency Planning Officer, Duty and Recovery Directors and the Tactical Manager hold out of hours contact details for senior managers within these teams.

5.7 Resilient Communications

5.7.1 Overview
The requirements for resilient communications are addressed in three ways:

- the maintenance of existing corporate systems by ICT;
- the provision of emergency response communications systems; and
- the multi-agency resilience arrangements made by the Kent Resilience Forum.

5.7.2 Corporate Resilience
ICT normal business processes include arrangements for maintenance of corporate systems, including out of hours response.

5.7.3 Emergency Response Communications
In addition to corporate systems the Resilience and Emergency Planning Service and Kent Resilience Team currently has:
• Airwave radio handsets, operating on private talk groups and also programmed with a standard series of multi-agency emergency response talk groups – two handsets are kept with the KCC Resilience and Emergency Planning Service with the rest located with the Kent Resilience Team at Kent Fire & Rescue Headquarters; and

• BT and Unified Comms telephone systems operate from County Emergency Centre.

Raynet, the Radio Amateurs’ Emergency Network, is a voluntary group that provides radio communications. In addition to amateur band voice communications they can provide high speed satellite based mobile broadband and data networking. If required, they will be activated by the Duty Emergency Planning Officer.

Arrangements for the deployment and use of the satellite telephones will be made through the Duty Emergency Planning Officer. Airwave radios are controlled and may only be used when authorised by KCC’s lead Airwave manager who is a member of the Kent Resilience Team.

5.7.4 Kent Resilience Forum – Telecoms Resilience Plan

The Kent Resilience Forum has published a Telecoms Resilience Plan that sets out the multi-agency arrangements for the response to any loss of telecoms systems. This is a strategic document and sets out options so that a Strategic Co-ordinating Group can consider options and issues.

5.7.5 Location of Documents

Corporate ICT arrangements are produced and maintained by ICT managers. Specific information relating to emergency response may be found at:

• County Emergency Centre Handbook (see 5.3);

• KCC Airwave Operations Manual, held in the County Emergency Centre and Kent Resilience Team, Kent Fire and Rescue Service HQ; and

• Kent Resilience Forum Telecoms Resilience Plan, held in the County Emergency Centre and Kent Resilience Team, Kent Fire and Rescue Service HQ.

5.8 Human Resources

5.8.1 Overview

Human Resources will advise on HR management issues before, during and after an emergency, including access to post emergency response care and support.

Specialist training for those with a role in the response to an emergency is provided by in-house and external trainers.

5.8.2 Location of Document

Corporate HR arrangements are maintained by Human Resources. The Emergency Planning annual training programme, which is agreed by a multi-agency group, is held by the Kent Resilience Team training lead officer. The Duty Emergency Planning Officer, Duty and Recovery
Directors and the Tactical Manager hold out of hours contact details for senior managers within these teams.

6 District and Borough Council Specific Emergency Response Plans

This section provides an outline of district and borough council specific roles in accordance with their role in a major emergency response.

This section has been provided with a generic layout as follows:

- an overview of the plan; and
- location of the plan.

A copy of the plan can be placed here if appropriate or required.

6.1 Environmental Health Response Plan

6.1.1 Overview

District and borough council Environmental Health staff provide a public and environmental protection advice and enforcement service within their district and borough. This includes health and safety at work (similar to the HSE), food safety and environmental protection.

In addition, some district and borough council Environmental Health teams undertake a licensing function and/or the provision of a dog warden service using in-house staff or contractors.

They also provide a Port Health Authority Service for those districts and boroughs that are allocated Port Health Authority functions. Port Health Authorities are designated Category 1 Responders under the Civil Contingencies Act 2004.

In the event of a major emergency Environmental Health staff can provide environmental protection, public health and Health and Safety at Work advice to emergency response and/or recovery teams in their respective districts and boroughs. They may also provide this advice to a local multi-agency Tactical Co-ordination Group, if established.

In the event of a Scientific and Technical Advisory Cell (STAC) being established to support a Strategic Co-ordination Group there may be a requirement for Environmental Health representation at the STAC.

6.1.2 Location of Documents

These documents are produced and maintained by each district and borough council. They may be requested via the relevant district and borough emergency planning officer.
6.2 Housing and Homelessness

6.2.1 Overview
An emergency may require people to be evacuated from their homes for a period of time. Additionally, a return to those dwellings may not be possible for some time afterwards. Whilst section 8.1 deals with the immediate care and shelter requirements of evacuees, longer term housing requirements may need to be addressed.

These plans detail how district and borough councils discharge their duty to give a priority need for accommodation to “a person who is homeless or threatened with homelessness as a result of an emergency such as flood, fire or other disaster” (Chapter 52, paragraph 189 part VII of the Housing Act 1996) during and after an emergency. The functional plans complement the plan detailed in section 8.1 and provide further guidance for longer term housing issues for those displaced for a longer period of time.

The Severe Weather Emergency Protocol (SWEP) is mobilised by district and borough councils in response to periods of prolonged cold or other severe weather. This protocol requires pro-active outreach to offer hostel and other temporary accommodation for individuals sleeping rough. When Severe Weather Advisory Group (SWAG) is in operation, this body will collate data on the operation of the SWEP across the county.

6.2.2 Location of Documents
These documents are produced and maintained by each district and borough council. They may be requested via the relevant district and borough emergency planning officer.

6.3 Dangerous Structures and Building Control

6.3.1 Overview
These plans detail how district and borough council Building Control teams provide a service to inspect and, if necessary, make safe potentially dangerous structures. The plans include the provision of advice on the structural integrity of damaged structures where Kent Fire and Rescue Service are in attendance. Transportation system structures including bridges, tunnels, retained cuttings and overhead catenary systems are the responsibility of the operators, who have responsibility for facilitation of specialist advice and interventions.

6.3.2 Location of Documents
These documents are produced and maintained by each district and borough council. They may be requested via the relevant district and borough emergency planning officer.

6.4 Community Plans

6.4.1 Overview
Individual town and parish councils may choose to produce local resilience plans. These plans are owned and administered by the town or parish council and may cover general arrangements to support the local community during a severe weather event, through to specific arrangements, such as localised local warning and informing.
These are not statutory plans and are intended to allow the community to support itself in the early stages of an incident, before wider support can be arranged, or during a widespread disruption when other areas may have a higher priority need for the resources that are available within the county.

6.4.2 Location of Documents

These documents are produced and maintained by the individual town and parish councils and a copy is held by each district and borough council. They may be requested via the relevant district and borough emergency planning officer.

A blank template plan that allows a community to develop their own plan, together with guidance on developing that plan, is available from the Kent Resilience Team.

7. Kent County Council Specific Emergency Plans

This section details the County Council’s specific roles in accordance with its role in a major emergency response.

This section has been provided with a generic layout as follows:

- an overview of the plan;
- the location of the plan

A copy of the plan can be placed here if appropriate or required.

7.1 Adult Social Care and Health Emergency Plan

7.1.1 Overview

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

These are described in the emergency plan, and include:

- Providing specialist staff to support a welfare centre;
- Providing liaison with the County Emergency Centre and other external emergency centres during an emergency;
- Identifying vulnerable people;
- Out-of-hours services;
- Supporting an emergency affecting a care home;
- Supporting a response to a health emergency (including supporting accelerated hospital discharge of patients into the community);
• Assisting people with learning or physical disabilities and sensory impairment;
• Providing or supporting specialist mental health care;
• Maintaining communications with clients and vulnerable people; and
• Agreed Director of Public Health roles and responsibilities namely –
  ➢ Take the lead on the County Council’s response to public health emergencies (including chemical and biological) affecting Kent residents, visitors to Medway or people in transit through Kent through the provision of robust local arrangements.
  ➢ Ensure that Out-of-hours contact and ‘on-call’ arrangements are maintained and that the provision of 24/7 public health advice is sufficient during and after an emergency.
  ➢ Provide representation on the KRF Strategic Co-ordination Group, when appropriate
  ➢ Be a member of any incident control team established by PHE and assist with assessing the health risks associated with the incident and identify the local population affected or likely to be affected by it.
  ➢ Work with County Council services to identify residents that are known by the County Council to be vulnerable (vulnerability will be dependent on the nature and location of the emergency) and ensure appropriate action is taken to reduce risks to health.
  ➢ Participate in the County Council’s
  ➢ Command & Control structures.
  ➢ Scope the remedial measures that can be put into effect and advice the Health Community and other emergency services on the most appropriate response to the health risks of the incident in the short, medium and long term.
  ➢ Participate in or chair STAC or Air Quality Cell
  ➢ Agree with STAC the information and public health advice to be communicated to the public, working with the County Council’s Communications Team and, if established, the KRF Media & Communications Group. Participate in the post incident Recovery response
  ➢ Record all instructions received, actions taken and other incidents that may ultimately assist Kent County Council to assess the effectiveness of the response and provide evidence to any subsequent inquiry.
  ➢ Send the emergency plan logbook to the Head of Resilience and Emergency Planning Service post-incident.

7.1.2 Location of Document
This document is produced and maintained by Adult Social Care and Health. It may be found at:
• Held by relevant Social Care managers;
• KNet;
• County Emergency Centre; and
• In this section (optional)

7.2 **Children, Young People and Education Emergency Plan**

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

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

7.2.2 **Location of Documents**
Arrangements are produced and maintained by managers within the directorate. Major emergency response arrangements are held in:

• County Emergency Centre;
• This section

7.3 **Growth, Environment & Transport Emergency Plans**

7.3.1 **Overview**
Growth, Environment & Transport comprises:

• Highways, Transportation & Waste;
• Environment, Planning & Enforcement;
• Economic Development; and
• Libraries, Registration and Archives.

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

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

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

The Waste Resource Management team are responsible for the disposal of waste (waste collection is a district and borough council responsibility) and can provide:

- Equipment, resources and trained staff to deal with waste issues; and
- Hazardous waste disposal (including oily waste) through contractors.

### 7.3.3 Environment, Planning & Enforcement

Staff from Environment, Planning & Enforcement can provide advice and support to an emergency response regarding the impact of:

- Spatial planning;
- Flood;
- Environmental pollution;
- Wide-area weather related incidents;
- Environmental impacts;
- Animal and plant health, including notifiable diseases; and
- Ecosystem impacts

They will also support many aspects of long-term recovery.
Staff can also provide a broad range of advisory and frontline services, advice and deliverables that may be discharged on a stand-alone basis, or may contribute to a broader county-wide emergency response, and which are contained within their emergency plans and procedures.

These include:

- Culture & Sport;
- Trading Standards;
- Kent Scientific Services;
- Community Safety and Community Wardens; and
- Resilience and Emergency Planning Service

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

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

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

7.3.4 Libraries, Registration and Archives

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

The LRA have a range of business continuity plans in place to enable maintenance of sustainable libraries, registration and archives services in the event of a major emergency. Further, the reach of this service into communities across Kent, in terms of their accommodation and networks (information hubs), will support the County Council’s response.

7.3.5 Location of Documents

Highways, Transportation & Waste emergency plans, including HTW Severe Weather Plan, are operational procedures that are maintained by the relevant managers.

Contact details for senior staff from other teams are held by Duty Emergency Planning Officers and on Resilience Direct and are available in the County Emergency Centre. These will be used to activate a response as appropriate.

In addition to internal procedures maintained by individual teams, Growth, Environment & Transport personnel are linked into:

- County Emergency Centre Handbook (see Section 5.3);
• The Incident Liaison Officer’s Handbook (see section 5.4);
• Public warning and informing (see Section 5.5);
• Oil pollution (see section 5.9);
• Evacuation, shelter and immediate care (see Section 8.1);
• Severe weather and flood plans (see Section 8.3);
• Fuel shortage (see Section 8.4);
• Mass fatalities and excess deaths (see Section 8.10);
• Recovery (see Section 10); and
• Community leadership (see Section 11).

7.4 **Strategic & Corporate Services**

7.4.1 **Overview**

Strategic & Corporate Services (SCS) provides a range of corporate services, including:

• Democratic Services;
• Finance and Procurement;
• Human Resources;
• Legal Services;
• ICT;
• Media & Public Relations;
• Internal Communications;
• Digital Services;
• Property & Infrastructure Support; and
• Contact Point.

Each part of Strategic and Corporate Services maintains its own arrangements for providing services in the event of a major emergency.

7.4.2 **Democratic Services**

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

7.4.3 **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.
7.4.4 Human Resources
Advising on the staffing considerations of any response, including hours worked, cancellation of leave, working from alternative locations and overtime arrangements.

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

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

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

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

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

7.4.10 Location of Documents
The provision of corporate services will be according to internal management processes. Some of these teams operate their own on-call arrangements. In all cases the Resilience and Emergency Planning Service hold contact details for the relevant senior managers.

In addition to internal procedures maintained by individual teams, Growth, Environment & Transport staff is linked to:

- Contact Point Emergency Response Plan (see Section 5.2);
- County Emergency Centre Handbook (see Section 5.3);
- Public Warning & Informing (see Section 5.5); and
- Recovery (see Section 10).

7.5 KCC Cabinet and Chief Officer Emergency Response Plan

7.5.1 Overview
The Cabinet and Chief Officer emergency response plan establishes a senior level group that will lead the authority-wide strategic response to an emergency or crisis. That group’s role is to:
- set a strategy for the response to a major emergency, underwriting key decisions taken by senior managers and the County Emergency Centre, ensuring that all emergency response and recovery activities are supported, and that business continuity is maintained;
- contribute and support the broader strategic response of the multi-agency community, providing any appropriate support to the Strategic Co-ordination Group;
- liaise with central government as necessary;
- determine senior level representation to support media strategy, assisting in 1:1 interviews and core reassurance messaging;
- determine an appropriate method of briefing Members and in particular those whose divisions have been affected; and
- assess the longer-term implications to KCC and to the community, particularly in the areas of community support, finance, recovery management and legal action or other formal enquiries into the incident and response.

This plan provides guidance for senior managers and elected members on how these may be achieved and how the group can fully integrate into a wide area emergency response and its multiple component parts.

7.5.2 Location of Documents

This document is produced and maintained by the Emergency Planning team. It may be found at:

- County Emergency Centre; and
- This section (optional).

