

# DARTFORD BOROUGH COUNCIL

## MAJOR EMERGENCY PLAN 2024/2025

The latest version of this document may be found on the Dartford Borough Council's Officers Intranet under Emergency Planning.

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

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**Next Scheduled Review - February 2025**

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Version 1.3	April 2012; Generic Roles – staff identified in the roles		Management Team
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Version 3.1	October 2024	Brian McDonnell EPO	DBC Senior Management Team

**Distribution List and location of document**

The latest version of this document is available on the Council Officers' Intranet.

A hard-copy of this plan is held by the DBC EPO.

**Internal**

Name	Role / Organisation
All Staff in the Plan	Dartford Borough Council
Out of hours Service	Dartford Borough Council

**External**

Name	Role/ Organisation
<b><u>Resilience Direct</u></b>	UK Government's secure web platform for planning, response and recovery.
<b><u>Kent Resilience Forum</u></b>	Assist in coordination of response to emergencies, assist in requests for mutual aid, and support JESIP principles.

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**Contents**

<b>Section 1 Introduction</b>	<b>1</b>
1.1 Aim and objectives	1
1.2 The Civil Contingencies Act 2004 and other Emergency Planning legislation	2
1.3 Staff health and safety	2
1.4 Staff welfare	2
1.5 Interlinking documentation	3
<b>Section 2 Plan maintenance, audit and review</b>	<b>4</b>
2.1 The generic plan template	4
2.2 Customised district or County plan	4
2.3 Dartford Borough Council plan	4
<b>Section 3 Alerting, determination and activation</b>	<b>5</b>
3.1 Alerting procedure	6
3.2 Determination	7
3.3 Activation	8
<b>Section 4 Emergency management structure</b>	<b>9</b>
<b>Section 5 Common functional emergency response plans</b>	<b>10</b>
5.1 The Emergency Activation Officer Handbook	12
5.2 Customer Relation Communication Management emergency response plan	12
5.3 Borough Emergency Centre operations	13
5.4 Incident Liaison and Forward Control operations	14
5.5 Media and public warning and informing	14
5.6 Finance, insurance and legal	14
5.7 Resilient communications plan	15
5.8 Human Resources	16
5.9 Maritime oil pollution and shoreline pollution	16
5.10 Other liaison responsibilities	17
<b>Section 6 District council specific emergency response plans</b>	<b>19</b>
6.1 Environmental health response plan	19
6.2 Housing and homelessness	19
6.3 Dangerous structures and building control	20
6.4 Community plans	20

<b>Section 7 County Council specific emergency response plans</b>	<b>21</b>
7.1 Social Care Health and Wellbeing plan	21
7.2 Education, Learning and Skills emergency plan	21
7.3 Growth, Environment and Transport emergency plans	22
7.4 Strategic and Corporate Service Plan	24
7.5 Business Strategy and support	24
7.6 KCC Cabinet and Chief Officer emergency response plan	25
<b>Section 8 Multi-agency emergency response plans</b>	<b>26</b>
8.1 Evacuation, shelter and immediate care	26
8.2 Identifying vulnerable people	28
8.3 Severe weather and flooding	29
8.4 Fuel shortage	31
8.5 Transportation and highways emergencies	32
8.6 Pipelines, Control of Major Accident Hazard sites and radiation Emergencies	36
8.7 Human health emergencies	39
8.8 Animal and plant health emergencies	40
8.9 Voluntary sector support (including faith support)	41
8.10 Mass fatalities and excess deaths	43
8.11 Military support	45
<b>Section 9 Business Continuity Management</b>	<b>46</b>
9.1 Overview	46
9.2 Purpose	46
9.3 Invocation and Escalation	46
9.4 Key Documents	47
9.5 Location of documents	48
9.6 Stand Down	49
9.7 Debrief	49
<b>Section 10 Recovery</b>	<b>50</b>
10.1 Overview and terminology	50
10.2 The Humanitarian Assistance Centre	50
10.3 Overview of County Council responsibilities	51
10.4 Overview of district council responsibilities	51
10.5 Associated documents and plans	51
10.6 Location of documents	51

<b>Section 11 Community leadership</b>	<b>52</b>
11.1 Overview.	52
11.2 Core activities during an emergency	52
11.3 Community liaison during the recovery phase.	52
11.4 Associated documents and plans	52
11.5 Location of documents	52
<b>Section 12 Training and exercising</b>	<b>53</b>
12.1 Training	53
12.2 Exercising	53
<b>Mutual Aid Contract</b>	<b>54</b>

# Section 1

## Introduction

Local authorities have legal and regulatory duties 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:

- (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 document has been prepared to comply with the Civil Contingencies Act 2004 (CCA).

