

# Tunbridge Wells Borough Council

## Major Emergency Plan



**The latest version of this document may be found on Resilience Direct. All organisations should ensure that if printed copies of this document are being used, the latest version is obtained from this source.**

### **Issue 1.3**

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*All enquiries relating to this document should be sent to:*

*Denise Haylett  
Town Hall, Civic Way,  
Royal Tunbridge Wells  
Kent TN1 1RS  
Tel: 01892 554014  
Email: [denise.haylett@tunbridgewells.gov.uk](mailto:denise.haylett@tunbridgewells.gov.uk)*

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## Version Control

The generic plan template acts as the core foundation document that is customised by district councils and the County Council to act as their major emergency plan. The generic plan template is maintained by KCC Resilience and Emergencies Unit on behalf of all Kent district councils. The generic plan template is audited and reviewed on an annual basis by the Kent Local Authority Emergency Planning Group (LAEPG).

The Tunbridge Wells Borough Council Major Emergency Plan is reviewed every 3 years by the Emergency Planning Officer. The Kent Resilience Team Link officer supports this process.

### Issue & review register

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#### Compiled by:

**Date: October 2017**

Name: Lisa Guthrie  
Role: Senior Resilience Officer/TWBC Liaison  
Organisation: Kent Resilience Team

#### Approved by:

**Date: October 2017**

Name: Denise Haylett  
Role: Business Support Manager/Emergency Planning Lead  
Organisation: Tunbridge Wells Borough Council

### **Distribution List and location of document**

A hard-copy of this plan is stored in the Emergency Centre cupboard.

An electronic version has been sent to:

#### **Internal**

<b>Name</b>	<b>Role/Organisation</b>
William Benson	Chief Executive
Paul Taylor	Director of Change & Communities
Lee Colyer	Director of Finance, Policy & Development
Nicky Carter	Head of Human Resources and Customer Services
Denise Haylett	Emergency Planning Officer
Emergency Centre	Emergency Centre Library

#### **External**

<b>Name</b>	<b>Role/Organisation</b>
Lisa Guthrie	Kent Resilience Team
	Resilience Direct

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- Appendix B – Contact Centre Emergency Plan
- Appendix C – Borough Emergency Centre Plan
- Appendix D – Media and Public Warning & Informing Plan
- Appendix E – Finance, Insurance & Legal Plan
- *Appendix F – Resilient Communications Plan – AWAITING KRF PLAN TO LINK TO*
- Appendix G – Human Resources Plan
- Appendix H – Environmental Health Response Plan
- Appendix I – Housing & Homelessness Plan
- Appendix J – Dangerous Structures & Building Control Plan
- Appendix K – Local Multi-Agency Flood Plan
- Appendix L – Community Emergency Plans
- Appendix M – Business Continuity Management Plan
- Appendix N – Pan Kent Recovery Guidance

## 1.0 Introduction

Local authorities have clear legal obligations and duty of care to provide effective, robust and demonstrable emergency arrangements to mobilise resources to deal with a broad range of emergencies. From time to time emergencies occur which require special measures to be taken. Such events are defined under the Civil Contingencies Act 2004 as;

***"Any event occurring (with or without warning) causing or threatening to cause death or injury, damage to property or the environment or disruption to the community which, because of the scale of its effects, cannot be dealt with by emergency responders as part of their day to day activities."***

This document has been prepared to comply with the Civil Contingencies Act 2004. A guide to the Civil Contingencies Act can be found on the [GOV.UK website](https://www.gov.uk).

## 1.1 Aims and objectives

The aim of the TWBC Major Emergency Plan is to provide procedures and guidance that facilitate an appropriate and proportionate response by Tunbridge Wells Borough Council to meet the needs of any emergency thereby contributing to alleviation of distress and disruption caused by such incidents, and enable the authority to continue to provide normal services as far as is possible. The plan's objectives are;

- Define local government responsibilities in an emergency in accordance with the Civil Contingencies Act 2004 as Category 1 responders;
- Outline Tunbridge Wells Borough Council's (TWBC) and Kent County Council's (KCC) emergency response capabilities and the services they may bring to bear, on a singular basis or jointly;
- Describe how the emergency response and recovery processes will be activated;
- Describe the alerting arrangements for key staff, mobilising services or activating mutual aid;
- Outline the management and communication structure in emergencies;
- Describe the set up and management process of TWBC's emergency arrangements;
- Provide a co-ordinating document for individual functional plans and specific incident plans.

## 1.2 The Civil Contingencies Act 2004 and associated legislation

Under the Civil Contingencies Act 2004 and associated regulations, all county and district authorities are classified as Category 1 responders, and as such have a responsibility 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
- cooperate with other responders
- promote business continuity and good practice to local businesses and the voluntary sector.

This plan is intended to meet the requirements outlined by this legislation with respect to detailing the emergency response as well as detailing the response measures required under the Control of Major Accident Hazards 2015, Pipeline Safety Regulations 1996 and the Radiation Emergency Preparedness Public Information Regulations (REPPiR) (2001).

### **1.3 Staff Health and Safety**

Existing standards and requirements for health and safety at work will apply to major emergency responses by the Council. However, due to urgency and the rapidly changing nature of major emergencies, it is likely that more reliance will be placed on dynamic risk assessment. Awareness of hazards and their potential to cause harm will need to be addressed by all levels of response.

It is important that managers and staff recognise their limits in recognising potential hazards and seek competent advice before proceeding with an activity, if necessary. All emergency response training will include measures to manage risks.

### **1.4 Staff Welfare**

Staff engaged in major emergency response may find the experience very stressful. Exposure to traumatic sights or close contact with people who have just experienced or witnessed a traumatic event can be a high-pressure situation.

Crisis management involving long working hours combined with intense activity that demands quick decision making is potentially damaging to health. Careful selection of staff can help to minimise the risk. Awareness of any staff with personal links to anyone directly involved in the disaster or direct links to similar disasters in the past will also aid staff selection.