The following Guidance sets out the roles of Elected Members in an emergency: Kent County Council Resilience Guidance for Elected Members - the role of County Councillors before, during and following major emergencies.

7.6 Shoreline Pollution Response

7.6.1 Overview and Terminology

The Maritime and Coastguard Agency National Contingency Plan states: “Each local authority at district and borough, islands, county and regional level should have a contingency plan the purpose of which is to allow an effective counter pollution response to be mounted quickly at any time”.

In addition, the Civil Contingencies Act 2004 requires responders to plan for events and situations which threaten serious damage to the environment of a place in the United Kingdom.

The formal name for this plan in Kent is “Kent and Medway Shoreline Pollution Plan” and is maintained by Kent County Council.

Please note: In-land (non-tidal) aquatic pollution control is the responsibility of the Environment Agency, though KCC may be asked to provide a support role.
A tier system which classifies the magnitude of oil spills is used to determine the correct and appropriate level of response. An internationally recognised three tier classification is as follows:

<table>
<thead>
<tr>
<th>TIER OF SPILLS</th>
<th>LEVEL OF RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier one</td>
<td>Small operational spills. A spill that can be dealt with immediately (essentially within 30 minutes of initial notification) by the district and borough council or harbour authority without assistance from other areas.</td>
</tr>
<tr>
<td>Tier two</td>
<td>Medium sized spills. Beyond the capability of the affected district and borough council and requires Kent County Council assistance deployment of Tier 2 contractor resources.</td>
</tr>
<tr>
<td>Tier three</td>
<td>Large spills. Beyond the capability of district and borough and Kent County Council resources and requires national assistance through implementation of the national contingency plan.</td>
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</tbody>
</table>

7.6.2 District and Borough Council Responsibilities

The district and borough councils are responsible for:

- leading on Tier 1 spills within their statutory boundaries;
- an integral role alongside partners in enabling shoreline clean-up in Tier 2 and 3 spills;
- and as required, providing relevant support and deployment of district and borough council services as detailed in this document.

7.6.3 County Council Responsibilities

Kent County Council is responsible for:

- supporting coastal district and borough councils with Kent County Council resources for Tier One and Two response; and
- co-ordinating shoreline response in the event or threat of pollution from a small vessel(s) stranded close inshore.

The County Council will also co-ordinate action whenever it is agreed that the task of dealing with oil or other pollution on the foreshore is beyond the resources of District and Borough Councils. In these circumstances, the County Council will deploy its resources (which includes specialist clean-up and waste disposal contractors) to augment the resources being deployed by District and Borough Councils.

7.6.4 Associated Documents and Plans

The main documents associated with this deliverable are:

- relevant district and borough and county services contained within this document;
• the national contingency plan for marine pollution from shipping and offshore installations 2014;
• Kent and Medway Shoreline Pollution Plan; and
• relevant coastal district and borough council oil pollution plans

7.6.5 Location of Documents
This document is produced and maintained by the Resilience and Emergency Planning Service. It may be found at:
• www.kent.gov.uk;
• KNet; and
• County Emergency Centre

8 Multi-agency Emergency Response Plans

This section details the range of multi-agency command and control and response plans that underpin a range of capabilities that may be needed in a major emergency response. Each section has been provided with a generic layout as follows:
• An overview of the plan;
• The role of the authority within the plan;
• The location of the plan; and
• A place for a full copy of the plan, if required.

8.1 Multi Agency Command and Control

8.1.1 Overview

There may be a requirement for liaison officers to be deployed at a variety of external control centres or locations during an emergency. This section provides details of likely roles, where they will be based and who may be required to fulfil them.

8.1.1.1 Strategic Co-ordinating Centre (SCC)

It is vital that a duly empowered representative of the County Council (plus support staff) are part of a Strategic Co-ordinating Group (SCG) at the SCC to ensure that the interests of local authorities are being represented and that strategic support can be offered or made available.

The County Council strategic representative may be one of the following:
• Director or Corporate Director supported by a ‘staff officer’ (KCC operates a 24/7 Duty Director system);
• Kent Resilience Team Manager; and
• A senior member of the Resilience and Emergency Planning Service or the Kent Resilience Team.

This strategic representative may, by agreement with any affected district and borough council, represent their views to the Strategic Co-ordinating Group. They will not have any delegated authority and may not commit their resources or incur expenditure on their behalf without their specific approval.

8.1.1.2 Tactical Co-ordinating Centre (TCC)

It may be necessary to provide a Tactical Manager and/or Advisor to the main Tactical Co-ordinating Group at a TCC, or to another agency’s own silver command or emergency centre. This will help to ensure that a smooth and consistent flow of information is maintained, whilst offering the host agency expert advice from the visiting liaison officer from the viewpoint of their own authority.

The Tactical Manager and/or Advisor must be empowered to commit the County Council to action and, where appropriate, expenditure, and have sufficient seniority, experience and knowledge to be able to represent KCC in an effective manner. When the County Emergency Centre is operational, decisions by the liaison officer will normally be made in consultation with the Emergency Co-ordinator.

County Tactical Managers may include:
• ‘Tactical response’ trained personnel from appropriate KCC Directorate(s);
• a senior member of the Resilience & Emergency Planning Service or Kent Resilience Team;
• a manager from KCC Highways, Transportation & Waste; and

8.1.2 Location of Documents

The overarching principles of multi-agency liaison within the county are agreed and published by the Kent Resilience Forum. The relevant documents are:
• Kent Resilience Forum document – Pan-Kent Strategic Emergency Response Framework, held in the County Emergency Centre;
• County Emergency Centre Handbook (see 5.3);
• Incident Liaison Officer Handbook (see 5.4); and
• Duty Emergency Planning Officer Handbook (see 5.1).

8.2 Evacuation, Shelter and Immediate Care

8.2.1 Overview and Terminology

A major emergency may require the evacuation and immediate shelter of those who have been displaced by the event. Additionally, there may also be a need to support the Police in helping survivors from a major incident who are not casualties but do require immediate help and assistance in the aftermath of such an event.
The following terms are used when describing each type of welfare centre:

- **A Survivor Reception Centre** is a Police operated facility that looks after those not deemed as serious casualties but require immediate assistance following a major emergency. Additionally, the police may wish to conduct interviews and collate evidence from these victims as part of their investigation. Longer term needs may also be addressed within this facility; however, this may be devolved to an adjoining rest centre once any immediate issues have been dealt with.

- **A Rest Centre** is a temporary shelter facility that receives those who have been displaced by the effects of an emergency and provides basic care and welfare support, as well as information and advice. A rest centre may require a range of agencies to participate, depending on the scale of the event and the level of customer requirements. Equally, it may just hold a few people for a short period of time whilst the emergency services deal with a localised event.

8.2.2 **District and Borough Council Responsibilities**

District and borough councils are responsible for:

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

8.2.3 **County Council Responsibilities**

The County Council is responsible for:

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

8.2.4 **Feeding**

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

The provision of food and refreshments is not a statutory requirement, and the decision to do so, particularly outside of these venues, will be taken on humanitarian grounds, based on need and urgency.
Food and refreshments may be provided by local purchasing via the DEPO from caterers, supermarkets or takeaways.

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

8.2.5 Associated Documents and Plans
The main documents are:

- relevant district and borough and county plans;
- KRF Welfare Centre Guidelines;
- Kent Rest Centre Directory;
- KRF Evacuation and Shelter Plan;
- KRF Humanitarian Assistance Centre Plan (see Section 10);
- KRF Vulnerable Persons Plan; and
- functional plans

8.2.6 Location of Documents
Depending on the author, these documents will be produced and maintained by a lead agency and will be held by the Resilience and Emergency Planning Service. The documents may be found at one or more of:

- Resilience Direct;
- www.kent.gov.uk;
- KNet;
- County Emergency Centre; and
- The relevant lead agency.

8.3 Identifying Vulnerable People

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

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

<table>
<thead>
<tr>
<th>Potentially Vulnerable Individual/Group</th>
<th>Examples and Notes</th>
<th>Target through the following organisations/agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children</td>
<td>Where children are concerned, whilst at school the school authorities have duty of care responsibilities. Certain schools may require more attention than others.</td>
<td>LEA schools through Local Authorities, and non-LEA schools through their governing body or proprietor. Crèches/playgroups/nurseries</td>
</tr>
</tbody>
</table>
| Older People                           | Certain sections of the elderly community including those of ill health requiring regular medication and/or medical support equipment The “oldest-old” (aged 80 or over) are more likely to be widowed women, which may impact upon your planning. | Residential Care Homes 
Help the Aged 
Adult Social Care 
Nursing Homes |
| Mobility impaired                      | For example: wheel chair users; leg injuries (e.g. on crutches); bedridden/non-movers; slow movers. | Residential Care Homes 
Charities |
| Mental/cognitive function impaired     | For example: developmental disabilities; clinical psychiatric needs; learning disabilities. | Health service providers 
Local Health Authorities |
| Sensory impaired                       | For example: blind or reduced sight; deaf; speech and other communication impaired. | Charities eg the Deaf Council 
Local groups |
| Individuals supported by health or local authorities | Potentially a large group encompassing not only those that need regular medical attention (e.g. dialysis, oxygen or a continuous supply of drugs), but those with chronic illnesses that may be exacerbated or destabilised either as a result of the evacuation or because prescription drugs were left behind. | Social services 
GP surgeries |
| Temporarily or permanently ill         |                                                                 | GP surgeries 
Other health providers (public, private or charitable hospitals etc.) 
Community nurses |
| Individuals cared for by relatives    |                                                                 | GP surgeries 
Carers groups |
| Homeless                               |                                                                 | Shelters, soup kitchens |
| Pregnant women                         |                                                                 | GP surgeries |
| Minority language speakers             |                                                                 | Community Groups 
Job centre plus |
| Tourists                               |                                                                 | Transport and travel companies 
Hotellers |
| Travelling community                   |                                                                 | LA traveller services 
Police liaison officer |
It is important to remember that those that are not usually considered vulnerable under these guidelines may become vulnerable in an emergency situation.

The KRF plan “Identifying vulnerable people in an emergency” holds a list of organisations and establishments who can be contacted in the event of an emergency to provide relevant information on those classed as vulnerable.

8.3.2 District and Borough Council Responsibilities
District and borough councils may provide assistance in the identification of vulnerable people through data and records the council holds.

8.3.3 County Council Responsibilities
The County Council may provide assistance in the identification of vulnerable people through data and records the County Council holds. Additionally, the full range of social care services may be utilised should the need arise.

8.3.4 Associated Documents and Plans
The main documents associated with this task are:

- KRF document “Identifying Vulnerable People in an Emergency”; and
- Cabinet Office guidance for emergency planners and responders “Identifying people who are vulnerable in a crisis”.

8.3.5 Location of Documents
These documents may be found at:

- Resilience Direct;
- www.kent.gov.uk;
- KNet; and
- County Emergency Centre.

8.4 Severe Weather and Flooding

8.4.1 Overview and Terminology
Weather related disasters may threaten life, environment and property. Though generic emergency planning principles apply to such incidents a number of specific strategies will inform the response to weather related events.

The definition of severe weather includes heat wave; drought; gales, heavy snow and ice, flooding and heavy rain (surface water, river and tidal), thunderstorms, lightning and fog. The impact of each of these natural events on County Council functions and the community will depend upon the nature and severity of the event.
This plan, recovery plans and business continuity plans provide the framework for the County Council’s response to these events when they occur at a scale that causes major disruption to the community or to the critical functions of the County Council.

Planning for the emergency response to severe weather events is informed by the urgency of practical adaptation to climate change impacts. The table below summarises the key changes that are expected.

### Summary of projected climate change in the UK

**Long-term / seasonal averages:**
- Warmer, drier summers;
- Milder, wetter winters; and
- Rising sea levels.

**Extremes:**
- More very hot days;
- More heatwaves especially in the south and east;
- More rain on the wettest days of the year; and
- Fewer frosty nights.

Climate change impacts are projected to be most pronounced in the south and east of the British Isles due to proximity to the continental landmass, and less so in the north and west due to the thermal buffering of the Atlantic Ocean. Kent is therefore on the frontline of dealing with climate change impacts in the UK context.

### 8.4.2 District and Borough Council Responsibilities

District and borough councils are responsible for:

- As required, providing relevant support and deployment of district and borough council resources as detailed in this document;
- Flood warning and gate closure notification dissemination (in accordance with the County of Kent Act 1981 Section 30) and where appropriate, ensuring tidal flood gates and sluices are closed in accordance with closure notifications;
- Warning and informing the public in conjunction with the Environment Agency;
- Establishing local authority liaison forward controls as necessary; and
- Advice on clearance of blocked water courses.

Note: District and borough councils are not responsible for issuing of sandbags; however, they may optionally assist in this service in accordance with their own policies and procedures.

### 8.4.3 Kent County Council Responsibilities

Kent County Council is responsible for:

- Delivery of Kent County Council roles and responsibilities as detailed within this plan;
- Activation of multi-agency arrangements and plans;
- Warning and informing the public in conjunction with resilience partners;
- Assisting in the identification and support of vulnerable persons and communities;
- Providing signage for road closures and advice on the availability of passenger transport;
- Maintaining traffic flows (in conjunction with police) especially for emergency services and repair effort;
• Specific responsibilities regarding highway flooding and consequences;
• The provision of technical advice and supporting services in the fields of drainage and environmental management;
• Off-site planning for reservoir inundation; and
• Lead recovery phase for flooding events.

8.4.4 Associated Documents and Plans
The main documents associated with this deliverable are as follows:
• Relevant district, borough and county deliverables contained within this plan;
• KRF Pan-Kent Emergency Response Framework;
• KRF Pan-Kent Emergency Recovery Framework;
• KCC Flood Response Plan;
• KCC Off-site Reservoir Inundation Plan; and
• Pan Kent and District and Borough level multi-agency Flood Plans.

8.4.5 Location of Documents
Depending on the author, these documents will be produced and maintained by a lead agency and will be held by Emergency Planning staff. The documents may be found at one or more of:
• Resilience Direct;
• www.kent.gov.uk;
• KNet;
• County Emergency Centre; and
• The relevant lead agency.