A short guide to the Civil Contingencies Act is available from:

<https://www.gov.uk/guidance/preparation-and-planning-for-emergencies-responsibilities-of-responder-agencies-and-others>

As a category 1 responder the district council is charged with preparing appropriate plans to deal with a wide range of emergencies that fall within the council's remit.

### 1.1 Aim and objectives

#### 1.1.1 Aim

To provide procedures and guidance that facilitate an appropriate and proportionate response by the Council to any emergency impacting the Borough and enable the Council to continue service delivery.

#### 1.1.2 Objectives

- To define local government responsibilities in an emergency in accordance with the Civil Contingencies Act 2004 as Category 1 responders
- To outline the District Council and County Council emergency response capability and the services they may bring to bear, on a singular basis or jointly
- To describe how the emergency response and recovery processes will be activated
- To describe the alerting arrangements for calling out key staff, mobilising services or activating mutual aid
- To outline the management and communication structure in emergencies
- To describe the set up and management process of the District Council's Emergency arrangements
- To provide a co-ordinating document referring to and linking with individual functional plans and specific incident plans



## **1.2 The Civil Contingencies Act 2004 and other emergency planning Legislation**

Under the Civil Contingencies Act 2004 and associated regulations, all county and district authorities 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 other good resilience 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 (COMAH) 1999, Pipeline Safety Regulations 1996 and the Radiation Emergency Preparedness Public Information Regulations (REPPPIR) 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. This includes risk assessments.

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 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 the potential hazards has been reached and they will need to seek competent advice before proceeding with an activity.

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

## **1.4 Staff welfare**

Staff engaged in major emergency response may find the experience emotionally challenging. Exposure to traumatic sights or close contact with people who have just experienced or witnessed a traumatic event can be distressing.

Crisis management involving long working hours combined with intense activity that demands quick decision making is potentially stressful. Careful selection of staff for such roles can help to minimise any 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 responding personnel 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 Employee Assistance Service and how they can access it, and also participate in training and exercising 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 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 Subject Specific Plans
- Relevant District and County Council plans  
e.g. Dartford Borough Media Public Warning and Informing Plan
- National and regional plans

## **Section 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 councils and the County Council to act as their Major Emergency plan. The generic plan template is maintained by Kent County Council 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).

### **2.2 Customised district or County plan**

A customised plan using the generic plan template is maintained, audited and reviewed by its own council, using that council's own internal maintenance, audit and review processes. The customised plan must take into account any agreed changes to the generic plan template made by the LAEPG.

It is essential that the template is customised and owned by the individual local authority.

### **2.3 Dartford Borough Council plan**

This plan will be maintained by the Emergency Planning Officer on behalf of Dartford Borough Council. The plan will be audited and reviewed on an annual basis and submitted to the Emergency Planning Lead Officer for approval and publication. Where required, multi-agency or cross council plans will be approved by either the relevant KRF body or the LAEPG.

KCC directorate emergency plans (Section 7) and business continuity plans (Section 9) will be maintained by their own directorate and approved by each directorate DMT.

## Section 3 Alerting, determination and activation

### 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 County Council Resilience and Emergencies Unit or Kent Resilience Team. It is equally possible that the first notification of an incident could come from a member of the public or a member of district council staff.

**During working hours: Switchboard 01322 343434.**

During normal working hours, any notification received should be reported immediately to the Chief Executive. In their absence, the duty director or any other director must be informed

Notification may come direct to the Borough Council Offices, or it may come to Dartford Borough Council (Out of Hours Service), who maintain contact details for all relevant Borough Council staff.