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 and how to access it, and also aware of training and exercising events so that they are better prepared to cope in an emergency.

### **1.5 Interlinking Documentation**

This plan is designed to act as a foundation to Tunbridge Wells Borough Council’s 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 Subject Specific Plans;
- relevant District and County Council plans;
- relevant District and County Council detailed functional plans associated directly with the services within this plan;
- national and regional plans.



## 2.2 Determination

		If 'Yes' go to	If 'No' go to
1	Has an event or situation occurred which threatens serious damage to human welfare? <ul style="list-style-type: none"> <li>• loss of human life</li> <li>• human illness or injury</li> <li>• homelessness, damage to property</li> <li>• disruption of a supply of money, food, water, energy or fuel</li> <li>• disruption of an electronic or other system of communication</li> <li>• disruption of facilities for transport</li> <li>• disruption of services relating to health.</li> </ul>	4	2
2	Has an event or situation occurred which threatens serious damage to the environment? <ul style="list-style-type: none"> <li>• contamination of land, water or air with harmful biological, chemical or radio-active matter, or oil</li> <li>• flooding</li> <li>• disruption or destruction of plant life or animal life.</li> </ul>	4	3
3	Has an event or situation occurred which threatens serious damage to security of all or part of the UK? <ul style="list-style-type: none"> <li>• war or armed conflict</li> <li>• terrorism.</li> </ul>	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	<b>NOT AN EMERGENCY</b> (as defined by the CCA 2004 but may require activation of the major emergency plan or business continuity management plan)		
8	<b>THIS INCIDENT IS AN EMERGENCY AS DEFINED BY THE CIVIL CONTINGENCIES ACT, AND A RESPONSE IS REQUIRED.</b>		

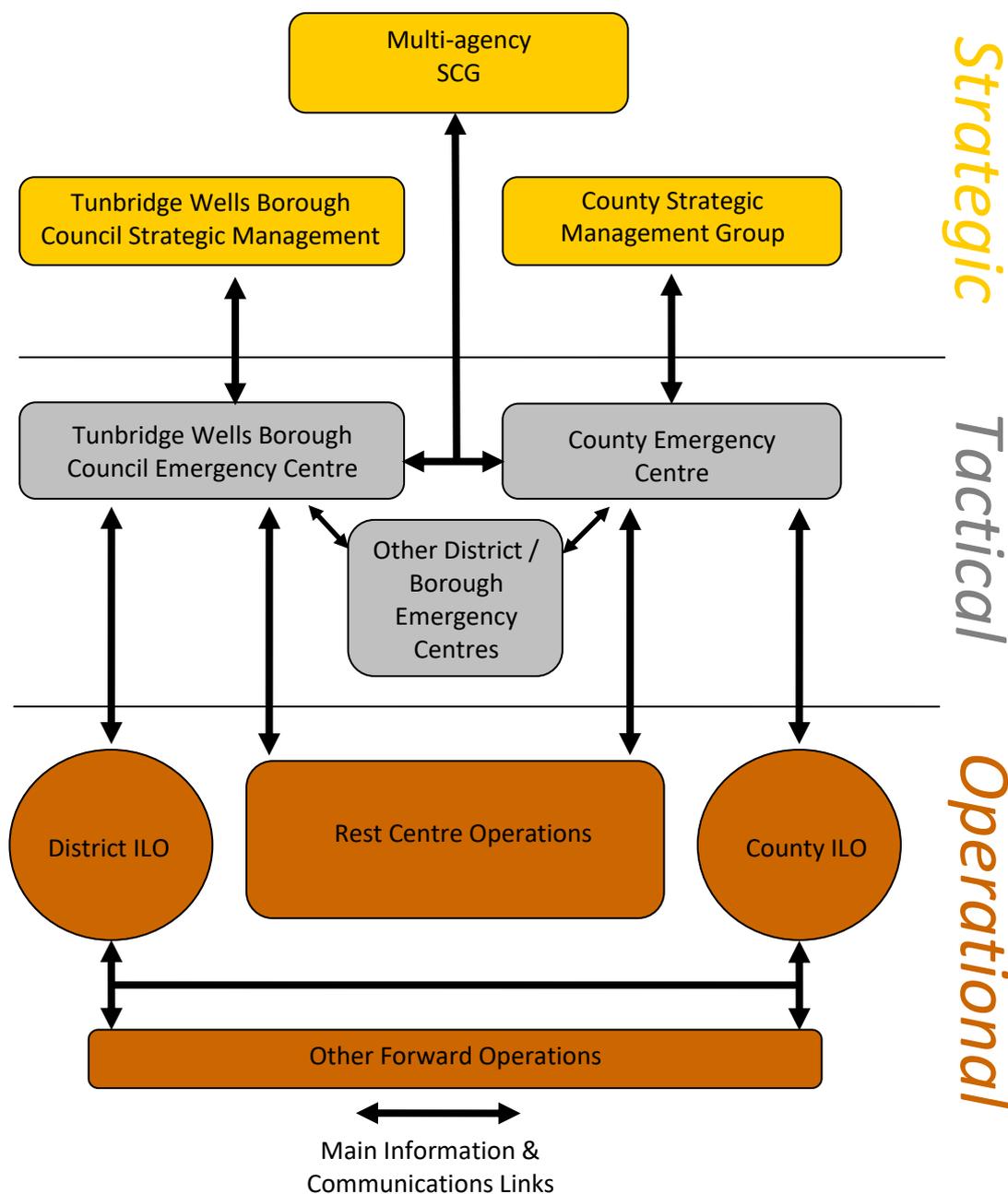
## 2.3 Activation

The plan will be activated when the Council receives a formal or informal notification of an emergency occurring in the district that is likely to seriously impact upon the Council's functions and could exceed its capacity to deal with 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 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.

The Emergency Borough Co-Ordinator will activate the Emergency Centre in line with the Contact Centre Plan (see Section 4.1) for full details of further activation advice and procedures.