8.5 Fuel Shortage

8.5.1 Overview and Terminology
The Business, Energy and Industrial Strategy (BEIS) department are responsible for the National Emergency Plan for Fuel (NEP-F) which is the emergency response plan for Central Government and the downstream fuel industry. The NEP-F contains a number of schemes which, if activated, can be used to control the supply of fuel to amongst others the public, the emergency services, utilities and local authorities.

The initial responsibility for leading the response is with the company whose operations are affected by the disruption. Only if the disruption has the potential to significantly disrupt fuel supplies will DECC activate the NEP-F.

Eight Designated Filling Stations (DFS), retail filling stations that will supply fuel only for priority use in an emergency, have been identified in Kent. Kent County Council Trading Standards provide support to the county in terms of monitoring and assistance at each DFS, together with
staff from district and borough councils and Kent Police. Each local authority has arrangements to manage its response to the implementation of the NEP-F, including the measures it will take to mitigate the effects of any disruption on provision of its services.

8.5.2 District and Borough Council Responsibilities

District and borough councils are responsible for:

- Identifying its essential users and managing their access to the relevant scheme;
- Control and prioritisation of internal fuel stocks;
- The provision of suitable business continuity strategies to minimise disruption to key services; and
- Developing a suitable strategy to reduce non-critical services to support an overall reduction in fuel usage.

8.5.3 Kent County Council Responsibilities:

Kent County Council is responsible for:

- Identifying its essential users and managing their access to the relevant scheme;
- Control and prioritisation of internal fuel stocks;
- The provision of suitable business continuity strategies to minimise disruption to key services;
- Developing a suitable strategy to reduce non-critical services to support an overall reduction in fuel usage;
- The provision of Trading Standards support; and
- County wide co-ordination of response measures.

8.5.4 Associated Documents and Plans

The main documents associated with this deliverable are:

- Relevant district and borough, borough and county deliverables contained within this document;
- KRF Fuel Plan;
- KCC Fuel Plan; and
- District and borough council and County Council business continuity plans.

8.5.5 Location of Documents

Depending on the author, these documents will be produced and maintained by a lead agency and will be held by Emergency Planning staff. The documents may be found at one or more of:

- Resilience Direct;
- www.kent.gov.uk;
- KNet;
• County Emergency Centre; and
• The relevant lead agency.

8.6 Transportation and Highways Emergencies

8.6.1 Overview and Terminology
Transportation emergencies may include the following:
• Rail incident;
• Aircraft crash;
• Maritime emergency;
• Serious road traffic crash or accident; and
• Transport incidents involving hazardous materials.

The county/district and borough response to these emergencies will be based on the agreed principles and responsibilities contained in the Kent Resilience Forum Pan-Kent Strategic Emergency Framework. Further specific information on roles and types of incidents is detailed below.

8.6.2 Rail Incident
South Eastern Trains will deploy a Rail Incident Care Team in the event of a major incident involving the rail network. Rail Incident Care Teams will assist with the onward travel of passengers and other practical support. At a rail incident the affected train operating company will send a Rail Incident Officer to act as their “tactical commander” at the scene. Following a rail accident, the Rail Accident Investigation Branch (RAIB) will be involved in post-incident investigations.

Emergencies within the Channel Tunnel system are covered by the multi-agency Channel Tunnel Bi-National Emergency Plan.

8.6.3 Aircraft Incident
Generic emergency planning principles will inform the response to an aviation incident. Site-specific emergency plans exist for London Ashford Airport, Lydd (the Lydd Aerodrome Manual and Emergency Orders). Following an air accident, the Air Accident Investigation Branch (AAIB) will be involved in post-incident investigations.

8.6.4 Maritime Emergency
In a maritime emergency the Maritime and Coastguard Agency will co-ordinate the at-sea response from the relevant Maritime Rescue Co-ordination Centre i.e. Dover or London. The land-based elements of the response will be co-ordinated by a land-based Tactical Control, utilising arrangements set out in the National Contingency Plan for marine pollution from shipping and offshore installations. Co-ordination between the land-based response and the at-sea response will be by liaison between the Maritime Rescue Co-ordination Centre, the land based Tactical Control and the Strategic Co-ordination Group. Following an accident at sea, the Marine Accident Investigation Branch (MAIB) will be involved in a post-incident investigation. It should be noted that
if a Survivor Reception Centre is required, there is a nominated facility at Cruise Terminals 1 and 2 of Dover Western Docks.

8.6.5 KCC Maintained Highway Network

KCC Highways, Transportation & Waste (H, T&W) will respond to emergencies on the adopted road network except motorways and trunk roads. In addition, a representative of H, T&W may attend the scene of an emergency to act as an incident liaison officer to work in conjunction with the district and borough council liaison officer and representatives of the emergency services present. (See also Section 7.3.2.)

8.6.6 Highways England Maintained Highway Network

Highways England deliver a similar role to that of KCC H, T&W for the motorway network and trunk roads within the county. Regular patrols are carried out on these roads by Highways England Traffic Officers (HATOs) using marked vehicles. These Officers act as Highways England Liaison Officers at the scene of an incident. Highways England also have their own contingency arrangements to deal with driver welfare during incidents that cause significant traffic congestion.

8.6.7 Operations Brock and Stack

In an event where there is disruption to Ferry and/or Eurotunnel services, the Police may decide to invoke Operation Brock or Stack, which are designed to safely manage goods vehicles waiting to access cross channel transport. KCC roles include traffic management on the KCC network, media messaging, community liaison and driver welfare arrangements for the care of the travelling public and unaccompanied minors (see Section 8.5.9). There may also arise a need for a wider emergency response, business continuity or recovery measures, as appropriate.

8.6.8 Chemical Spillage Incident

At any incident where there is a spillage, Kent Fire and Rescue Service will liaise with the Environment Agency regarding any potential environmental pollution risk. Additionally, there is the CHEMSAFE scheme, provided by industry as a range of arrangements that advise and deal with chemical spillages. This may be activated by the Fire and Rescue service HAZMAT Officer. For maritime oil pollution incidents, see Section 5.9.

8.6.9 Care of Travelling Public

In all these emergencies a major focus for the districts, boroughs and County Council will be care and support for uninjured survivors and evacuees. This will normally take place in a Rest Centre or a Survivor Reception Centre. However local authorities should be prepared to discharge any of their responsibilities as set out in the Pan-Kent Emergency Strategic Response Framework. Onward travel, care and support for individuals caught up in transportation disasters will involve significant input and resources from the travel operator involved (if applicable) or insurers. In the case of major incidents on the KCC highway network, costs accruing to short term care within centres will be covered by Kent County Council. Additionally, Highways England has their own contingency arrangements to deal with driver welfare during incidents which cause significant traffic congestion. In a protracted incident, local authority support may be required to facilitate welfare arrangements, with costs accruing to Highways England. This may include the provision of water and food. In extreme cases a dedicated welfare co-ordination point may be established.
The arrangements for this are set out in the Kent Resilience Forum Driver Welfare Multi Agency Emergency Response Plan.

8.6.10 Transport Incidents Involving Radiological Material

Incidents involving radiological packages may occur on road or rail. There are three main emergency response schemes that cover this contingency requirement:

RADSAFE – covers all road and rail transported packages by British Energy, Magnox and a range of other operators.

NAIR (National Arrangements for Incidents involving Radiation) – covers all other radiological incidents with no specific emergency arrangements and will be activated by Kent Fire and Rescue Service.

For military incidents, there are separate arrangements which are managed by the military and supported by local responders entitled “Local Authority & Emergency Services Information (LAESI) - Defence Nuclear Materials Transport Contingency Arrangements”.

Kent local authorities have no role over and above the normal arrangements detailed in this plan.

8.6.11 District and Borough Council Responsibilities

The district and borough council may provide:

- support in the provision of immediate care to those immediately affected by the event, or those stranded or evacuated because of the event. This will be discharged jointly with KCC and may include support to Welfare Centre including:
  - Rest Centres; and
  - Survivor Reception Centres.

- Other technical advice or support as agreed and included in multi-agency plans and/or specific district and borough council services as detailed in this document.

8.6.12 Kent County Council Responsibilities

Kent County Council may provide:

- support in the provision of immediate care to those immediately affected by the event, or those stranded or evacuated because of the event. This will be discharged jointly with district and borough councils and may include support to:
  - Welfare Centres; and
  - In extreme cases, and in partnership with other agencies, those stranded on the highway.

- Other technical advice or support as dictated by pertinent multi-agency plans and/or specific County Council deliverables detailed in this plan. This includes clean-up from KCC adopted roads.

8.6.13 Associated Documents and Plans

The main documents associated with this deliverable are:
• KRF Pan-Kent Emergency Response Framework;
• KRF Multi-agency Driver Welfare Plan (Operation Perch);
• relevant district, borough and county deliverables contained within this MEP;
• Operation Brock and Operation Stack procedures;
• Local Authority and Emergency Services Information (LAESI);
• RADSAFE Emergency Plan;
• NAIR arrangements;
• National Contingency Plan for marine pollution from shipping and offshore installations;
• Dover Harbour Survivor Reception Centre Plan;
• Channel Tunnel Bi-National Emergency Plan; and
• Highways England plan(s) for dealing with driver welfare.

8.6.14 Location of Documents
Depending on the author, these documents will be produced and maintained by a lead agency and will be held by Emergencies and Resilience Unit staff. The documents may be found at one or more of:
• Resilience Direct;
• www.kent.gov.uk;
• KNet;
• County Emergency Centre;
• The relevant lead agency;
• The RADSAFE plan may be found at www.radsafe.org.uk;
• The NAIR plan may be found at www.hpa.org.uk;
• Information on CHEMSAFE can be found at http://the-ncec.com/chemsafe/; and
• The Local Authority & Emergency Services Information (LAESI) - Defence Nuclear Materials Transport Contingency Arrangements is a MoD document.
8.7 Pipelines, Control of Major Accident Hazard Sites and Radiation Emergencies

8.7.1 Overview and Terminology

The operation of industrial facilities and the transportation of fuels via high pressure pipeline, road, rail and air are all governed by specific legislation and guidance to ensure safety and inform the response to any associated emergency.

Primary responsibility for ensuring implementation of on and off-site industrial emergency planning and incident response sits with industry, the emergency services and Kent County Council. However, district and borough councils may provide support as agreed in specific plans. All arrangements detailed in this section will dovetail into all relevant KRF emergency plans.

8.7.2 Major Accident Hazard Pipelines

Kent County Council and Medway Council have published a joint plan addressing potential hazards and hazard ranges which could result from a pipeline failure, procedures for dealing with pipeline incidents, contact point details, alerting procedures and geographical locations, as required under the Pipeline Safety Regulations (PSR) 1996.

Activation of this plan will be made via the operator or the emergency services, with KCC or Medway (depending where the incident is) acting as the lead responding local authority. Technical expertise will be made available to detail the off-site implications and the emergency response requirements of the authority.

8.7.3 Control of Major Accident Hazards sites (COMAH)

The Control of Major Accident Hazard Regulations 1999 ensure that at establishments where dangerous substances are handled, a high level of protection for people, property and the environment, is managed through measures aimed at:

- The prevention of a major accident; and
- The use of any necessary measures to limit the consequences of such an accident, should it occur.

COMAH establishments are graded by the Health and Safety Executive as either top tier or lower-tier dependant on the quantities and types of substances they produce or store. The Regulations require that the County Council, in conjunction with the district and borough council and the site operator, publishes an off-site plan for top tier sites. There is no statutory requirement for an emergency plan for lower tier sites.

There is currently one top tier COMAH site within the County Council’s administrative area – Givaudan, based in Ashford. All top and lower tier COMAH sites are identified in the Kent Resilience Forum area of the Resilience Direct.

8.7.4 Dungeness Sites and REPPIR

Dungeness has two licensed nuclear sites – Dungeness A (a decommissioned site operated by Magnox South) and Dungeness B (an operational Advanced Gas Cooled Reactor power station that is linked to the national grid and is operated by British Energy). Separate legislation, the Radiation (Emergency Preparedness and Public Information) Regulations (REPPIR) 2001, detail
the offsite planning requirements for these installations. KCC is legally required to produce this plan which is published on its website in accordance with the regulations. It follows similar principles as those detailed in the Pan-Kent Emergency Response Framework but includes how the operator is involved and how central Government and other specialist agencies contribute to response and recovery. The only district council primarily affected by these arrangements is Folkestone & Hythe District Council.

8.7.5 Other Industrial Installations

Industrial sites large and small which are not covered by specific emergency plans or arrangements may still cause considerable disruption, pollution and risk to their staff and surrounding communities. The response to any emergency at sites of this type will be managed using existing generic emergency plans.

Pressurised gas cylinders, and in particular acetylene, are a significant potential risk associated with industrial sites. Incidents involving acetylene cylinders can result in a 200m radius cordon being established by Kent Fire and Rescue Service for a minimum duration of 24 hours.

8.7.6 Other Radiological or Chemical Incidents

In general, if there is a discovery of a package or item where there is a chemical or radiological hazard, it will be a matter for the Fire and Rescue Services HAZMAT Officer to decide how the response should proceed. These are other national arrangements which may be activated where necessary:

- NAIR (National Arrangements for Incidents involving Radiation) – covers all other radiological incidents with no specific emergency arrangements and will be activated by Kent Fire and Rescue Service;
- The CHEMSAFE scheme, provided by industry as a range of arrangements that advise and deal with chemical spillages; and
- Accidents at nuclear installations outside the County would be managed according to the DEFRA Overseas Nuclear Accidents. UK National Response Plan and Radioactive Incident Monitoring Network (RIMNET), supported by the DECC Draft National Response Plan for Nuclear Emergencies and the HPA UK Recovery Handbook for Radiation Incidents.

8.7.7 District and Borough Council Responsibilities

The district and borough council may provide the following:

- support in the provision of immediate care to those immediately affected by the event, or those stranded or evacuated because of the event. This will be discharged jointly with KCC and may include support to:
  ➢ Rest Centres; and
  ➢ Survivor Reception Centres.
- The provision of other technical advice or support as dictated by pertinent multi-agency plans and/or specific district and borough council deliverables detailed in this plan; and
- Supporting the recovery process.
8.7.8 Kent County Council Responsibilities

Kent County Council is responsible for:

- acting as the lead authority for REPPIR, COMAH, pipeline and nuclear (off-site) planning;
- supporting the provision of immediate care to those immediately affected by the event, or those stranded or evacuated because of the event. This will be discharged jointly with district and borough councils and may include support to:
  - Survivor Reception Centres;
  - Rest Centres;
  - Humanitarian Assistance Centres; and
  - Friends and Families Reception Centres.
- the provision of other technical advice or support as dictated by pertinent multi-agency plans and/or specific County Council services detailed in this plan.