**Outside normal hours: Dartford Borough Council (Out of Hours Service) 01322 343434.**

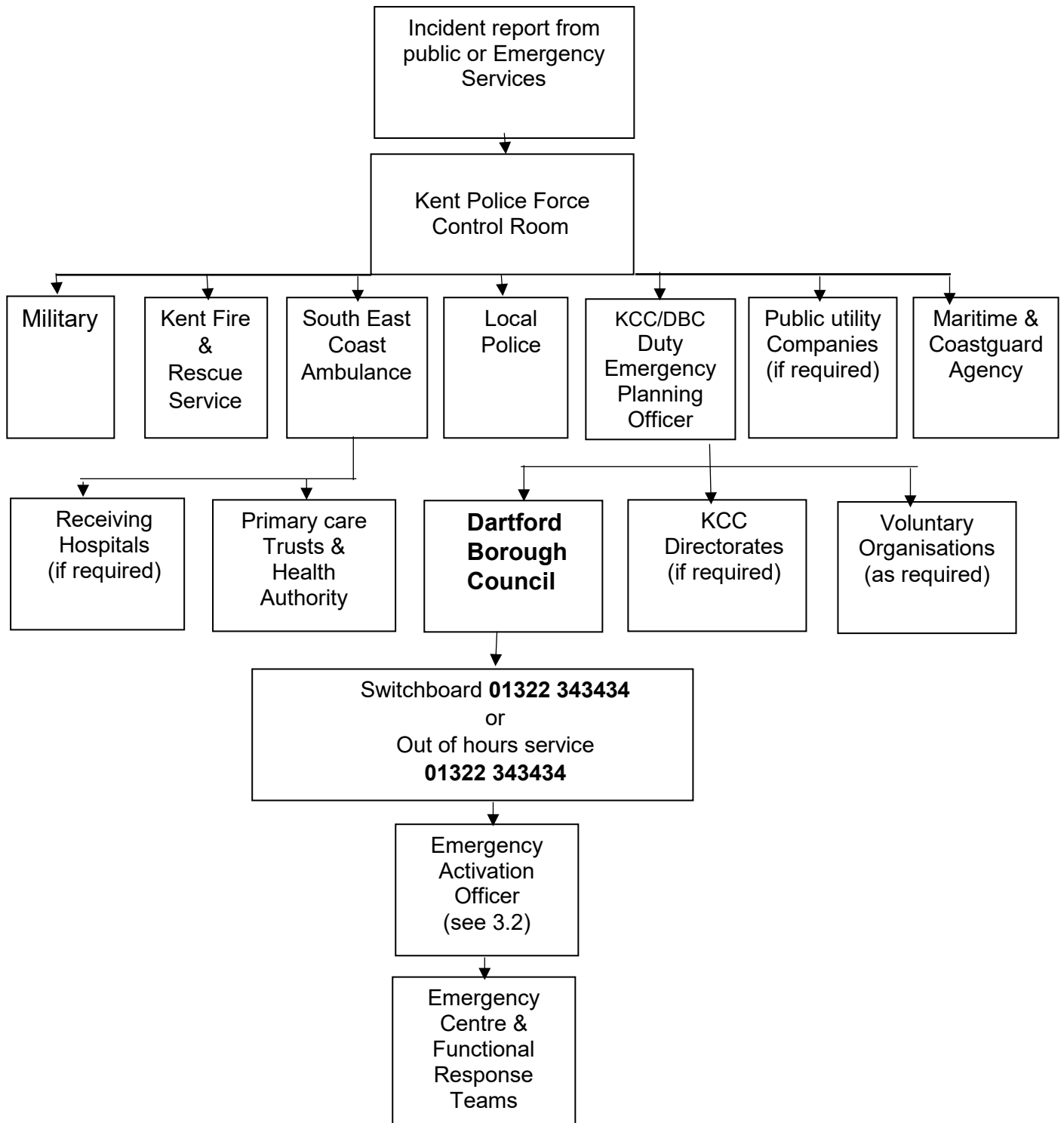
This will automatically transfer to the monitoring service who manage the out of hours notification scheme on behalf of Dartford Borough Council.

The monitoring service will notify the duty director and/or any other relevant personnel as appropriate.