### 3.0 Emergency management structure



**Notes:**

1. This diagram reflects a comprehensive local authority emergency management structure and its interaction with a multi-agency Strategic Coordination 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 council area then that council will coordinate the local authority response. If it affects more than one district council area, or if it is too large for the district council to manage, then KCC will take on the coordinating role.

## 4.0 Common functional emergency response plans

The following list covers the responsibilities of all local authorities, and shows how these are split between the County Council and the District and Borough Councils. Where a responsibility falls to one party, the other may agree 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. The list does not include the many day-to-day functions which local authorities may carry out as part of the response, nor does it cover internal management activity.

		County	District
1	Provide a 24 hour point of contact to receive alerts and warnings, and for the management of a large volume of public calls	✓	✓
2	Co-ordinate the local authority response where more than one district is involved	✓	
3	Establish and staff a local authority Forward Command Post	Liaise	<b>Lead</b>
4	Alert health authorities where action other than direct casualty care is required	✓	✓
5	Liaise with central and regional government	✓	
6	Liaise with administrative authorities in bi-national or multi-national emergencies	✓	
7	Arrange for military aid	✓	
8	Assist in providing a catering service for involved personnel	✓	✓
9	Alert and co-ordinate voluntary organisations	✓	✓
11	Support other responders with council resources	✓	✓
12	Implement animal health measures	✓	
13	Support other responding agencies in the response to a communicable disease outbreak	✓	✓
14	Establish a system for disseminating information to the public, in co-operation with other responders, and make premises available for public information centres	✓	✓
15	Open and run support centres as required	✓	✓
16	Provide alternative, transit or temporary accommodation for temporarily homeless people		✓
17	Provide care for people in transit who have been affected by the incident	✓	
18	Provide a catering for evacuees	✓	✓
19	Provide emergency clothing and other welfare items	✓	✓
20	Provide specialist care for vulnerable people at support centres	✓	
21	Make available premises under council control for temporary accommodation of evacuees or for other use in support of the response	✓	✓
22	Establish, operate and close down temporary mortuaries, in co-operation with other involved agencies	✓	
23	Site clearance in public areas	✓	✓
24	Provide a scheme for the response to oil pollution or contamination of the shore by hazardous substances	✓	✓
25	Beach clean up	✓	✓
26	In addition to maintaining traffic flows, arrange for routing signs on the Highway for directing resources as necessary	✓	
27	Advise on the availability of road passenger transport, and arrange for emergency redeployment	✓	
28	Provide a service in respect of buildings regulations, including		✓

	County	District
inspections of dangerous structures		

## 4.1 Contact Centre Plan

This document is designed to detail the role of the Contact Centre in an emergency response. Essentially, the Contact Centre provides the following core services:

- a facility for the exchange of information between the Council and its customers;
- separating 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 document is produced and will be maintained by the Contact Centre Manager.

## 4.2 Emergency Centre Guidance

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;
- Emergency Centre equipment.

This document is produced and maintained by the Emergency planning lead for TWBC.

## 4.3 Incident Liaison Officer Handbook

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 emergency centre or other responding officers.

The role of the Incident Liaison Officer is to represent Tunbridge Wells Borough Council at the scene of an incident and to report back to the Emergency Centre 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 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.

The Incident Liaison Officer's Handbook is produced and maintained by the Kent Resilience Team. It is issued to all trained ILOs.

#### **4.4 Media and Public Warning & Informing Plan**

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 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.

This document is produced and maintained by the Council's Media and Communications Team.

#### **4.5 Finance, Insurance and Legal Plan**

The Finance, Insurance and Legal emergency plan outlines the preplanning that has taken place 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.

This document is produced and maintained jointly by the Council's Finance and Legal sections.

#### **4.6 Resilient Communications Plan - *awaiting updated KRF plan***

The requirements for resilient communications are addressed in four ways:

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

Raynet, the Radio Amateurs' Emergency Network, is a voluntary group that provides radio communications. Additionally, they can provide high speed satellite based wifi and data networking. If required, they will be activated by the KRT / KCC Duty Emergency Planning Officer.

The plan describes the range of methods and capabilities that underpin resilient communications between all levels of the local authority response. It also details integrations with the broader multi-agency communication capability as well as providing details on all communication protocols, including language disciplines and equipment usage procedures.

*This document is produced and maintained by (TBC).*

## **4.7 Human Resources Plan**

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

This document is produced and maintained by the HR team.

## **4.8 Other Liaison Responsibilities**

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.

### **Strategic Co-ordination Group (SCG)**

It is vital that a duly empowered representative of the District Council (plus support staff) are part of a Strategic Co-ordination Group (SCG) to ensure that the interests of local authorities are being represented and that strategic support can be made available. They can represent the Council's views, and will have sufficient authority to commit the Council's resources or incur expenditure.

Tunbridge Wells Borough Council strategic liaison officers may include:

- Chief Executive
- Director(s)
- Emergency Planning Officer

### **Tactical Co-ordination Group (TCG)**

It may be necessary to provide a Tactical Liaison Officer to the main Tactical Co-ordination Group, or to another agency's TCG or Emergency Centre. This will help to ensure that a smooth and consistent flow of information between groups is maintained, whilst offering the host agency expert advice from the visiting liaison officer from the viewpoint of their own authority.

The liaison officer will be empowered to commit TWBC to action and expenditure, and have sufficient seniority, experience and knowledge to be able to represent the Council. When the TWBC Emergency Centre is operational, decisions by the liaison officer will normally be made in consultation with the Emergency Co-ordinator.