8.7.9 Associated Documents and Plans

The main documents associated with this deliverable are:

- Relevant district and borough and county deliverables contained within this MEP;
- The Dungeness Off-site Plan;
- The Control of Major Accident Hazards Plan (COMAH) for Givaudan, Ashford;
- The Kent and Medway Emergency Plan for Major Accident Hazard Pipelines;
- The Pan-Kent Emergency Recovery Framework;
- The Department of Energy & Climate Change (DECC) Draft National Response Plan for Nuclear Emergencies (plus consolidated guidance);
- Department for the Environment, Food & Rural Affairs (DEFRA) documents relating to overseas nuclear accidents, UK National Response Plan and Radioactive Incident Monitoring Network (RIMNET); and

8.7.10 Location of Documents

Depending on the author, these documents will be produced and maintained by a lead agency and will be held by the Resilience and Emergency Planning Service. These documents may be found at:

- Resilience Direct;
- The Dungeness Off-site Plan, The Control of Major Accident Hazards Plan (COMAH) and the Kent and Medway Emergency Plan for Major Accident Hazard Pipelines may be found at www.kent.gov.uk;
- KNet;
- County Emergency Centre;
The NAIR plan may be found at www.hpa.org.uk;

Information on CHEMSAFE can be found at http://the-ncec.com/chemsafe/;

Department of Energy & Climate Change (DECC) information on nuclear emergency response can be found at: http://www.decc.gov.uk/en/content/cms/meeting_energy/nuclear/safety_and_sec/emergency_plan/emergency_plan.aspx; and

Department for the Environment, Food & Rural Affairs (DEFRA) Overseas Nuclear Accidents. UK National Response Plan and Radioactive Incident Monitoring Network (RIMNET) can be found at: http://www.metoffice.gov.uk/publicsector/cbrn

**Note:** Although RIMNET’s primary role is to track incoming radiation from incidents at nuclear facilities outside the UK, it could also play a part in tracking radiation beyond the boundaries of the monitoring network around Dungeness;

8.8 Human Health Emergencies

8.8.1 Overview and Terminology

The response to a human health emergency may be divided into four sectors; treating the unwell, managing the cause (the infection, etc), public health and public information:

<table>
<thead>
<tr>
<th></th>
<th>NHS</th>
<th>KHPU*</th>
<th>District/Borough council</th>
<th>Kent Police</th>
<th>Kent County Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Treating the unwell</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The cause</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Health</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public information **</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

* Kent Health Protection Unit (KHPU), part of Public Health England.
** Co-ordinated by the Strategic Co-ordination Group

Whilst pandemic planning is a core activity within many agencies and authorities, a range of other health emergencies may require all local authorities to take action to support the response or to carry out business continuity management. Such health issues may include:

- An epidemic;
- A fast spreading yet rare disease; and
- A localised outbreak of measles or other mild illness.

Local authorities may be required to support communities over and above the normal levels of service provided in the fields of social care and support.

8.8.2 Pandemic Influenza

The KRF has published a pandemic influenza plan that sets out in detail the response to, and management of, a major outbreak. The principles set out in this plan will be applied, with appropriate adjustments, when a health threat arises from a cause other than a communicable disease outbreak.

All other agencies will have plans that detail how they will support a multi-agency response to this event and how they will protect their own organisations and critical service delivery.

8.8.3 Joint District and Borough and Kent County Council Responsibilities

The core activities for KCC and district and borough councils in terms of planning and response can be divided into two key activities:

- Business Continuity planning; and
- Emergency response activities in support of KRF plans.
8.8.4 **Other specific Kent County Council Responsibilities**

Kent County Council is also responsible for:

- Emergency response activities in support of the KRF plan;
- Warning and informing the public, if necessary, in conjunction with other Category 1 and 2 responders;
- Preparing and arranging for the publication of information on the County Council website; and
- Arranging for the County Council’s Contact Point to provide a telephone helpline and to answer FAQs.

8.8.5 **Associated Documents and Plans**

The main documents associated with this deliverable are:

- Relevant district, borough and county services contained within this document;
- KRF Pandemic Influenza Plan;
- NHS and HPA supporting plans;
- KCC Pandemic Plan;
- District and Borough council pandemic plans;
- KCC business continuity plans;
- District and Borough council business continuity plans; and
- KRF Managing Excess Deaths plan.

8.8.6 **Location of Document**

Depending on the author, these documents will be produced and maintained by a lead agency and will be held by Resilience & Emergencies staff. The documents may be found at one or more of:

- Resilience Direct;
- www.kent.gov.uk;
- KNet;
- County Emergency Centre; and
- The relevant lead agency.
8.9 Animal and Plant Health Emergencies

8.9.1 Overview and Terminology
Kent’s proximity to continental Europe, major ports and the significance of livestock to the local economy make animal health emergencies a key local risk. The impact of climate change is projected to increase this risk further.

The response to an outbreak of disease in animals will be led nationally by DEFRA and locally by Kent County Council Trading Standards under the provisions of the Animal Health Act. Trading Standards have a statutory duty under the Animal Health Act to enforce movement restrictions in the event of an exotic animal disease outbreak.

Similarly, the response to an outbreak of a plant disease will also be led nationally by DEFRA. The Kent County Council response, which will involve a range of services, will be co-ordinated using the arrangements set out in this Plan.

The consequences of an outbreak, which could include community-based and economic considerations, may lead to the formation of a Strategic Co-ordinating Group.

Animal health hazards can be split into two categories:

• Zoonotic - an animal disease that can be transmitted between animals and humans. E.g. Highly Pathogenic Avian Influenza (HPAI), Rabies and West Nile Virus; and
• Non-zoonotic - an animal disease that can be transmitted between animals but not to humans e.g. Classical Swine Fever, Blue Tongue and Newcastle Disease.

8.9.2 Joint District, Borough and Kent County Council Responsibilities
The core activities for KCC and district and borough councils in terms of planning and response can be divided into two key activities;

• Business Continuity Planning; and
• Emergency response activities in support of KRF plans.

8.9.3 Other Specific Kent County Council Responsibilities
Kent County Council is also responsible for:

• Emergency response activities in support of the KRF plan;
• Providing KCC representation at the Local Disease Control Centre;
• Co-ordinating the Kent County Council and district and borough council response;
• Warning and informing the public, if necessary, in conjunction with other Category 1 and 2 responders;
• Preparing and arranging for the publication of information on the County Council website; and
• Arranging for Kent County Council Contact Point to provide a telephone helpline and to answer FAQs.
8.9.4 **Associated Documents and Plans**
The main documents associated with animal health emergencies are:

- KCC Business Continuity Plans;
- District and Borough Council Business Continuity Plans;
- DEFRA Animal Health Plans; and
- KCC Animal and Plant Health Plan.

8.9.5 **Location of Documents**
Depending on the author, these documents will be produced and maintained by a lead agency and will be held by Resilience and Emergency Planning Service staff. The documents may be found at one or more of:

- Resilience Direct;
- www.kent.gov.uk;
- KNet;
- County Emergency Centre; and
- The relevant lead agency.

8.10 **Voluntary Sector Support (Including Faith Support)**

8.10.1 **Overview**
Sometimes emergencies can overstretch the resources of Kent’s statutory services and the value of a voluntary sector involvement has been proven on many occasions. In Kent, the voluntary sector organisations that have a role to play in the response to a major emergency together form the Kent Voluntary Sector Emergency Group (KVSEG).

Voluntary sector support can be in a number of generic areas:

- **Welfare** e.g. staff support to rest centres, feeding of those affected by the emergency;
- **Social and Psychological Aftercare** e.g. providing support and friendship to individuals within a rest centre setting, providing guidance on how to deal with grief and bereavement;
- **Spiritual Care and Religious Services** e.g. providing multi-cultural advice;
- **Medical Support** e.g. ambulances, first aid and short-term provision of mobility aids;
- **Search and Rescue** e.g. search and rescue teams to find people, provision of shelter for rescued animals;
- **Transport** e.g. specialised disability transportation, animal transportation;
- **Communications** e.g. telephone and radio operators;
- **Documentation/Administration** e.g. logging and recording information at casualty bureau and rest centres;
• Financial Services e.g. disaster funds; and
• Equipment and resources e.g. bedding, ambulances, clothing and first aid equipment.

8.10.2 Co-ordination of Voluntary Organisations

Any organisation may call on the voluntary sector to support its response. Where a single organisation is making use of more than one voluntary body it will need to ensure that it co-ordinates their input.

When the voluntary sector is being used in support of a multi-agency response the Kent Resilience Team is responsible for co-ordinating their support to ensure that they are being used in the most effective manner.

8.10.3 Kent Voluntary Sector Emergency Group

The following organisations are members of KVSEG:

• Age UK;
• Air Search South-East;
• British Red Cross;
• Critical Incident Chaplaincy Service;
• Citizens Advice Bureau;
• Cruse Bereavement Care;
• Emergency Aid;
• HM Coastguard;
• Kent CAN;
• Kent Search and Rescue;
• Margate Ambulance;
• Maritime Volunteer Service;
• Radio Amateur’s Emergency Network (RAYNET);
• Royal Volunteer Service;
• Royal National Lifeboat Institution;
• Royal Society for the Prevention of Cruelty to Animals (RSPCA);
• SERV (Kent) – Service by Emergency Service Volunteers South East 4 by 4 Response;
• St John Ambulance;
• The Salvation Army;
• The Samaritans;
• The Women’s Institute; and
• Victim Support.
8.10.4 Associated Documents and Plans
The main documents associated with this sector are:

- Kent Voluntary Sector Emergency Group Capabilities Document;
- KRF Pan-Kent Emergency Response Framework; and
- KRF Welfare Centre Guidelines.

8.10.5 Location of Documents
Depending on the author, these documents will be produced and maintained by a lead agency and will be held by Kent Resilience Team staff. The documents may be found at one or more of:

- Resilience Direct;
- www.kent.gov.uk;
- KNet;
- County Emergency Centre; and
- the relevant lead agency.

8.11 Mass Fatalities and Excess Deaths

8.11.1 Overview and Terminology

8.11.1.1 Mass Fatalities

A mass fatality incident is an emergency involving sudden and unexpected loss of life or any incident where the number of fatalities is greater than normal local arrangements can manage. In these circumstances additional arrangements need to be put into place for dealing with the deceased.

8.11.1.2 Resilience Mortuaries

In the event of a mass fatality incident, a resilience or temporary mortuary structure may need to be erected in order to cope with excess fatalities. This need may arise because the hospital mortuary capacity in Kent is exceeded or because the investigation required as a result of the incident means that remains must be isolated. The resilience mortuary will house all normal mortuary facilities. Kent County Council and Medway Council have a contract with a temporary mortuary provider, which allows for the provision of the required structures, equipment and support.

8.11.1.3 National Emergency Mortuary Arrangements (NEMA)

NEMA is the Home Office central assistance programme for assisting local authorities and services to manage mass fatality incidents once local arrangements have been exhausted. Assistance includes:

- Response Personnel. The Association of Chief Police Officers (ACPO) has established a central pool of trained and experienced police and civilian forensic experts known as
UK DVI (UK Disaster Victim Identification). Arrangements are in place to deploy UK DVI members to an incident that results in large scale fatalities;

- **Infrastructure** in terms of providing a temporary demountable structure to serve as a temporary mortuary; and

- **Equipment.** There is a national stockpile of mortuary equipment necessary to convert an empty structure to a functioning mortuary.

### 8.11.4 Excess Deaths

‘Excess deaths’ is the term used to describe significant numbers of deaths over a period of time where the death rate exceeds normal capacities in certification, registration and funerals. Whereas a mass fatalities incident would involve an investigation and the need for post mortems, excess deaths response will be over a wide area and an extended period of time, normally as a result of illness (e.g. a pandemic).

Excess deaths response makes use of business continuity arrangements to provide additional capacity and may also demand body storage arrangements pending funerals. The KRF Excess Deaths Plan deals with this contingency.

### 8.11.2 Mortuary and Body Storage Responsibilities

Section 198 of the Public Health Act 1936 states that a local authority or a parish council may, and if required by the Minister shall, provide-

a) a mortuary for the reception of dead bodies before interment

b) a post mortem room for the reception of dead bodies during the time required to conduct any post-mortem examination ordered by a coroner or other duty authorised authority

Local authorities may therefore choose to operate a public mortuary but there is nil in Kent and Medway.

Hospital mortuaries are intended to meet NHS needs to allow for short term body storage and for hospital post-mortem examinations to be carried out. In the absence of a public mortuary in Kent, KCC has a contract with four of the Kent and Medway NHS Trusts to make provision for the storage of bodies and post-mortem examinations as directed by the Coroner. Funeral directors generally have a minimal storage capacity and it is for their own business purposes (funeral arrangements) and not to store bodies on behalf of coroners. Once the coroner has released the body after post-mortem the family funeral director should collect the body from the hospital mortuary. If no mortuary space is available for hospital (rather than coroner cases), then hospital business continuity arrangements will make provision for additional temporary storage. Where the coroner has a contract with the NHS Trust, if additional storage is required for bodies under the control of the Coroner, the Trust will make arrangements and pass the cost onto KCC. The need to make provision for mortuary facilities and body storage for the Coroner resides with KCC as the top-tier local authority with the statutory obligation arising from section 24 of the Coroners and Justice Act 2009.

Coroners alone have the power to direct where a body is held during their investigations, and a body may not be moved without their authority.
8.11.3 **District and Borough Council Responsibilities**
- Assist through Mutual Aid Agreement or otherwise; and
- Paupers’ funerals.

8.11.4 **Kent County Council Responsibilities**
- Establish, operate and close-down temporary mortuary;
- Co-ordinate the Registration Service and the Kent Coroners Service, including involvement in the establishment of temporary mortuaries; and
- Activate mass fatality contingency response contract with Kenyon International.