Once an emergency has been declared and this plan is invoked, the Borough Strategic Co-ordinator (BSC) will initiate the call-out of staff required to attend the Emergency Centre. The BSC is responsible for ensuring that the Management Team, the Assistant Emergency Co-ordinator, the Information Manager and the Media Manager are informed. These individuals are in turn responsible for contacting members of their own teams.

**The DBC Emergency Centre will be situated in the Boardroom on E Floor of Dartford Civic Centre.**

3.1.1 Formal alerting arrangements in a major emergency



Notes:

- This chart shows a complete cascade notification process only.
- Notification may be received formally or informally via a number of sources directly to the authority, which may require formal activation of this plan.

### 3.2 Determination

This section should contain/outline your authority’s determination procedure for assessing if an emergency has occurred, including who makes/ is authorised to make the decision.

		If 'Yes' go to	If 'No' go to
1	<p>Has an event or situation occurred which threatens serious damage to human welfare?</p> <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	<p>Has an event or situation occurred which threatens serious damage to the environment?</p> <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	<p>Has an event or situation occurred which threatens serious damage to security of all or part of the UK?</p> <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 today activities without significantly changing the deployment of our resources and without acquiring additional resources?	7	8
7	<b>Not a major emergency</b>		
8	<b>MAJOR EMERGENCY</b>		

### **3.3 Activation**

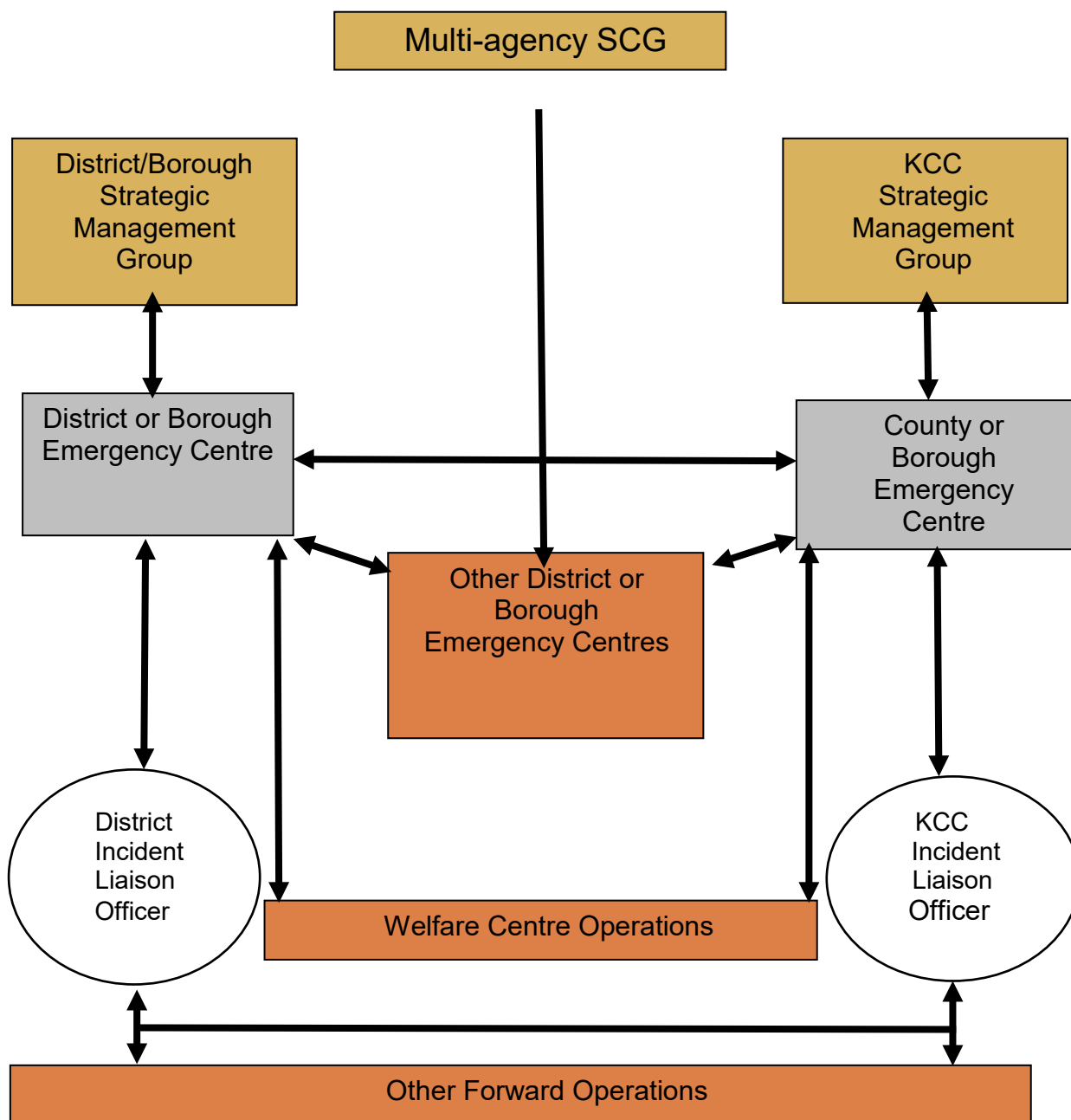
The plan will be activated when the council receives a formal or informal notification of an emergency occurring in its administrative area that is likely to seriously impact upon the council's functions and could exceed its capacity to deal with effectively using business as usual response arrangements.