Tunbridge Wells Borough Council tactical liaison officers may include:

- Director(s)
- Heads of Service(s)
- Emergency Planning Officer

The overarching principles of multi-agency liaison within the county are agreed and published by the Kent Resilience Forum. They are available on Resilience Direct. The relevant documents are:

- Pan-Kent Strategic Emergency Response Framework
- TWBC Emergency Centre Operations Plan
- KRF Incident Liaison Officer Handbook

## 5.0 District Council-specific emergency response plans

This section provides an outline of district council specific roles in accordance with their role in a major emergency response. All TWBC functional plans are available at:

- TWBC Emergency Centre;
- Relevant Teams/Plan Holders
- Resilience Direct

### 5.1 Environmental Health Plan

The environmental health function is undertaken by the Environmental Protection team at TWBC. The work covered by the Environmental Protection team is extremely diverse but has the key aim of protecting public health. Most of the work covered by the team is mandatory – i.e. the Council has a statutory duty to provide the service.

The team is made up of Environmental Health Officers (EHOs) and appropriately qualified Technical Officers (TOs). The Team deals (amongst other duties) with: Infectious Disease Control; Food Safety; Health and Safety; Port Health; Air Quality; Contaminated Land; Water Quality; Drainage and Sewers; Dog Control; Pest Control; Nuisance e.g. Dust, Smoke, Odours, Fumes, Animals, Noise; Licensing (animal welfare, beauty treatments); and Private Sector Housing

Environmental Protection does not have the resource to carry out any gas/chemical identification or analysis during an emergency. This role would be undertaken by Kent Fire & Rescue instead.

Environmental Protection staff have been identified for a number of roles in the Emergency Plan. These include Incident Liaison Officers, Function Controllers, Rest Centre Staff and other roles. Environmental Protection Staff may also be called upon in an incident to attend the Scientific & Technical Advice Cell (STAC) at the Strategic Co-ordination Group (SCG) which would be set up in the event of an emergency occurring. They may also send an officer to attend the Tactical Co-ordinating Group (TCG) to co-ordinate colleagues who would be working at the operation level (Bronze) at or by the scene. During a Chemical Biological Radiation Nuclear incident operational EHOs would only be working in a 'cold zone' situation and not near the seat or the 'hot zone'.

This document is produced and will be maintained by the Mid Kent Environmental Health Manager.

## **5.2 Housing and Homelessness Plan**

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 sometime afterwards. Whilst Section 7.1 deals with the immediate care and shelter requirements of evacuees, longer term housing requirements may need to be addressed.

These plans detail how the Council discharges its 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.

This document is produced and will be maintained by the Housing Services Manager.

## **5.3 Dangerous Structures and Building Control Plan**

These plans detail how the Council’s Building Control team provides 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.

This document is produced and will be maintained by the Building Control Team Leader.

## **5.4 Local Multi Agency Flood Plan**

The purpose of this plan is to set out the principles that govern the multi-agency response to a significant flood in Tunbridge Wells Borough Councils administrative area.

This Plan sits underneath the Pan Kent Multi Agency Flood Plan and alongside the relevant emergency plans of all Category 1 and 2 responders and other organisations concerned with supporting the response of the community to a flood.

The Plan is produced and is maintained through a partnership between Tunbridge Wells Borough Council and its partners.

## **5.5 Community Plans**

Individual town and parish councils may choose to produce their own 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.

These documents are produced and maintained by the individual town and parish councils and a copy is held by each district council. They may be requested via the relevant district emergency planning officer. A blank template plan and guidance on how to complete it is available from the Kent Resilience Team. Tunbridge Wells Borough Council holds a number of Community Resilience Plans, maintained by the Emergency Planning Officer.

## 6.0 County Council specific emergency response plans

This section details the County Council's specific roles in accordance with its role in a major emergency response. These plans are available from the KCC Resilience and Emergencies Team or on Resilience Direct.

### 6.1 KCC Social Care, Health & Wellbeing Emergency Plan

The Social Care, Health & Wellbeing (SCHW) 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 SCHW emergency plan, and include:

- Providing staff to support welfare centres
- 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
- Specific Director of Public Health duties

### 6.2 KCC Education & Young People's Services Emergency Plan

Education, Learning and Skills (ELS) have emergency arrangements that cover their own arrangements for supporting a school during an emergency and, for major emergencies:

- the provision of schools as Rest Centres
- liaison with the County Emergency Centre and other external emergency centres during an emergency.
- the provision of staff from the Educational Psychology Service to support schools and young people in a school environment in dealing with the effects of traumatic events
- out-of-hours services.

## 6.3 KCC Growth, Environment and Transport Emergency Plans

Comprising:

- Highways and Transportation
- Planning and Environment
- Waste Management

Plans are in place for these services to respond to a major incident, and will be implemented as and when required.

## 6.4 KCC Highways, Transportation & Waste

Highways, Transportation & Waste (H, T&W) deals with the majority of the roads in Kent, while the Highways Agency 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
- The provision of specialist services:
  - tree surgeons
  - drainage
  - lighting and street furniture
  - structural engineering specialists
  - abandoned vehicle recovery.

H,T&W 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 KCC Duty Emergency Planning Officer will 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 council responsibility) and can provide:

- equipment, resources and trained staff to deal with waste issues.
- hazardous waste disposal through contractors.

The Resilience & Emergencies Unit staff holds contact details for relevant senior managers.

## 6.5 KCC Environment, Planning & Enforcement

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

- flood
- pollution
- wide area weather related incidents

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 in their emergency plans and procedures. These include:

- Culture & Sport
- Libraries, Registration & Archives
- Trading Standards
- Kent Scientific Services
- Community Safety and Community Wardens
- Resilience and Emergencies Unit

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
- The use of Libraries as public information hubs in an emergency
- Specialist support in any Rest Centre, Survivor Reception Centre, Friends and Families Reception Centre or Humanitarian Assistance Centre
- 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.

## 7.0 Multi-Agency Emergency Response Plans

This section details the range of multi-agency response plans that underpin a range of capabilities that may be needed in a major emergency response.

### 7.1 Evacuation, shelter and immediate care

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. These facilities may include Survivor Reception Centres, or more commonly, Rest Centres.