8.10.5 **Associated Documents and Plans**
The main documents associated with this service are:
- Kent Resilience Forum Mass Fatalities Plan;
- Kent Resilience Forum Managing Excess Deaths Plan;
- Cabinet Office: “A Framework for Planners Preparing to Manage Deaths”;
- National government pandemic influenza guidance.

8.11.6 **Location of Documents**
Depending on the author, these documents will be produced and maintained by a lead agency and will be held by Resilience and Emergency Planning Service staff. The documents may be found at one or more of:
- The Kent Resilience Forum extranet;
- www.kent.gov.uk;
- KNet;
- County Emergency Centre; and
- The relevant lead agency.

8.12 **Military support**

8.12.1 **Overview**

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

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

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

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

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

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

8.12.2 Associated Documents and Plans

The main documents associated with this service are:

- KRF Pan-Kent Emergency Response Framework;

8.12.3 Location of Documents

The Pan-Kent Emergency Response Framework may be found at:

- Resilience Direct;
- www.kent.gov.uk;
- KNet;
- County Emergency Centre; and
- The MoD JDP-02 document is available in the County Emergency Centre.
9 Business Continuity Management

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

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

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

9.2 Purpose
The organisation’s BCM arrangements ensure that:

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

9.3 Invocation and Escalation
A business continuity incident is any event or situation (actual or potential) that impacts on the ability of the organisation to deliver any or all of its services.

Notification of an incident may come from a number of sources including Corporate Management Team, emergency services, customer contact centres, the public or staff.

The scale and nature of the incident will determine the level at which the incident is managed.

If the Major Emergency Plan is invoked, a nominated member of the Emergency Management Team will act as the Function Coordinator for Business Continuity within the Emergency Centre. They in turn may nominate functional advisers for specialist areas of the organisation including Insurance, Property, ICT, Finance, HR and Procurement.

A significant event e.g. catastrophic loss of building is not categorised as a Major Emergency under the Civil Contingencies Act 2004 but will require an Incident Response Team to manage the response. Business Continuity Plans are regularly reviewed and updated to maintain current contact details for key staff.
## 9.4 **Key Documents**

The BCM arrangements for a local authority should include the following documents:

<table>
<thead>
<tr>
<th>Key Document</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Continuity Management Policy</td>
<td>Sets out the scope and governance of the BCM programme</td>
</tr>
<tr>
<td>Business Continuity Management Programme</td>
<td>Ongoing management and governance process supported by Senior Management and appropriately resourced to implement and maintain business continuity management</td>
</tr>
<tr>
<td>Business Impact Analysis (BIA)</td>
<td>Analyses activities and the effect that a business disruption might have on them</td>
</tr>
<tr>
<td>Continuity Requirements Analysis (CRA)</td>
<td>Describes the resources required to deliver key functions</td>
</tr>
<tr>
<td>Business Continuity Plan (BCP)</td>
<td>BCP should be completed at team / service level across the organisation. A corporate level BCP provides senior managers with an overview of the critical services, key contacts and recovery requirements.</td>
</tr>
<tr>
<td>Recovery Strategies</td>
<td>BCPs should include the strategies to support recovery from a significant disruption that impacts on: Staff, Premises, ICT</td>
</tr>
</tbody>
</table>

---

1 This is the ISO definition for ‘business continuity programme’
### Location of Documents

<table>
<thead>
<tr>
<th>Document</th>
<th>Electronic Copy</th>
<th>Hard Copy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Continuity Management Policy</td>
<td>Resilience Direct/ KNet</td>
<td>CEC</td>
</tr>
<tr>
<td>Business Continuity Management Programme</td>
<td>Resilience Direct</td>
<td>CEC</td>
</tr>
<tr>
<td>Corporate Business Continuity Plan (including BIA, CRA and Property, Office Relocation and Salvage Strategy)</td>
<td>Resilience Direct</td>
<td>CEC &amp; Duty Director Grab Bag</td>
</tr>
</tbody>
</table>
9.6 **Standing Down**

Affected services who have invoked their Business Continuity Plans will provide the Corporate Management Team with regular situation reports. The Corporate Management Team will use this intelligence to determine when to cease the business continuity response.

9.7 **Debrief**

Debriefing at team/service level will be led by the BC Plan Owner (usually the team / service manager) and will occur shortly after the BC response has been stood down.

Action and decision logs and personal experiences of people directly involved with, or affected by, the situation should be included in the review; this includes the experience of various stakeholders. Debriefing and feedback are vital parts of the business continuity cycle and must be used to identify the successes and shortcomings of plans.

Plan Owners are responsible for ensuring all lessons learned are incorporated and communicated quickly and effectively in order to improve future preparedness and response.

Following a significant incident, where a corporate level BC response was activated, there will be a debrief at that level, led by the Senior Manager with responsibility for Business Continuity Management within the organisation.
The following Action Cards form part of every Service’s Business Continuity Plan – some will have service specific information attached such as document salvage plans or ICT Disaster Recovery

9.8.1 Action Card – Loss of Premises

**IF… Informed / you discover premises are not accessible, follow these steps**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Information / Messages</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activation</strong></td>
<td>• Do not enter premises until informed that it is safe to do so</td>
</tr>
<tr>
<td>Plan Owner informed of</td>
<td>• Review Incident Response Team action card (section 11)</td>
</tr>
<tr>
<td>inaccessible premises.</td>
<td>• Pass all media enquiries to Media and Communications (Appendix A)</td>
</tr>
<tr>
<td>Activate Incident</td>
<td></td>
</tr>
<tr>
<td>Response Team (section 9)</td>
<td></td>
</tr>
<tr>
<td>Start Action &amp; Decision</td>
<td></td>
</tr>
<tr>
<td>Log.</td>
<td></td>
</tr>
<tr>
<td><strong>Recovery – Service</strong></td>
<td></td>
</tr>
<tr>
<td>Relocate staff to</td>
<td>• Email and KNet access via A2K or <a href="http://www.kent.gov.uk/OWA">www.kent.gov.uk/OWA</a> using regular login details</td>
</tr>
<tr>
<td>alternative locations:</td>
<td>• Contact Internal Communications (Appendix A) for circulation support</td>
</tr>
<tr>
<td>Can staff work from home?</td>
<td>• All staff have responsibility to maintain regular 2-way contact with their staff/manager</td>
</tr>
<tr>
<td>Y</td>
<td>• Divert phones within team where possible</td>
</tr>
<tr>
<td>N</td>
<td></td>
</tr>
</tbody>
</table>
- Remind staff to wear KCC ID
- Restrict space usage to current assigned areas as other services may also require relocation
- Communicate full addresses of alternative locations to staff. Where possible identify a local team member as a point of contact for 'new' staff
- Communicate premises changes to whole service
- Ensure relevant partners / suppliers advised of premises changes as necessary (section 20)

- Provide updates and instruction to staff for next day and longer if possible
- Implement flexible working patterns as appropriate. Make changes to suit travel / care commitments as required – consider non-traditional hours to spread need for work space
- Consider early shift change needs
- Continue to make operating changes to suit business need and prioritise urgent activities
- Establish regular up and down updating schedule within team
- Acknowledge and thank staff
9.8.2. Action Card – Staff Shortage

<table>
<thead>
<tr>
<th>Actions</th>
<th>Information / Messages</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activation</strong></td>
<td></td>
</tr>
<tr>
<td>Plan Owner informed of staff shortage</td>
<td>Activate Incident Response Team (section 9). Arrange physical or virtual meeting. Start Action &amp; Decision Log.</td>
</tr>
<tr>
<td><strong>Information / Messages</strong></td>
<td></td>
</tr>
<tr>
<td>Review Incident Response Team action card (section 11)</td>
<td></td>
</tr>
<tr>
<td>Pass all media enquiries to Media and Communications (Appendix A)</td>
<td></td>
</tr>
</tbody>
</table>

**IF... Informed / you discover you are short staffed, follow these steps**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Information / Messages</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activation</strong></td>
<td></td>
</tr>
<tr>
<td>Identify status of all staff: how many are available, their skills and knowledge.</td>
<td></td>
</tr>
<tr>
<td>Can absent staff work flexibly?</td>
<td>Staff stranded at home, e.g. because of transport disruption or caring duties may work flexibly but consider welfare issues.</td>
</tr>
<tr>
<td>Can available staff cover?</td>
<td></td>
</tr>
<tr>
<td>Distribute workload that can be covered, taking into account welfare of remaining staff.</td>
<td></td>
</tr>
<tr>
<td><strong>Recovery – Service</strong></td>
<td></td>
</tr>
<tr>
<td>Do you still require more staff?</td>
<td></td>
</tr>
<tr>
<td>Complete Situation Report (Appendix F) to include notes on urgency of un-fulfilled activities and resources required. Divisional Management Team will collate, prioritise, allocate and request further resources, as appropriate.</td>
<td></td>
</tr>
<tr>
<td><strong>Information / Messages</strong></td>
<td></td>
</tr>
<tr>
<td>Flexible working may include: working from home, working at local / partner locations, swapping roles, working non-traditional hours, etc.</td>
<td></td>
</tr>
<tr>
<td>See Adverse Weather Guidance re: remote working and absence</td>
<td></td>
</tr>
<tr>
<td>Email and KNet access via A2K or <a href="http://www.kent.gov.uk/OWA">www.kent.gov.uk/OWA</a> using regular login details</td>
<td></td>
</tr>
<tr>
<td>All staff (including those who are absent) have responsibility to maintain regular 2-way contact with their staff/manager</td>
<td></td>
</tr>
<tr>
<td>Circulate and cascade updates via email and any other methods appropriate to the team to ensure all staff remain informed (section 17)</td>
<td></td>
</tr>
<tr>
<td>Divert phones within team where possible</td>
<td></td>
</tr>
<tr>
<td>Communicate any reduction / changes to services to KCC, customers and the public (Part 3)</td>
<td></td>
</tr>
<tr>
<td>This is a short-term fix; any disruption projected to last longer than 72-hours should be planned for by completing a Situation Report for DMT, as below</td>
<td></td>
</tr>
</tbody>
</table>
- Provide updates and instruction to staff for next day and longer where possible
- Implement flexible working patterns as appropriate
- Continue to make operating changes to suit business need and prioritise urgent activities
- Be aware that if you run non-urgent activities your staff may be reallocated to support others
- Establish regular up and down updating schedule within team
- Acknowledge and thank staff

Below for service-specific notes

Service Specific Notes
### 9.8.3 Action Card – ICT Failure

**IF... Informed / you discover an ICT failure, follow these steps**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Information / messages</th>
</tr>
</thead>
</table>
| **Activation** | • Review Incident Response Team action card (section 9)  
• Pass all media enquiries to Media and Communications (Appendix A)  
• Alert / gather information from ICT as soon as possible. |
| **Plan Owner informed of ICT failure** | Activate Incident Response Team (section 9). Arrange physical or virtual meeting. Start Action & Decision Log. |
| **Identify status of all relevant ICT: internet, OWA, core KCC IT, specialist software, landlines, mobiles, radios... etc.** | • Circulate and cascade updates via all methods possible as appropriate: (sections 17-22)  
• Adjust processes to accommodate loss; e.g. if email down, can a courier / the post service transfer information?  
• Postpone non-urgent meetings/ training to free-up staff time for manual processes where required (see Staff Shortage Action Card if commitments become overwhelming)  
• Flexible working may be required to meet extra time demands of low-tech processes. Consider staff welfare  
• Flexible working may include: working from home, working from local / partner locations, opening additional hours, etc.  
• Introduce delayed response in non-urgent activities if required and communicate to customers, suppliers, etc. as appropriate. |
| **Identify all services’ impacted activities and complete initial Situation Report (Appendix F).** |  |
| **Prioritise urgent activities: communicate limitations and alternative processes (e.g. reporting, contact and recording methods) to relevant staff, dependencies, partners, suppliers and customers (see next page for notes on alternative processes).** |  |
| **Identify activities without back-up processes; where possible devise alternative processes to suit current situation and communicate as above.** |  |
| **Identify urgency of remaining activities without back-up processes. Complete Situation Report for Divisional Management Team. Await instruction.** |  |
The above actions MUST be completed first. Then, complete Situation Report (Appendix XX) to include notes on urgency of remaining activities and resources required.
### 9.8.4 Action Card – Loss of Information / Assets

**IF... Informed / you discover a risk to information/assets, follow these steps**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Information / Messages</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activation</strong></td>
<td>• Review Incident Response Team action card (section 11)</td>
</tr>
<tr>
<td></td>
<td>• Successful action in the event of loss of information / assets relies heavily on advance planning</td>
</tr>
<tr>
<td><strong>Recovery – Service</strong></td>
<td>• Pass all media enquiries to Media and Communications (Appendix A)</td>
</tr>
<tr>
<td></td>
<td>• Salvage planning should be considered annually as part of a corporate process coordinated by Property Management for teams with unique or valuable data and/or assets. See Salvage Planning Guidance</td>
</tr>
<tr>
<td></td>
<td>• Salvage is at the discretion of the Corporate Management Team and our insurers; all precautions should be taken as salvage is not often likely / possible</td>
</tr>
</tbody>
</table>

**Have you developed a salvage plan?**

- **Yes (Y)**: If a location is at risk / lost:
  - Communicate to Property the need for salvage
  - Attend the scene if requested
  - Monitor retrieval and identify losses

- **No (N)**: Plan Owner informed of loss of access to information

**Activate Incident Response Team (section 9).** Arrange physical or virtual meeting. Start Action & Decision Log.
**Information Governance will advise on required actions.**
- Users must be aware of the back-up schedule for systems they use; data may be backed up every few minutes or weekly depending on the sensitivity of the information. Services must ensure data is recoverable manually where appropriate and urgent.
- Maintain a record of where and how back-up or duplicate data can be accessed.
- Provide updates and instruction to staff regarding temporary alternative procedures (section 17).
- Communicate any reduction / changes to services to KCC, customers and the public as relevant (sections 18-22).
- Complete Situation Report (Appendix F) for Divisional Management Team.