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 and/or liaise with colleagues and key agency partners.

The Emergency Activation Officer/ Duty Emergency Planning Officer should then consult the Activation Officers/ DEPO Handbook (see section 5.1) for full details of further activation advice and procedures.

## Section 4 Emergency management structure

### Main information and Communication links



Notes:

- This diagram reflects a comprehensive local authority emergency management structure and its interaction with a multi-agency Strategic Coordination Centre (SCG).
- 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.
- When an emergency is entirely within one district council area then that council will usually coordinate the overall local authority response. If it affects more than one district council area, or if it is too big for the district council to manage, then KCC/the Kent Resilience Team will take on the overall coordination role.
- However, individual districts and KCC will need to co-ordinate their own emergency response interventions



## Section 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
- 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 County and district 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.

		County	District	Section(s)
1	Provide a 24 hour point of contact to receive alerts and warnings, and for the management of a large volume of public calls	✓	✓	3 5.1 5.2
2	Co-ordinate the local authority response where more than one district is involved	✓		4 Note 3
3	Establish and staff a local authority Forward Control Point	✓	✓	5.4
4	Alert health authorities where action other than direct casualty care is required	✓	✓	8.1
5	Liaise with central and regional Government	✓		5.3 5.10
6	Liaise with administrative authorities in binational or multi-national emergencies	✓		5.3 5.10 8.5
7	Arrange for military aid	✓		8.11
8	Assist in providing a catering service for involved personnel	✓		7.1 7.2 7.3 7.4
9	Alert and co-ordinate voluntary organisations	✓		5.1 8.9
10	Arrange attendance of ministers of religion	✓		8.9
11	Support other responders with council resources	✓	✓	5, 6 and 7 6.9
12	Implement animal health plans	✓		8.8
13	Support other responding agencies in the response to a communicable disease outbreak	✓	✓	8.7 8.8
14	Establish a system for disseminating information to the public, in co-operation with other responders, and make premises available for public information centres	✓	✓	5.5

15	Open and run welfare centres as required	✓	✓	8.1
16	Provide alternative, transit or temporary accommodation for temporarily homeless people		✓	6.2 8.1
17	Facilitate care for people in transit who have been affected by the incident	✓		8.1
18	Facilitate a catering service for evacuees	✓	✓	8.1
19	Facilitate provision of emergency clothing and other welfare consumables	✓		8.1
20	Provide specialist care for vulnerable people at welfare centres	✓		7.1 7.2 8.1 8.9
21	Make available premises under council control for temporary accommodation of evacuees or for other use in support of the response	✓	✓	8.1
22	Establish, operate and close down temporary mortuaries, in co-operation with other involved agencies	✓		8.10
23	Site clearance in public areas	✓		7.3
24	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	✓		5.9
25	Beach/ Shore line clean-up of oil pollution, hazardous substances and cargo washed ashore	✓		5.9
26	In addition to maintaining traffic flows, arrange for routing signs on the Highway for directing resources as necessary	✓		7.3 8.5
27	Advise on the availability of road passenger transport, and arrange for emergency redeployment	✓		8.1 8.5
28	Provide a service in respect of buildings regulations, including inspections of dangerous structures		✓	6.3
29	Implement off-site emergency plans for 'Top Tier' Control of Major Accident Hazard (COMAH) sites	✓		8.6.3
30	Implement emergency plan for Major Accident Hazard Pipelines	✓		8.6.2
31	Support NHS accelerated patient discharge plans	✓		7.1
32	Director of Public Health, with PHE leads response to public health emergencies	✓		7.1
33	Implement business continuity plans	✓	✓	9
34	Promote business continuity planning thus ensuring resilience across private and voluntary sectors	✓		9