Organisation	Responsibility
<b>District Council</b>	<ul style="list-style-type: none"> <li>the provision of suitable buildings as possible venues for rest centres</li> <li>the provision of officer support to the Rest Centre operation, in particular:               <ul style="list-style-type: none"> <li>supporting Rest Centre operations</li> <li>providing liaison with District Emergency Centres and other emergency centres during emergencies</li> <li>homelessness advice and assistance</li> <li>providing access to benefits advice.</li> </ul> </li> </ul>
<b>County Council</b>	<ul style="list-style-type: none"> <li>providing staff to support a Rest Centre, Survivor Reception Centre, Friends and Families Reception Centre or Humanitarian Assistance Centre</li> <li>providing liaison with the County Emergency Centre and other external emergency centres during an emergency</li> <li>identifying and supporting vulnerable people, liaising with other organisations as necessary</li> <li>feeding evacuees and survivors.</li> </ul>

The main documents associated with this deliverable are as follows:

- Relevant district and county plans referenced within this document;
- KCC Welfare Centre Guidelines;
- KRF Evacuation and Shelter Plan;
- KRF Humanitarian Assistance Centre Plan
- KRF Vulnerable Persons Plan.

Depending on the author, these documents will be produced and maintained by a lead agency and will be held by Emergency Planning staff. These documents are available on Resilience Direct.

### 7.2 Identifying Vulnerable People

During an emergency it may become necessary to identify people who may be vulnerable within the affected area of the emergency. Many will be known to existing service providers, although others are more difficult to identify, such as those who live in the community as individuals, visitors to the area or the homeless. Additionally, there may be some people who are not usually considered vulnerable but may become vulnerable in an emergency situation. The KRF “Identifying vulnerable people in an emergency” plan

includes organisations who can provide relevant information on those classed as vulnerable.

Organisation	Responsibility
<b>District Council</b>	District councils may provide assistance in the identification of vulnerable people through data and records the council holds.
<b>County Council</b>	The County Council may provide assistance in the identification of vulnerable people through data and records the Council holds. Additionally, the full range of social care services may be utilised should the need arise.

The main documents associated with this deliverable are as follows:

- KRF “Identifying Vulnerable People in an Emergency” plan;
- Cabinet Office guidance for emergency planners and responders “Identifying people who are vulnerable in a crisis”. These documents are available on Resilience Direct.
- 

### 7.3 Severe weather and flooding

Weather related natural disasters are a key threat to life, environment and property. Severe weather includes heat wave, drought, gales, heavy snow and ice, flooding and heavy rain (surface water, river and tidal), thunderstorms, lightning and fog. Climate change is likely to affect the frequency and severity of severe weather events. The impact of each of these natural events on TWBC and the community will depend upon the nature and severity of the event.

Organisation	Responsibility
<b>District Council</b>	<ul style="list-style-type: none"> <li>• As required, providing relevant support and deployment of district council resources as detailed in this document.</li> <li>• 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.</li> <li>• Warning and informing the public in conjunction with the Environment Agency.</li> <li>• Establishing local authority liaison forward controls as necessary.</li> <li>• Advice on clearance of blocked water courses.</li> <li>• Note: District councils are not responsible for issuing of sandbags; however they may optionally assist in this service in accordance with their own policies and procedures.</li> </ul>
<b>County Council</b>	<ul style="list-style-type: none"> <li>• As required, providing relevant support and deployment of County Council deliverables as detailed in this document.</li> <li>• Activation of any formal multi-agency arrangements or plans pertinent to the event at hand.</li> <li>• Warning and informing the public in conjunction with EA and other responders.</li> <li>• Assisting in the identification of vulnerable persons.</li> <li>• Providing signage for road closures and advice on availability of passenger transport.</li> <li>• Maintaining traffic flows (in conjunction with police) especially for emergency services and repair effort.</li> <li>• Specific responsibilities regarding highway flooding and consequences</li> <li>• The provision of technical advice and supporting services in the fields of drainage and environmental management.</li> </ul>

The main documents associated with this deliverable are as follows:

- Relevant district and county deliverables contained within this plan;
- KRF Pan-Kent Emergency Response Framework;
- KRF Pan-Kent Emergency Recovery Framework;
- Individual multi-agency Local Area Flood Plans (LMAFP).

TWBC’s LMAFP is held in the Emergency centre/Intranet but also available on Resilience Direct with these other documents.

## 7.4 Fuel shortage

The Department for Business, Innovation & Skills has produced the National Emergency Plan for Fuel (NEP-F). It contains a number of schemes which can be used to control the supply of fuel to the public, the emergency services, utilities and local authorities. Eight Designated Filling Stations that will supply fuel only for priority use in an emergency have been identified in Kent. 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.

Organisation	Responsibility
<b>District Council</b>	<ul style="list-style-type: none"> <li>• identifying its essential users and managing their access to the relevant scheme</li> <li>• control and prioritisation of internal fuel stocks</li> <li>• the provision of suitable business continuity strategies to minimise disruption to key services</li> <li>• developing a suitable strategy to reduce non-critical services to support an overall reduction in fuel usage.</li> </ul>
<b>County Council</b>	<ul style="list-style-type: none"> <li>• identifying its essential users and managing their access to the relevant scheme</li> <li>• control and prioritisation of internal fuel stocks</li> <li>• the provision of suitable business continuity strategies to minimise disruption to key services</li> <li>• developing a suitable strategy to reduce non-critical services to support an overall reduction in fuel usage.</li> <li>• the provision of Trading Standards support</li> <li>• county wide coordination of response measures.</li> </ul>

The main documents associated with this deliverable are as follows:

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

These documents are available from individual organisations and/or on Resilience Direct.

## 7.5 Transportation and Highways Emergencies

Transportation emergencies may include rail incident, aircraft crash, maritime emergency, serious road traffic crash or accident, or transport incidents involving hazardous materials. The county/district 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.