**Does data need to be recollected / an asset purchased?**

<table>
<thead>
<tr>
<th>Y</th>
<th>Such action may carry political, financial and/or reputational consequences and must be approved by Divisional Management Team or CMT</th>
</tr>
</thead>
</table>

Below for service-specific notes

**Service Specific Notes**
### 9.8.5 Action Card – Loss of Dependencies

**IF… Informed / you discover a loss of dependencies, follow these steps**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Information / Messages</th>
</tr>
</thead>
</table>
| **Activation** | • Review Incident Response Team action card (section 11)  
• Pass all media enquiries to Media and Communications (Appendix A) |
| Plan Owner informed of loss of dependencies |  |
| Activate Incident Response Team (section 9). Arrange physical or virtual meeting. Start Action & Decision Log. | |
| **Loss of Supplier** | • Stocks of urgent items should be maintained, and a procurement timeline used that allows for some delays without stocks reaching urgent levels  
• All purchases must adhere to KCC Procurement rules found on KNet  
• Where other units / partners are being asked for support, this request may need to be coordinated and prioritised by the Divisional / Directorate Management Team if disruption affects several services to avoid simple ‘first come, first served’ |
| Identify status of lost dependencies (suppliers, partners, funders, etc.): what is the cause of disruption, how long is it likely to last and how long can we manage without it? (Refer to Appendix B). |  |
| Reduce usage to remove temporary supply failure issue or to increase time to source alternative. Options that shouldn’t require large additional spend: |  |
| • Source supplies from another Unit  
• Find alternative supplier, with support from Procurement if required  
• Source supplies from a partner/similar organisation |  |
| **Loss of Partner** | • Communicate closely with dependencies to understand their limitations and predicted timeframes  
• Communicate any reduction / changes to delivery to service, KCC, customers, partners and the public as relevant (sections 18-22)  
• Prepare to manage the backlog of work caused by any interruption once supplier resumes |
| Various responses may be appropriate: |  |
| • Adjust delivery/data collection processes to manage/circumvent loss  
• Reduce non-urgent activities |  |
Disruptions may carry political, financial and/or reputational consequences and any external actions must be approved by Divisional Management Team.

Identify urgency of remaining activities facing dependency issues and complete Situation Report (Appendix F).

- Establish regular up and down updating schedule within team
- Acknowledge and thank staff

Next page for service-specific notes

Service Specific Notes
10 Recovery

10.1 Overview and Terminology

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

Although recovery is a multi-agency activity, the Local Authorities will be the lead agencies. Many aspects of recovery have to be considered from the physical rebuilding of the community to the welfare needs of the residents and the financial implications for the affected businesses and council itself. Additionally, an opportunity for regeneration may also present itself, which will require political support in addition to core objectives of the recovery process.

The recovery process can be protracted in nature and involve a broad range of statutory and non-statutory agencies and groups as the process develops and evolves. Much will depend on the initiating incident and the breadth and scale of issues that are being faced. As a result, documents to support this requirement have been produced to support recovery working.

| The KRF Pan-Kent Emergency Recovery Framework | This acts as the lead framework document that describes the core processes in Kent-wide multi-agency recovery working and the broad range of supporting arrangements that may be brought to bear in the recovery process. Roles and responsibilities are defined and explained, as well as activation protocols and working structures, thus ensuring that the right agencies are involved throughout the recovery process. |
| KCC Recovery Plan | Provides an overview and detailed arrangements of how KCC will accomplish its obligations under the KRF Pan-Kent Emergency Recovery Framework. |
| District and Borough and Other KRF Partner Recovery Plans | Provide an overview and detailed arrangements of how the District and Borough Councils and other KRF partners will accomplish their obligations under the KRF Pan-Kent Emergency Recovery Framework. |

10.2 The Humanitarian Assistance Centre

A Humanitarian Assistance Centre (HAC) is a facility designed to deal with the long-term humanitarian needs of survivors, family and friends and any of the wider community that have been affected by the incident. The HAC will act as a “one-stop-shop” for survivors, families and anyone else who is affected by the incident; and will be the focal point for humanitarian assistance to bereaved families and friends of those missing, injured, killed and survivors.
The Kent Resilience Forum HAC Plan is the primary document for these arrangements and contains details of how this facility is identified and activated.

10.3 **Overview of Kent County Council Responsibilities**

Kent County Council maintains an on-call Recovery Director at all times. This senior manager will act as the lead in the Recovery Advisory Group during the response phase and will lead the Strategic Recovery Co-ordination Group during the recovery phase of an emergency. Additionally, Kent County Council may provide a range of technical experts, political support and other recovery resources, including financial, to the recovery working agenda.

10.4 **Overview of District and Borough Council Responsibilities**

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

10.5 **Associated Documents and Plans**

The main documents associated with this are:

- KRF Pan-Kent Emergency Recovery Framework;
- KCC Recovery Plan; and
- District and borough Council and other KRF partner recovery plans.

10.6 **Location of Documents**

Depending on the author, these documents will be produced and maintained by a lead agency and will be held by the Resilience & Emergencies Unit. The documents may be found at one or more of:

- Resilience Direct;
- www.kent.gov.uk;
- KNet;
- County Emergency Centre; and
- the relevant lead agency.
11 **Community Leadership**

11.1 **Overview**

During any major emergency where the community has been affected adversely, there will be a need to ensure suitable community leadership is demonstrated.

11.2 **Core Activities During an Emergency**

It is essential for senior officers and Members to adopt a leadership role during an emergency. It is therefore recommended that the Leader of the County Council, Cabinet Members and Chief Officers are supported in pro-active engagement with the media. Those undertaking this role should be appropriately trained and fully briefed on the situation by key officers and their media team, which should help prepare them to answer questions at press conferences and during one-to-one interviews. Policy on key media messages will be overseen by the Strategic Co-ordination Group and disseminated to all agency media teams. It is vital that agreed lines regarding the response are observed by key partners, thus providing a cohesive approach to community reassurance messaging.

It is also recommended that generic messages surrounding condolences, support for the work of the emergency services, and reassurances that all is being done are included where applicable. Policy decisions and speculation on cause or outcome should be avoided.

11.3 **Community Liaison During the Recovery Phase**

Following a major emergency, either a district and borough council or Kent County Council will lead on recovery working (see Section 10). It is likely that a community liaison group will be formulated to enable local views to be captured and assessed during this period. To ensure that this liaison is effective it will be essential for local Members whose area was affected by the emergency to be engaged in this process as community leaders. Full details of how this will operate are contained in the Pan-Kent Emergency Recovery Framework.

11.4 **Associated Documents and Plans**

- The Pan-Kent Emergency Recovery Framework.

11.5 **Location of Documents**

See Section 10.
12  **Training and Exercising**

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

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

12.1  **Training**

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

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

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

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

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

12.2  **Exercising**

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

KCC Resilience and Emergency Planning Service is responsible for the formulation, delivery and monitoring of corporate exercise activities and performance, often in partnership with the Kent Resilience Team.
### 12.3 Training and Exercising Programme (covering last 5 years):

<table>
<thead>
<tr>
<th>Organiser</th>
<th>Title of training / exercise</th>
<th>Type</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>KCC / Dartford Borough Council</td>
<td>Introduction to Emergency Planning &amp; Business Continuity</td>
<td>Training</td>
<td>12th February 2014</td>
</tr>
<tr>
<td>KCC / Thanet District Council</td>
<td>Introduction to Emergency Planning &amp; Business Continuity</td>
<td>Training</td>
<td>27th February 2014</td>
</tr>
<tr>
<td>KCC / Voluntary Sector</td>
<td>Kent Voluntary Sector Emergency Group Inter-operability workshop</td>
<td>Training workshop</td>
<td>29th March 2014</td>
</tr>
<tr>
<td>KCC, Kent Police, Kent Fire &amp; Rescue Service, SEC Ambulance Service, Dover Harbour Board, Ferry companies, and district/borough councils</td>
<td>Exercise Tungsten</td>
<td>Table top exercise / conference</td>
<td>16th July 2014</td>
</tr>
<tr>
<td>KCC</td>
<td>Resilience and emergencies training and corporate exercise</td>
<td>Table top exercise</td>
<td>15th – 22nd September 2014</td>
</tr>
<tr>
<td>KCC</td>
<td>KCC Flood Response Plan Validation Training Exercise</td>
<td>County Emergency Centre</td>
<td>28th October 2014</td>
</tr>
<tr>
<td>KCC</td>
<td>Operational Training</td>
<td>Training</td>
<td>2nd, 4th and 17th Dec 2014</td>
</tr>
<tr>
<td>KCC / Kent Resilience</td>
<td>Ebola Training</td>
<td>Table top exercise</td>
<td>3rd November 2014</td>
</tr>
<tr>
<td>Forum</td>
<td>Exercise</td>
<td>Location</td>
<td>Date</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>----------------------------------------------</td>
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<td>-----------------------------</td>
</tr>
<tr>
<td>KCC</td>
<td>Severe Weather Advisory Group Training Exercise</td>
<td>County Emergency Centre</td>
<td>21&lt;sup&gt;st&lt;/sup&gt; November 2014</td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum</td>
<td>Exercise Wade Flooding Exercise</td>
<td>Table top exercise</td>
<td>9&lt;sup&gt;th&lt;/sup&gt; December 2014</td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum / Nuclear industry</td>
<td>Exercise Hawk</td>
<td>Live exercise (including SCG and TCG operation)</td>
<td>11&lt;sup&gt;th&lt;/sup&gt; March 2015</td>
</tr>
<tr>
<td>KCC</td>
<td>Strategic Training and Exercise Alder</td>
<td>Training / training exercise</td>
<td>27&lt;sup&gt;th&lt;/sup&gt; Nov 5&lt;sup&gt;th&lt;/sup&gt; and 17&lt;sup&gt;th&lt;/sup&gt; Dec 15&lt;sup&gt;th&lt;/sup&gt; Jan 6&lt;sup&gt;th&lt;/sup&gt;, 13&lt;sup&gt;th&lt;/sup&gt;, 19&lt;sup&gt;th&lt;/sup&gt;, 30&lt;sup&gt;th&lt;/sup&gt; and 31&lt;sup&gt;st&lt;/sup&gt; Mar, 1&lt;sup&gt;st&lt;/sup&gt; Apr 2015</td>
</tr>
<tr>
<td>KCC</td>
<td>Tactical Training and Exercise Alder</td>
<td>Training / training exercise</td>
<td>18&lt;sup&gt;th&lt;/sup&gt; and 19&lt;sup&gt;th&lt;/sup&gt; Dec 16&lt;sup&gt;th&lt;/sup&gt; and 23&lt;sup&gt;rd&lt;/sup&gt; Jan 9&lt;sup&gt;th&lt;/sup&gt; and 31&lt;sup&gt;st&lt;/sup&gt; March 2015</td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum</td>
<td>Exercise Ragnarok coastal flooding exercise</td>
<td>Exercise</td>
<td>24&lt;sup&gt;th&lt;/sup&gt; March 2015</td>
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<tr>
<td>KCC</td>
<td>Strategic Resilience and Emergencies Training</td>
<td>Training</td>
<td>x2 events May 2015</td>
</tr>
<tr>
<td>KCC</td>
<td>Tactical Resilience and Emergencies Training</td>
<td>Training</td>
<td>x3 events May / June 2015</td>
</tr>
<tr>
<td>KCC</td>
<td>Operational Resilience and Emergencies Training - County Emergency Centre</td>
<td>Training</td>
<td>x4 events July / September 2015</td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum</td>
<td>Welfare Centre Training</td>
<td>Training</td>
<td>x3 July / October / February 2015/16</td>
</tr>
<tr>
<td>KCC</td>
<td>Introduction to EP and BC e-learning</td>
<td>Training</td>
<td>Ongoing (with content regularly refreshed)</td>
</tr>
<tr>
<td>KCC / Kent Resilience</td>
<td>Shoreline Pollution (Oil Pollution)</td>
<td>Training</td>
<td>4-day course</td>
</tr>
<tr>
<td>Forum</td>
<td>Officer Training</td>
<td>Date/Details</td>
<td></td>
</tr>
<tr>
<td>-------</td>
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<td></td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum</td>
<td>Shoreline Pollution (Beach-master) Training</td>
<td>2-day course 6th and 7th October 2015</td>
<td></td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum</td>
<td>Flood Warden</td>
<td>18th July 2015</td>
<td></td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum</td>
<td>Exercise Beowulf oil pollution exercise</td>
<td>October 2015</td>
<td></td>
</tr>
<tr>
<td>KCC</td>
<td>Exercise Grendel Business Continuity Management exercise</td>
<td>October 2015</td>
<td></td>
</tr>
<tr>
<td>KCC</td>
<td>Exercise Eastre Emergency Reservist training exercise</td>
<td>12 April 2016 – March 2017</td>
<td></td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum</td>
<td>Exercise Distant Echo Givaudan UK COMAH exercise</td>
<td>18th May 2016</td>
<td></td>
</tr>
<tr>
<td>KCC</td>
<td>Exercise Emily Ramsgate Road Tunnel exercise</td>
<td>6th June 2016</td>
<td></td>
</tr>
<tr>
<td>KCC</td>
<td>Exercise White Raven Animal Health</td>
<td>19th September 2016</td>
<td></td>
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<tr>
<td>KCC</td>
<td>Snow Desk Exercise Severe weather</td>
<td>25th November 2016</td>
<td></td>
</tr>
<tr>
<td>KCC</td>
<td>Exercise Loki</td>
<td>Training Exercise 8th September 2016</td>
<td></td>
</tr>
<tr>
<td>Organization / Exercise</td>
<td>Description</td>
<td>Type</td>
<td>Date</td>
</tr>
<tr>
<td>-------------------------</td>
<td>--------------------------------------------------</td>
<td>----------</td>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>KCC</td>
<td>Business Continuity</td>
<td>Exercise</td>
<td>20th February 2017 26th April 2017</td>
</tr>
<tr>
<td>KCC</td>
<td>Exercise Zeus MAH Pipelines</td>
<td>Exercise</td>
<td>13th June 2017</td>
</tr>
<tr>
<td>KCC</td>
<td>Exercise United Mass Fatalities</td>
<td>Exercise</td>
<td>4th July 2017</td>
</tr>
<tr>
<td>KCC</td>
<td>Duty Emergency Planning Officer Training Day</td>
<td>Training</td>
<td>21st September 2017</td>
</tr>
<tr>
<td>KCC</td>
<td>STAC Training Dungeness</td>
<td>Training</td>
<td>20th November 2017</td>
</tr>
<tr>
<td>KCC</td>
<td>Recovery Training Event</td>
<td>Training</td>
<td>27th November 2017</td>
</tr>
<tr>
<td>KCC</td>
<td>Exercise Tethys Reservoir Dam Breach</td>
<td>Exercise</td>
<td>29th November 2017</td>
</tr>
<tr>
<td>KCC</td>
<td>Exercise Bluethroat Nuclear</td>
<td>Exercise</td>
<td>17th January 2018</td>
</tr>
<tr>
<td>KCC</td>
<td>Exercise Nightingale Prepare Nuclear</td>
<td>Exercise</td>
<td>22nd January 2018</td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum / Kent Police / Kent Fire / Rescue Service</td>
<td>Exercise Shakespeare MTFA</td>
<td>Exercise</td>
<td>29th April 2018</td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum</td>
<td>Welfare Centre Training</td>
<td>Training</td>
<td>10th &amp; 15th May 2018</td>
</tr>
<tr>
<td>KCC / Nuclear industry</td>
<td>Exercise Nightingale Dungeness B</td>
<td>Exercise</td>
<td>23rd May 2018</td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum</td>
<td>Incident Liaison Officer Training</td>
<td>Training</td>
<td>5th June 2018</td>
</tr>
<tr>
<td>Event Details</td>
<td>Type</td>
<td>Date</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------</td>
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<td>-----------------------</td>
<td></td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum Loggist Training</td>
<td>Training</td>
<td>8th &amp; 29th June 2018</td>
<td></td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum EPC Media in Emergencies Training</td>
<td>Training</td>
<td>19th &amp; 20th June 2018</td>
<td></td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum JESIP Training</td>
<td>Training</td>
<td>26th June 2018</td>
<td></td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum Operational (Bronze) Training</td>
<td>Training</td>
<td>27th June 2018</td>
<td></td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum EPC Risk Assessment Course</td>
<td>Training</td>
<td>28th &amp; 29th June 2018</td>
<td></td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum ST Resilience Direct Training Workshop</td>
<td>Training Workshop</td>
<td>3rd July 2018</td>
<td></td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum Public Safety at Festivals &amp; Mass Gatherings Training</td>
<td>Training</td>
<td>4th, 5th &amp; 6th July 2018</td>
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</tr>
<tr>
<td>KCC / Kent Resilience Forum KRF Tactical (Silver) Training</td>
<td>Training</td>
<td>10th July 2018</td>
<td></td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum 13th KRT EPC Tactical Emergency Management Course Training Workshop</td>
<td>Training Workshop</td>
<td>12th &amp; 13th July 2018</td>
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<tr>
<td>KCC / Kent Resilience Forum Mass Fatalities Table Top Exercise</td>
<td>Exercise</td>
<td>18th July 2018</td>
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<tr>
<td>KCC / Kent Resilience Forum ERT Exercise</td>
<td>Exercise</td>
<td>30th August 2018</td>
<td></td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum Exercise Nightjar Business Continuity Power Outage Communications Exercise</td>
<td>Exercise</td>
<td>19th September 2018</td>
<td></td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum KRF Media Exercise Workshop</td>
<td>Exercise Workshop</td>
<td>20th September 2018</td>
<td></td>
</tr>
<tr>
<td>Forum</td>
<td>Workshop</td>
<td>Description</td>
<td>Date</td>
</tr>
<tr>
<td>-------------------------------------------</td>
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</tr>
<tr>
<td>KCC / Kent Resilience Forum</td>
<td>Loggist Training</td>
<td>Training</td>
<td>25th September 2018</td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum</td>
<td>ERT Exercise</td>
<td>Exercise</td>
<td>26th September 2018</td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum</td>
<td>Met Office Emergency Responders</td>
<td>Training</td>
<td>28th September 2018</td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum</td>
<td>Oil Pollution (SCAT)</td>
<td>Training</td>
<td>1st &amp; 2nd October 2018</td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum</td>
<td>Emergencies on Trial Training</td>
<td>Training</td>
<td>4th October 2018</td>
</tr>
<tr>
<td>KCC / Kent Resilience Forum</td>
<td>Operational (Bronze) Training</td>
<td>Training</td>
<td>10th October 2018</td>
</tr>
<tr>
<td>KCC</td>
<td>ERT Exercise</td>
<td>Training</td>
<td>30th October 2018</td>
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<td>Exercise</td>
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13  Emergency Governance in KCC