## 5.1 The Emergency Activation Officer Handbook

### 5.1.1 Overview

This document is designed to provide detailed guidance to the Emergency Activation Officer or EPO to assess a situation, whether that is a formal notification or an assessment of intelligence, and to provide guidance on further activation and set up of a suitable emergency response, using this plan as a basis for that response.

The handbook provides:

- A determination procedure
- Advice on activation
- Key activation procedures
- Links to other relevant documentation
- Background information on useful services, agencies and procedures.
- Outline of the current out of hours service

### 5.1.2 Location of document

This document is produced and maintained by the DBC Emergency Planning Officer and is distributed to all Emergency Activation Officers (Duty Directors). This document may be found in the following locations:

- Via the council's Intranet Emergency Planning Portal
- In the Borough Emergency Centre documentation (Committee Room)
- A hard copy is issued to individual Emergency Activation Officers

## 5.2 Customer Relations Communication Management Emergency Response Plan

### 5.2.1 Overview

This document is designed to detail the role of the Customer Relation Management System in an emergency response. The Customer Relation Management System 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.

### 5.2.2 Location of document

This document is produced and maintained by the Customer Relation Management System team. This document may be found at the following locations:

- Via the council's Intranet Emergency Planning Portal
- With Borough Emergency Centre documentation (Committee Room)

## 5.3 Borough Emergency Centre Operations

### 5.3.1 Overview

This plan details the operation of the Borough Emergency Centre from activation and set up, through operation and then to 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

### 5.3.2 Location of document

This document is produced and maintained by the DBC Emergency Planning Officer. This document may be found at

- Via the council's Intranet Emergency Planning Portal
- With Borough Emergency Centre documentation (Committee Room)

## 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 district council at the scene of an incident and to report back to the Borough 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 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 DBC Emergency Planning Officer. It is issued to all trained ILOs, and is also located with the Borough Emergency Centre documentation

### 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.

This 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.

#### 5.5.2 Location of document

This document is produced and maintained by the Media and Communications team. This document may be found:

- Via the council's Intranet Emergency Planning portal
- With Borough Emergency Centre documentation

### 5.6 Finance, insurance and legal

#### 5.6.1 Overview

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.

#### 5.6.2 Location of document

This document is produced and maintained by Financial Services. This document may be found:

- Via the council's Intranet Emergency Planning portal
- With Borough Emergency Centre documentation

## 5.7 Resilient communications plan

### 5.7.1 Overview

The requirements for resilient communications are addressed in three ways:

- The maintenance of existing corporate systems by IT Services
- The provision of emergency response communication systems
- The multi-agency arrangements made by the Kent Resilience Forum

### 5.7.2 Corporate Resilience

IT Services normal business procedures 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 Emergencies Unit 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 Emergencies Unit with the remainder located with the Kent Resilience Team at Kent Fire & Rescue Service Headquarters.

RAYNET, the Radio Amateurs Emergency Network (<https://www.raynet-uk.net/>). This 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 can be activated by the KCC 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 IT arrangements are produced and maintained by the IT Service Manager. Specific information relating to emergency response may be found at:

- Borough Emergency Centre Operations (see 5.3)
- KCC Airwave Operations Manual, held in the KCC County Emergency Centre and Kent Resilience Team, Kent Fire & Rescue Service HQ
- Kent Resilience Forum Telecoms Resilience Plan, held in the KCC County Emergency Centre Kent Resilience Team, Kent Fire & 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 the Kent Resilience Team, using a mixture of in-house and external resources, according to their annual training programme. Training needs will normally be identified by individuals, through their own personal development planning process

### 5.8.2 Location of document

Corporate HR arrangements are maintained by DBC Human Resources. The KCC Emergency Planning annual training programme, which is agreed by a multi-agency group, is held by the DBC Emergency Planning Officer.