Incident	Response
<b>Rail Incident</b>	Southeastern Trains will deploy a Rail Incident Care Team in the event of a major incident. They will assist with the onward travel of passengers and other practical support. The Rail Accident Investigation Branch (RAIB) will be involved in post-incident investigations. Emergencies within the Channel Tunnel system are covered by the Channel Tunnel Bi-National Emergency Plan.
<b>Aviation</b>	There are no airports in the District. Following an air accident the Air Accident Investigation Branch (AAIB) will be involved in post-incident investigations.
<b>Maritime</b>	The Maritime and Coastguard Agency will co-ordinate the at-sea response. Following an accident at sea, the Marine Accident Investigation Branch (MAIB) will be involved in a post-incident investigation. If a Survivor Reception Centre is required, there is a nominated facility at Cruise Terminals 1 and 2 of Dover Western Docks.
<b>Highway (KCC)</b>	KCC Highways and Transportation will respond to emergencies on the adopted road network excepting motorways and some key trunk roads.
<b>Highway (Highways England)</b>	Highways England delivers a similar role to KCC Highway Services for the motorway network and some key trunk roads within the county. They have their own contingency arrangements to deal with driver welfare.
<b>Operation Stack</b>	In an event where there is disruption to Ferry and/or Eurotunnel services, the Police may invoke Operation Stack, which is designed to use the M20 to safely park waiting lorries. District councils may be required to assist with welfare arrangements.
<b>Spillage</b>	Kent Fire and Rescue Service will liaise with the Environment Agency regarding any potential environmental pollution risk. This is in addition to the industry's CHEMSAFE scheme, which advises and deals with chemical spillages.
<b>Care of travelling public</b>	District and County Councils will assist with welfare support for survivors and evacuees. Highways England have their own contingency arrangements to deal with driver welfare during incidents that cause significant traffic congestion.
<b>Transport (involving radiological material)</b>	Incidents involving radiological packages may occur on road or rail. There are three main emergency response schemes that cover this contingency requirement: <ul style="list-style-type: none"> <li>• RADSAFE – covers all road and rail transported packages by British Energy, Magnox and a range of other operators.</li> <li>• NAIR (National Arrangements for Incidents involving Radiation) – covers all other radiological incidents and will be activated by Kent Fire and Rescue Service.</li> <li>• For military incidents, there are “Local Authority &amp; Emergency Services Information (LAESI) - Defence Nuclear Materials Transport Contingency Arrangements”.</li> </ul> Kent local authorities have no role over and above normal welfare arrangements.

Organisation	Responsibility
<b>District Council</b>	<ul style="list-style-type: none"> <li>• Provision of immediate care to those affected by such incidents, such as 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 or Survivor Reception Centres.</li> <li>• Technical advice or support as agreed and included in multi-agency plans and/or specific district council services as detailed in this document.</li> </ul>
<b>County</b>	<ul style="list-style-type: none"> <li>• Provision of immediate care to those affected by such incidents, such as those</li> </ul>

Organisation	Responsibility
<b>Council</b>	<p>immediately affected by the event, or those stranded or evacuated because of the event. This will be discharged jointly with district councils and may include support to Rest Centres, Survivor Reception Centres, and in extreme cases, and in partnership with other agencies, those stranded on the highway.</p> <ul style="list-style-type: none"> <li>• 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 KHS adopted roads.</li> </ul>

The main documents associated with this deliverable are as follows:

- KRF Pan-Kent Emergency Response Framework
- KRF Multi-agency Driver Welfare Plan
- relevant district and county deliverables contained within this MEP
- Operation Stack procedures
- 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
- Highways Agency plan(s) for dealing with driver welfare.

These documents are available from the Kent Resilience Team/Resilience Direct .

## 7.6 Pipelines, Control of Major Accident Hazard Sites and Radiation Emergencies

The operation of industrial facilities and the transportation of fuels 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 councils may provide support as agreed in specific plans. All arrangements detailed in this section will dove-tail into all relevant KRF emergency plans.

Incident	Response
<b>Major Accident Hazard Pipelines</b>	<p>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.</p> <p>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.</p>
<b>Control of Major Accident Hazards sites (COMAH)</b>	<p>The COMAH 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 prevention or limiting the consequences of such an accident.</p> <p>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.</p>

Incident	Response
	The Regulations require that KCC, in conjunction with the district 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 two top tier COMAH sites within the County Council's administrative area – Givaudan, based in Ashford and Britannia metals in Gravesham. All top and lower tier COMAH sites are identified in the "Kent Profile" section of the Kent Prepared website.
<b>Dungeness sites</b>	Dungeness has two licensed nuclear sites – Dungeness A (a decommissioned site) and Dungeness B (an operational Advanced Gas Cooled Reactor power station linked to the national grid). The Radiation (Emergency Preparedness and Public Information) Regulations (2001) cover the offsite planning requirements for these installations.
<b>Other industrial installations</b>	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.
<b>Other radiological or chemical incidents</b>	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.

Organisation	Responsibility
<b>District Council</b>	<ul style="list-style-type: none"> <li>Provision of immediate care to those affected by such incidents, such as 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 or Survivor Reception Centres.</li> <li>Provision of other technical advice or support as dictated by pertinent multi-agency plans and/or specific district council deliverables detailed in this plan.</li> <li>Supporting the recovery process.</li> </ul>
<b>County Council</b>	<ul style="list-style-type: none"> <li>Acting as the lead authority for REPPiR, COMAH, pipeline and nuclear (off-site) planning</li> <li>Provision of immediate care to those affected by such incidents, such as those immediately affected by the event, or those stranded or evacuated because of the event. This will be discharged jointly with district councils and may include support to Rest Centres, Survivor Reception Centres or Friends and Families Reception Centres.</li> <li>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.</li> </ul>

The main documents associated with this deliverable are as follows:

- relevant district and county deliverables contained within this MEP;
- the Dungeness Off-site Plan;
- the Control of Major Accident Hazards (COMAH) Offsite Plan for Givaudan and Britannia metals.
- 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);
- HPA UK Recovery Handbook for Radiation Incidents.