13.1  Cross Directorate Resilience Forum

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

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

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

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

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

Members of the group meet quarterly to:

- Identify threat and risk to business continuity;
- Share good business continuity practice and lessons learned from incidents;
- Agree a programme of work to validate business continuity plans;
- Identify where there are service interdependencies within KCC;
- Highlight issues and from Directorate Resilience Groups to be raised with CMT;
- Identify areas of work that need to be included in the KCC Resilience Programme; and
- Arrange or support appropriate workshops and training events.

Frequency of Meetings - The Group meets quarterly. If necessary, for the development of critical action plans this frequency may be increased for an agreed period. In the event of a major incident extraordinary meetings may also be called. If a meeting is required at short notice as a result of an
actual or threatened major incident, the meeting may be held as a teleconference. This will be set up by the Resilience and Emergency Planning Service. For significant incidents and planned events daily extraordinary meetings may be scheduled with timings to compliment multi-agency command and control and reporting.

**Reporting to Extraordinary Cross Directorate Resilience Forum Meetings** – Microsoft Forms is utilised for logging Directorate Situation Reports which should be logged at least half an hour before meetings to enable collation.

## 13.2 Directorate Resilience Groups

### 13.2.1 Adult Social Care and Health

The group brings together the programme management function for Adult Social Care and Health and the Directorate’s Resilience Business Partner. The group operates as a thematic task and finish group drawing in senior managers from across the Directorate with responsibility for capacity and demand management, service delivery and safeguarding as required.

**Terms of Reference:**

- Policy oversight and programme management for System Resilience Planning (Surge Capacity), Directorate Business Continuity and Emergency Management procedures and plans;
- Analytical review of the drivers of system pressure, and service interruption;
- Review and agree policy and operational changes across care services to meet system pressures by determining local service needs, initiating local changes needed, and addressing issues that have previously hindered whole system improvements;
- Ensure that Directorate-level business continuity needs are analysed, and gaps are reported to the Cross-Directorate Resilience Forum;
- System accountability through key performance indicators;
- Build sustainability and early warning systems to identify system constraints;
- Contribute to and evaluate the local resilience and local health economy plans and share the learning from internal evaluation, and manage the Directorate/Authority’s interface with the Local Health Resilience Partnership (LHRP) Delivery Group and the Kent Resilience Forum’s sub groups;
- Develop an agreed annual resilience training and exercising programme, and co-ordinating Directorate input into corporate and multi-agency risk specific emergency planning, training and exercising;
- Develop an agreed communications plan
Main roles and duties during an emergency:

- Specialist social care interventions (residential and domiciliary)
- Supporting accelerated discharge from acute hospitals
- Director of Public Health messaging role
- Identification of and support for affected vulnerable individuals and communities
- Managing/supporting Welfare Centres
- Mental Health provision and wellbeing
- Providing humanitarian assistance
- Commissioned Services

**Meeting Frequency** - The Group will ordinarily meet every two months. However, the group may hold extraordinary meetings if required during periods of extreme pressure on the system as determined by the NHS England South Escalation Framework in co-ordinating Level 1 Incidents at System Resilience Group Level and Level 2 Incidents countywide.

13.2.2 **Children, Education and Young People**

Terms of Reference:

- To meet on at least a quarterly basis;
- To be constituted to recognise key services and geographical operational areas;
- To elect a chair and provide secretarial support for the Group from within the Directorate;
- To deliver planning and oversight across the Directorate including:
  - Responsibility for the drafting and maintenance of the Directorate Resilience Plan following the corporate template;
  - Responsibility for ensuring comprehensive call out and contact details and maintained in an up-to-date form;
  - Responsibility for ensuring that the most up-to-date version of the Plan is posted on Resilience Direct;
  - Responsibility for development and implementation of a Directorate annual resilience training programme;
➢ Responsibility for development and implementation of a Directorate annual resilience exercise programme;

➢ Responsibility for oversight of Business Continuity Management planning across the Directorate;

➢ Responsibility for co-ordinating Directorate input into corporate and risk specific emergency planning, training and exercising; and

➢ Responsibility for co-ordinating Directorate input into multi-agency emergency planning, training and exercising;

• To nominate a Directorate representative to sit on the Cross-Directorate Resilience Group;

• To provide a written Directorate update to Cross Directorate Resilience Group meetings;

• To draft and deliver an annual Directorate resilience update report to DMT; and

• To mobilise the Group as necessary in the event of a Major Incident to co-ordinate and support the Directorate’s Operational response.

Main roles and duties during an emergency:

• Specialist interventions for schools and young people;

• Educational psychology interventions;

• Safeguarding;

• School closures;

• Educational premises utilised as survivor reception and rest centres;

• Catering – welfare centres and guaranteeing school meal provision;

• Unaccompanied Asylum-Seeking Children;

• Business continuity; and

• Commissioned Services.

13.2.3 **Growth, Environment and Transport**

The group is intended to provide a point of contact for all divisions within the GET Directorate for matters relating to both Business Continuity and Emergency Planning. The group will not be
directly responsible for the delivery of either function within the Directorate but will bring together those who are.

Terms of Reference:

- Act as a forum for sharing updates on progress of business continuity and emergency planning within the GET Directorate to ensure that plans are in place for the whole Directorate;
- Identify and share any lessons learned and/or good practice as a result of incidents and exercises;
- Identify critical services and interdependencies;
- Identify the threat and risk to business continuity for the Directorate;
- Coordinate GET response, and support to, appropriate exercises, workshops and training events;
- Receive information from the cross-Directorate Resilience Group and disseminate this within the divisions;
- To collate, discuss and agree information to be presented to the cross-Directorate Resilience Group, on behalf of the GET Directorate;
- Initiate project streams in conjunction with DMT, including identifying project leads;
- Commission appropriate training via the EPE team; and
- Regular updates from the group are presented to GET DMT.

Main roles and duties during an emergency:

- Resilience and Emergency Planning Service;
- Community Warden roles within affected communities (including Incident Liaison Role);
- Specialist environmental interventions (i.e. ecology, waste disposal, flooding, public rights of way and countryside partnerships);
- Waste disposal, operation of household waste sites and enforcement against illegal waste activities;
- Trading Standards / KSS intervention (i.e. rogue traders, animal and plant health, etc.);
- Highways and drainage roles;
- Structural safety interventions (i.e. bridges and tunnels);
- Liaison with businesses before, during and after a major incident;
- Gypsy and Traveller Unit advice and response;
- Coroners Service;
- Libraries, Registration (births and deaths) and Archives; and
- Public Transport / Transport Services.

**Meeting Frequency** - The Group will meet quarterly, to coincide with the cross-Directorate Resilience Group meetings. Additional meetings will be called as and when required or appropriate.

### 13.2.4 Strategic and Corporate Services

**Terms of Reference:**

- Act as a forum for sharing updates on progress of business continuity and emergency planning within the ST Directorate to ensure that plans are in place for the whole Directorate;
- Identify and share any lessons learned and/or good practice as a result of incidents and exercises;
- Identify critical services and interdependencies;
- Identify the threat and risk to business continuity for the Directorate;
- Coordinate ST response, and support to, appropriate exercises, workshops and training events;
- Receive information from the cross-Directorate Resilience Group and disseminate this within the divisions;
- To collate, discuss and agree information to be presented to the cross-Directorate Resilience Group, on behalf of the ST Directorate;
- Initiate project streams in conjunction with DMT and the Head of Paid Service, including identifying project leads;
- Commission appropriate training via the EPE team; and
- Regular updates from the group are presented to ST DMT.
Main roles and duties during an emergency:

- Risk and Insurance expertise;
- Property and Infrastructure (including ICT and contractors);
- Contact Centre (plus out of hours cover - Agilisy);
- Strategic Commissioning;
- Financial and legal expertise and systems;
- Human resources support and advice;
- Media and communications advice and support;
- Business support expertise (administration and reporting);
- Business continuity;
- Commissioned Services; and
- Elected Member liaison and Committees.

Frequency of Meetings - The Group will meet quarterly, to coincide with the cross-Directorate Resilience Group meetings.

13.7 Social and Psychological Care Steering Group

Terms of Reference:

- To function as a humanitarian welfare sub group for the KCC Cross-Directorate Resilience Forum;
- To champion social and psychological care issues across KCC and to facilitate effective information sharing and co-operation in this area of activity across the county council;
- To act as corporate advocate for provision of appropriate social and psychological care advice and support for those KCC staff and contractors with a role in the response to a major incident – before, during and after any response;
- To be consulted upon multi-agency social and psychological care activities and report recommendations to the Cross-Directorate Resilience Forum;
- To identify any social and psychological care training needs for KCC staff and make appropriate recommendations to the Cross-Directorate Resilience Forum;
• To establish a sustainable and accredited corporate training programme for relevant KCC staff and maintain a register of trained personnel;

• To collate and disseminate within the sub-group research and best practice in the field of major incident social and psychological care Policy, planning and interventions and share more widely within KCC when appropriate;

• To nominate and ensure representation on behalf of the sub-group at KRF Human Aspects of Emergency Management Group;

• To report to Cross-Directorate Resilience Forum and specific Directorate Resilience Groups as required;

• To provide strategic oversight of existing KCC structures for the delivery of social and psychological care for staff and the wider community, and to provide strategic reporting for management and elected members as required;

• To undertake regular audits of KCC’s social and psychological care capability;

• To act as advocates for effective risk assessment of KCC capabilities in relation to incident response health and safety and post incident social and psychological care;

• To establish and maintain a corporate strategy for the delivery of post major incident social and psychological care interventions by KCC for staff and affected communities;

• Ensure that internal plans for KCC response to a major incident have regard for social and psychological care of staff and the wider community;

• To contribute to the ‘Guidelines on the Provision of Social and Psychological Care in Emergencies’, ‘Welfare Centre Guidelines’ and other relevant material; and

• To provide a link into relevant multi-agency forums and partners’ social and psychological care resources.