These documents are available from the Kent Resilience Team/Resilience Direct/Gov.uk.

## 7.7 Human Health Emergencies

The response to a human health emergency may be divided as follows;

	NHS	HPA *	District council	Kent Police	KCC
Treating the unwell	✓				
The cause		✓			
Public Health		✓	✓		
Public information **	✓	✓	✓	✓	✓

\* Public Health Kent, part of Public Health England

\*\* Co-ordinated by the SCG

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, or a localised outbreak of measles or other mild illness.

The KRF has published a pandemic influenza plan that sets out the response to a major outbreak. The principles set out in this plan will also be applied when a health threat arises from a cause other than a communicable disease outbreak. All agencies will have plans that detail how they will support a multi-agency response and how they will protect their own organisations and critical service delivery.

Organisation	Responsibility
<b>Joint District &amp; County Council</b>	<ul style="list-style-type: none"> <li>• Business Continuity planning;</li> <li>• Emergency response activities in support of KRF plans.</li> </ul>
<b>County Council</b>	<ul style="list-style-type: none"> <li>• Emergency response activities in support of the KRF plan</li> <li>• Warning and informing the public, if necessary in conjunction with other Category 1 and 2 responders</li> <li>• Preparing and arranging for the publication of information on the KCC website</li> <li>• Arranging for the KCC Contact Centre to provide a telephone helpline and to answer FAQ's.</li> </ul>

The main documents associated with this deliverable are as follows:

- relevant district and county services contained within this document;
- KRF Pandemic Influenza Plan;
- NHS (including PCT) and HPA supporting plans;
- KCC Pandemic Plan;
- district council pandemic plans;
- KCC business continuity plans;
- district council business continuity plans;
- KRF Managing Excess Deaths plan.

These documents are available from the Kent Resilience Team.

## 7.8 Animal and Plant Health Emergencies

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 response to an outbreak of disease in animals will be led nationally by DEFRA and locally by KCC Trading Standards under the provisions of the Animal Health Act. KCC Trading Standards have a statutory duty 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 KCC response, which will involve a range of services, will be co-ordinated using the arrangements set out in this Plan.

Organisation	Responsibility
<b>Joint District &amp; County Council</b>	<ul style="list-style-type: none"> <li>• Business Continuity planning;</li> <li>• Emergency response activities in support of KRF plans.</li> </ul>
<b>County Council</b>	<ul style="list-style-type: none"> <li>• Emergency response activities in support of the KRF plan;</li> <li>• Providing KCC emergency planning representation at the Local Disease Control Centre;</li> <li>• Co-ordinating the County Council and district council response;</li> <li>• Warning and informing the public, if necessary in conjunction with other Category 1 and 2 responders;</li> <li>• Preparing and arranging for the publication of information on the KCC website;</li> <li>• Arranging for the KCC contact centre to provide a telephone helpline and to answer FAQ's.</li> </ul>

The main documents associated with this deliverable are as follows:

- KCC business continuity plans
- district council business continuity plans
- DEFRA animal health plans
- KCC Animal and Plant Health plan.

These documents are available from the Kent Resilience Team.

## 7.9 Voluntary Sector Support

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). This can be in a number of generic areas:

- **Welfare:** staff support to rest centres, feeding of those affected by the emergency;
- **Social and psychological aftercare:** support to individuals within a rest centre, guidance on how to deal with grief and bereavement;
- **Spiritual care and religious services:** multi-cultural advice;

- **Medical support:** ambulances, first aid and short term provision of mobility aids;
- **Search & rescue:** finding people
- **Transport:** specialised disability transportation, animal transportation;
- **Communications:** telephone and radio operators;
- **Documentation/admin:** logging and recording information at casualty bureau and rest centres;
- **Financial Services:** disaster funds;
- **Equipment and resources:** bedding, ambulances, clothing and first aid equipment.

Any organisation may call on the voluntary sector to support its response through the District Emergency Planning Officer. When the voluntary sector is being used in support of a multi-agency response, KCC is responsible for co-ordinating their support to ensure that they are being used in the most effective manner. The following organisations are members of KVSEG:

The main documents associated with this deliverable are as follows:

- Kent Voluntary Sector Emergency Group Capabilities Document
- KRF Pan-Kent Emergency Response Framework
- KCC Rest Centre Guidelines.

These documents are available from the Kent Resilience Team.

## 7.10 Mass Fatalities and Excess Deaths

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 the event of a mass fatality incident a temporary mortuary may need to be erected. 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. Additionally, the National Emergency Mortuary Arrangements (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.

Excess deaths are significant numbers of deaths over a period of time where the death rate exceeds normal capacities in certification, registration and funerals, and will often be over a wide area and an extended period of time. The 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.

Organisation	Responsibility
Joint District & County Council	<ul style="list-style-type: none"> <li>• Assist through Mutual Aid Agreement or otherwise;</li> <li>• Pauper's funerals.</li> </ul>
County Council	<ul style="list-style-type: none"> <li>• Establish, operate and close-down temporary mortuary;</li> <li>• Co-ordinate the Registration Service and the Kent Coroners Service, including involvement in the establishment of temporary mortuaries.</li> </ul>

The main documents associated with this deliverable are as follows:

- Kent Resilience Forum Mass Fatalities Plan

- Kent Resilience Forum Managing Excess Deaths Plan
- Cabinet Office: **“A Framework for Planners Preparing to Manage Deaths”**

These documents are available from the Kent Resilience Team/Gov.uk.

## 7.11 Military Support

In circumstances where additional resources, including specialist skills, are urgently needed, it is possible for Military Aid to the Civil Authorities (MACA) to be requested. The resource available will be determined by ongoing military operational demands, so cannot be guaranteed. To enable this, Military Liaison Officers will normally deploy to any Strategic Co-ordination Group which is activated. 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 normally 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 main documents associated with this deliverable are as follows:

- KRF Pan-Kent Emergency Response Framework
- MoD Joint Doctrine Publication “Operations in the UK – A Guide for Civil Responders”.