Core Membership:

KCC Adult Social Care and Health:

• Public Health;

• Social Care (resilience leads and practitioner representation);

• KCC Human Resources;

• KCC Health and Safety; and

• KCC Learning and Development.
KCC Children Young People and Education (resilience leads and practitioner representation):

- Educational Psychology Service;
- Staff Care Services;
- Internal Communications; and
- KCC Resilience and Emergency Planning Service.

**Meeting Frequency** - Quarterly and at least two weeks ahead of next scheduled Cross Directorate Resilience Forum meeting (with extra-ordinary meetings scheduled as required following incidents).

### 13.8 Directorate Management Team

The Directorate Management Team (DMT) has overall responsibility for all aspects of the Directorate’s resilience and receives regular progress reports providing an update on the programme and subsequently to the Wider Leadership Team (WLT) and Divisional Management Teams (DiVM) to ensure conformance to management system requirements and assurance to strategic Health partners.

Directorate programme performance reports will be delivered to the Directorate Management Team at least twice yearly.
13.8.1 KCC Emergency Governance Structure Chart

- Cross Directorate Resilience Forum
  Chair: Director of EPE

  - Adult Social Care and Health Resilience Group
  - Children, Education and Young People Resilience Group
  - Growth, Environment and Transport Resilience Group

- Cross Directorate Prevent Group
  Chair: Prevent and Channel Strategic Manager

- KCC Social and Psychological Care Steering Group
  Chair: Resilience and Emergency Planning Manager

- KRF Executive Group

- KRF Steering Group

- KRF Humanitarian Aspects in Emergency Management Group
  Chair: Adult Social Care and Health Business Manager

- KRF Emergency Planning and Capabilities Group
13.9 Role of Duty and Recovery Directors

The Duty and Recovery Director role encompasses strategic corporate leadership during the response and recovery phase of an emergency.

13.9.1 The Duty Director

Provides strategic leadership during the response phase including attendance of Strategic Co-ordinating Group meetings, briefing Cabinet and other Elected Members, high level liaison with partner agencies and media interviews.

13.9.2 The Recovery Director

Provides strategic role during both the response and recovery phases including chairing the Recovery Advisory Group at SHQ and once formal handover to Recovery has taken place, the Recovery Co-ordinating Group, briefing Cabinet and other Elected Members, liaison with senior representatives of partner agencies and undertaking media interviews. KCC will lead the Recovery process so the on-call recovery director wields a significant responsibility.

- Takes accountability on behalf of KCC for the coordination of the recovery to an incident;
- Stands up in the response phase to an incident to develop and lead the Recovery Advisory Group (RAG), complete the recovery needs assessment and draft recovery strategy;
- Chairs the multiagency Recovery Coordination Group (RCG);
- Works with partners to direct partner resources in the recovery phase;
- Provides timely and proportionate briefings to senior management and members, including particularly CMT, Cabinet Members and Members;
- Communicates with Government where required throughout the recovery phase;
- Ensures that the affected community is engaged throughout the recovery phase;
- Receives multi-agency recovery advice from the Duty Emergency Planning Officer or a member of Resilience & Emergency Planning Service;
- Ensures that KCC engages in any media response to the recovery;
- Employs the Pan Kent Recovery Framework in directing the recovery; and
- Will log all decisions and actions.

The Duty and Recovery Director will initially be contacted by the Duty Emergency Planning Officer (DEPO) wherever strategic awareness and engagement is required. The DEPO is always available to provide emergency planning and business continuity information, advice and a sounding-board for Duty and Recovery Director and Support.
13.9.1 Extra-ordinary CMTs

To enable effective strategic leadership and oversight it may be necessary to convene and chair extra-ordinary CMT meetings at short notice.

13.9.2 Briefing of Leaders, Cabinet and Other Elected Members

Corporate communications and Elected Member liaison are key areas of focus for Duty and Recovery Directors.
Appendix 1 – Kent County Council Duties under Resilience Legislation and Guidance

Civil Contingencies Act 2004 (and its statutory guidance Emergency Preparedness)
Note: 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)
Note: 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)
Note: Established the Bellwin scheme of emergency financial assistance.

Flood and Water Management Act 2010
Note: 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)
Note: Confirms upper tier / single tier local authority duty to co-ordinate off-site reservoir inundation emergency planning within their administrative boundaries, maintain a generic off-site reservoir inundation plan and site-specific off-site plans for Category A reservoirs (Kent hosts approximately 40 such facilities).

Pipelines Safety Regulations 1996
Note: 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
Note: 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 2001**

**Note:** 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)**

**Note:** Paragraphs 164 and 172 require that resilience considerations inform spatial and planning management decision making.

**National Oil and Hazardous Substances Pollution Contingency Plan 2014**

**Note:** 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**

**Note:** Confirms emergency planning duties for road tunnel operators (encompassing the KCC owned and operated Ramsgate Tunnel, Royal Harbour Approach and Chestfield Tunnel, Thanet Way).

**Strategic National Guidance: The decontamination of buildings, infrastructure and open environment exposed to chemical, biological, radiological substances or nuclear materials 2015 (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)**

- UK Recovery Handbook for Chemical Incidents 2012 (Health Protection Agency)

**Note:** This guidance deals principally with events after the point at which a CBRN incident has been brought under control by emergency responders and the baton is passed to the local authority to initiate and lead the Recovery phase. Within the Kent context this will usually be KCC.

**Health and Social Care Act 2012**

**Note:** Confirms local authority health protection duty and provides legal underpinning for Local Health Resilience Partnerships.
**Children’s Act 2004**

*Note:* 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**

*Note:* 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)**

*Note:* 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.


*Note:* 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.


*Note:* 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)**

*Note:* 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**

*Note:* 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 2013**

*Note:* KCC use this document as a framework for managing business continuity, which aligns with critical elements of ISO22301.
Appendix 2 – Mutual Aid Agreement

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

THIS AGREEMENT is made this day of 2006 BETWEEN the local authorities whose names and addresses are listed in schedule 1 hereto (hereinafter referred to as ‘the Local Authorities’)

WHEREAS

(1) The parties hereto are desirous of providing to each other mutual aid and assistance when called upon to do so in the event of a major civil emergency or in circumstances at the discretion of each party; and

(2) The parties hereto are desirous of formalising as far as may be practicable arrangements for the requesting and giving of such mutual aid and assistance and have agreed to enter into this agreement in order to govern such arrangements

NOW THIS AGREEMENT WITNESSES AS FOLLOWS

1. AGREEMENT TO PROVIDE ASSISTANCE

The Local Authorities HEREBY AGREE in consideration of these presents to provide aid and assistance to each other in the event of the situations envisaged in Schedule 2 hereto arising

2. REQUEST FOR SUCH ASSISTANCE

Such aid and assistance shall be requested initially on an informal basis by means of direct verbal telephonic fax or written request from the Head of Paid Service of any party or officer acting on his or her behalf but in any event shall be followed within 24 hours of such request by formal confirmation in writing from the requesting party acknowledging that the aid and assistance sought is governed by the terms of this agreement

3. THE AID AND ASSISTANCE SOUGHT

The aid and assistance so sought shall include, inter alia, the matters set out in Schedule 3 hereto though such is not limited to the matters set out there in nor is such to be considered restrictive or exhaustive

4. COSTS

4.1 All costs incurred by any party including VAT or any other tax or statutory imposition in providing the aid and assistance envisaged by this agreement are to be met in full by the party requesting such aid and assistance

4.2 Evidence of such costs so incurred shall be supplied by the providing party in the form of a detailed account to be submitted within three months of the aid and assistance having been given or supplied and such account shall be paid by the receiving party within 28 days of its receipt

4.3 In the event of additional grant being requested from Central Government by any party under the ‘Bellwin Scheme’ (S.155 Local Government and Housing Act 1989) each party will provide to each other all assistance evidence and information necessary to support such application at its own expense
5. **LOAN OF PERSONNEL**

5.1 In the event of personnel being loaned or seconded by any one party (the loaning party) to another such personnel will at all times remain employees of the loaning party.

5.2 The party to whom such personnel are loaned or seconded shall be responsible however for the payment to the loaning party of all salary (including pension payments income tax national insurance etc) and any other additional costs and expenses incurred as a direct result of the loan or secondment of such personnel.

6. **INSURANCE**

Each party shall be responsible for providing adequate public and employers liability insurance in respect of such personnel and their actions during the period any such personnel are loaned or seconded to them.

7. **PROVISION OF ASSISTANCE IS VOLUNTARY**

Each party acknowledges that this agreement and the requirements herein are entirely voluntary and that no party is under any obligation to another to provide aid and assistance where and if called upon to do so but that each party will use all reasonable endeavours (subject to the performance of its own statutory duties and functions) to respond to such request and provide the aid and assistance requested and once such is agreed to be given then the provisions of this agreement shall prevail.

8. **NO PARTNERSHIP OR AGENCY**

Nothing in this agreement shall be deemed to constitute a partnership between the parties nor constitute any party the agent of any other party.

9. **INDEMNITY**

Each party agrees with each other throughout the continuance of this agreement to indemnify and keep indemnified each other from and against any and all loss damage or liability whether criminal or civil suffered in the course of providing aid and assistance under the provision herein.

10. **DURATION OF AGREEMENT**

This agreement shall subsist for an initial period of 3 months from the date hereof but thereafter shall continue from year to year.

11. **ARBITRATION**

In the unlikely event of any dispute under or arising out of this agreement such shall be referred to a single arbitrator in accordance with the provisions of the Arbitration Act 1996.

12. **ENGLISH LAW GOVERNS**

The validity construction and performance of this agreement shall be governed by English Law.

13. **NOTICES**

Any notice given pursuant to this agreement shall be in writing and shall be sufficiently given to any party if given by hand or sent in a letter by first class prepaid post addressed
to the Head of Paid Service of that party at the address of that party set out in schedule 1 (or any alternative address notified by that party in accordance with this clause) and any notice so given shall be deemed to be delivered (unless the contrary is proved) at the time at which the letter would be delivered in the ordinary course of post.

14. **INTERPRETATION**

14.1 Reference to any statute or statutory provision includes a reference to:

(a) that statute or statutory provision as from time to time amended, extended, re-enacted or consolidated; and

(b) all statutory instruments or orders made pursuant to it

14.2 Words denoting the singular number only shall include the plural and vice-versa

14.3 Unless the context otherwise requires reference to any clause, sub-clause or schedule is to a clause, sub-clause or schedule (as the case may be) of or to this agreement

14.4 The headings in this document are inserted for convenience only and shall not affect the construction or interpretation of this agreement

15. **FORCE MAJEURE**

No party shall be liable for any failure or delay in performance of this agreement which is caused by circumstances beyond the reasonable control of a party including without limitation any labour disputes between a party and its employees

16. **CONFIDENTIALITY**

The parties here to will at all times keep confidential information acquired in consequence of this agreement, except for information which they may be entitled or bound to disclose under compulsion of law or where requested by regulatory agencies or to their professional advisers where necessary for the performance of their professional services.

17. **INTELLECTUAL PROPERTY**

The parties hereto agree with each other not to cause or permit anything which may damage or endanger the intellectual property of each party nor each parties title to such intellectual property nor to assist or allow others to do so.

18. **REVOCATION OF PREVIOUS MUTUAL AID AGREEMENTS**

Any previous similar agreement shall be deemed to be revoked when all the parties to that previous agreement sign this agreement

**SCHEDULE 1 (Preamble hereof)**

The Local Authorities:

- Ashford Borough Council, The Civic Centre, Tannery Lane, Ashford, Kent, TN23 1PL
- Canterbury City Council, Council Offices, Military Road, Canterbury, Kent, CT1 1YW
- Dartford Borough Council, Civic Centre, Home Gardens, Dartford, Kent, DA1 1DR
- Dover District Council, Council Offices, White Cliffs Business Park, Dover, Kent, CT16 3PJ
• Folkstone & Hythe District Council, Civic Centre, Castle Hill Avenue, Folkestone, Kent, CT20 2QY
• Gravesham Borough Council, Civic Centre, Gravesend, Kent, DA12 1AU
• Kent County Council, Sessions House, County Hall, Maidstone ME14 1XQ
• Maidstone Borough Council, London House, 5-11 London Road, Maidstone, Kent, ME16 8HR
• Medway Council, Civic Centre, Rochester
• Sevenoaks District Council, Council Offices, Argyle Road, Sevenoaks, Kent, TN13 1HG
• Swale Borough Council, Council Offices, Swale House, East Street, Sittingbourne, Kent, ME10 3HT
• Thanet District Council, Council Offices, PO Box 9, Margate, Kent, CT9 1XZ
• Tonbridge & Malling Borough Council, Council Offices, Gibson Drive, Kings Hill, West Malling, Kent, ME19 6LZ
• Tunbridge Wells Borough Council, Town Hall, Tunbridge Wells, Kent, TN1 1RS

SCHEDULE 2 (Clause 1 hereof)

Situations calling for the request of mutual aid and assistance:

1. Major civil emergency being a situation arising with or without warning causing or threatening to cause death injury or serious disruption to normal life for numbers of people in excess of those which can be dealt with by the public services operating under normal conditions and requiring the special mobilisation and organisation of those services; and

2. All other situations whereby any party at its discretion requires aid and assistance

SCHEDULE 3 (Clause 3 hereof)

Provision of mutual aid and assistance

The aim of the agreement is to provide mutual aid between the parties herein for the provision, so far as may be practicable of certain resources and professional expertise in the event of any one or more of the situations described in schedules 1 hereof. This may include provision of:

(a) Environmental Health Officers;
(b) Engineers;
(c) Building Control Officers/Structural Engineers;
(d) Persons to assist with media and public relations matters;
(e) Persons to provide support in the Emergency Centres of participating parties;
(f) Assistance with persons made homeless as a result of an emergency. (This may cover provision of premises for use as Rest Centres, together with housing advice, and provision of longer-term accommodation); and
(g) Use of contractors.