These documents are available from the Kent Resilience Team.

## 8.0 Business Continuity Management

Under the Civil Contingencies Act (2004), Local Authorities (as Category 1 responders) have a duty to put in place Business Continuity Management (BCM) arrangements.

The British Standard for Business Continuity Management, BS25999, 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. Key activities include:

- Identifying critical functions and their core interdependencies;
- Identifying and managing risks that could impact upon these functions if realised;
- Defining the broad range of resilience and contingency measures that may be put into place to protect these functions;
- Defining recovery arrangements to bring all services back to normal levels.

The Business Continuity Plan for TWBC includes:

- Business Continuity Management Team (BCMT)
- Planning for the Unexpected
- Staff Priority Service Plan
- Core Business Continuity Management Plan
- Basic Premises Information

Each Service area has their own individual Plan and Business Impact Analysis.

The Tunbridge Wells Borough Council Business Continuity Plan is available on the Councils intranet and in the TWBC Emergency Centre and on Resilience Direct.

## 9.0 Recovery

Recovery is the process of restoring and rebuilding the community in the aftermath of a disaster. This process can be started at any point within the response phase, but gains prominence once the immediate response is complete. Although recovery is a multi-agency activity, the Local Authorities will be the lead agencies. Many aspects of recovery have to be considered from the physical rebuilding of the community to the welfare needs of the residents and the financial implications for the affected businesses and council itself.

Plan	Function
<b>The KRF Pan-Kent Emergency Recovery Framework</b>	The lead framework document that describes the core processes in Kent-wide multi-agency recovery working and the broad range of supporting arrangements. Roles and responsibilities are defined and explained, as well as activation protocols and working structures.
<b>KCC Recovery Plan</b>	An overview and detailed arrangements of how KCC will accomplish its obligations under the KRF Pan-Kent Emergency Recovery Framework.
<b>District council recovery plans</b>	An overview and detailed arrangements of how the district councils will accomplish their obligations under the KRF Pan-Kent Emergency Recovery Framework.

Part of the recovery process may involve the setting up of a Humanitarian Assistance Centre (HAC). This facility is 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 Kent Resilience Forum HAC Plan is the primary document for these arrangements and contains details of how this facility is identified and activated.

Organisation	Responsibility
<b>District Council</b>	Provide support and leadership in developing a recovery strategy and in the management of local community relations. Local political support will also be provided by the district council, ensuring that elected members are fully engaged with the recovery process.
<b>County Council</b>	KCC will appoint an appropriate senior manager to act as the lead in the Strategic Recovery Co-ordination Group. Additionally, KCC may provide a range of technical experts, political support and other recovery resources, including financial, to the recovery working agenda.

The main documents associated with this deliverable are as follows:

- KRF Pan-Kent Emergency Recovery Framework
- KCC Recovery Plan
- district council recovery plans

These are available from the Kent Resilience Team/Resilience Direct.

## 10.0 Community Leadership

During any major emergency where the community has been affected adversely, there will be a need to ensure suitable community leadership is demonstrated. The Pitt Review (2007:34) endorses this view, specifically noting:

*“We (also) note the value of the high media profile for local leaders, as achieved by council leaders and Gold Commanders in a number of areas affected by the floods. For example, in Doncaster, the elected Mayor’s high visibility provided reassurance to the public during the severe flooding which affected the city in June 2007. In Gloucestershire, the Gold Commander adopted a similarly successful high profile, using the media as a way of communicating advice to the public and providing visible leadership at the local level. All local leaders need to play their part in this, and local authorities should share the load with the uniformed services.”*

It is essential for key officers and politicians to adopt a leadership role during an emergency. It is therefore recommended that the Leader of the Council, prominent Cabinet members and Chief Officers are placed before the media to act in this capacity. Those undertaking this role should be fully briefed by their media team and be prepared to answer questions at regular press conferences and one-to-one interviews. Policy on messaging strategy will be overseen by the Strategic Co-ordination Group and disseminated to all agency media teams. It is vital that the core lines regarding the response are fully observed.

Following a major emergency, either a district council or the County Council will lead on recovery working. 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.

The main documents associated with this deliverable are as follows:

- The Pan-Kent Emergency Recovery Framework.

This is available from the Kent Resilience Team.

## 11.0 Training and exercising

The Civil Contingencies Act 2004 requires local authorities (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 raise staff awareness of potential risks and provide an understanding and confidence in the council and their partners' emergency response procedures.

### 11.1 Training

A schedule for training staff is maintained by the Emergency Planning Officer to ensure that all staff with an emergency role are prepared. It includes refresher training where necessary. The aim is to increase resilience by ensuring that all those charged with dealing with an emergency:

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

The Emergency Planning Officer organises internal bite-size training sessions, in conjunction with courses arranged by the Kent Resilience Forum.

### 11.2 Exercising

Regular exercises are organised by the Emergency Planning Officer, with the support of the Kent Resilience Team, to allow staff with an emergency role to practice it. The exercises test the strategic, tactical and operational elements of the emergency response. There are also annual emergency exercises to test KCC's emergency response. Where possible these exercises will be multi-agency to further demonstrate pan-Kent capability. For all Rest Centre activities and top-tier planning responsibilities, KCC will arrange joint exercising between the County Council and district councils. This may be complemented by localised district training as required.

## 12. Mutual Aid Agreement

*(Note – this is the text as it appeared in the original 2006 document)*

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 the \_\_\_\_\_ 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
- (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 hereof though such is not limited to the matters set out therein 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
- Tunbridge Wells Borough Council, Council Offices, Military Road, Tunbridge Wells, 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
- 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
- Shepway District Council, Civic Centre, Castle Hill Avenue, Folkestone, Kent, CT20 2QY
- 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
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)
- (g) Use of contractors