## 5.9 Maritime Oil pollution, Hazardous Noxious Substance and Cargo Recovery Response

### 5.9.1 Overview and terminology

The Maritime and Coastguard Agency National Contingency Plan states, *“Each local authority at district, 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 Oil Pollution Hazardous Noxious Substance and Cargo Recovery Emergency Plan (incorporating County of Kent Hazardous Noxious Substances Washed Ashore Operational Response Scheme)” and it is maintained by the KCC Resilience and Emergencies Unit.

Note: inland water 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 below:

Tier of Spills	Level of Response
Tier one	Small operational spills. A spill that can be dealt with immediately (essentially within 30 minutes of initial notification) by the district council or harbour authority without assistance from other areas.
Tier two	Medium sized spills. Beyond the capability of the affected district council and requires Kent County Council deployment of Tier 2 contractor resources.
Tier three	Large spills. Beyond the capability of district and Kent County Council resources and requires national assistance through implementation of the national contingency plan.

### 5.9.2 District Council responsibilities

The district councils are responsible for:

- Leading on Tier 1 spills within their statutory boundaries. DBC will be assisted by the Port of London Authority for the River Thames
- An integral role alongside partners in enabling shoreline clean up in Tier 2 & 3 spills
- As required, provide relevant support and deployment of district council services as detailed in this document

### 5.9.3 County Council responsibilities

Kent County Council is responsible for:

- Supporting coastal district councils with County Council resources for Tier 1 & 2 response, including grant-aid; and
- Coordinating shoreline response in the event or treat of pollution from a small vessel(s) stranded close inshore.
- As required, provide relevant support and deployment of County Council plans as detailed in this document.

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 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 councils.

The County Oil Pollution Officer (COPO) role is a function of the KCC Coastal Officer.

### 5.9.4 Associated documents and plans

The main documents associated with this deliverable are:

- Relevant district and county services contained within this document
- The national contingency plan for marine pollution from shipping and offshore installations 2014
- Kent and Medway Oil Pollution, Hazardous Noxious Substance and Cargo Recovery Plan
- Relevant coastal district council oil pollution plans

### 5.9.5 Location of documents

This document is produced and maintained by the KCC Resilience and Emergencies Unit and will be held by Emergency Planning. Further copies may be found at:

- Borough Emergency Centre documentation (Committee Room)
- [www.kent.gov.uk](http://www.kent.gov.uk)

## 5.10 Other liaison responsibilities

### 5.10.1 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.



### 5.10.2 Strategic Co-ordination Centre (SCC)

It is vital that a duly empowered representative of the council (including support staff) are part of a Strategic Co-ordination 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
- A senior member of the Resilience and Emergencies Unit or the Kent Resilience Team

This strategic representative may, by agreement with any affected district 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.

- A DBC strategic representative (note: KCC may undertake this role at the discretion of the district council)
- A representative will be delegated at the time of the emergency

### 5.10.3 Tactical Coordination Centre (TCC)

It may be necessary to provide a tactical liaison officer to the main Tactical Coordination 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 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 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 Liaison Officers may include:

- 'Tactical response' trained personnel from appropriate KCC Directorate(s)
- A senior member of the Resilience and Emergencies Unit or the Kent Resilience Team
- A manager from KCC Highways, Transportation and Waste
- A suitable member of trained staff from a KCC Directorate DBC
- A representative will be delegated at the time of the emergency

#### 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 KCC Emergency Centre
- Borough Emergency Centre Operations (see 5.3)
- Incident Liaison Officer and Forward Control Operations (see 5.4)
- Emergency Activation Officer Handbook (see 5.1)

## Section 6 District council specific emergency response Plans

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

### 6.1 Environmental health response plan

#### 6.1.1 Overview

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

In addition, some district council Environmental Health departments 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 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. 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 document

This document is produced and maintained by Planning, Housing and Environmental Health. This document may be found at:

- Via the council's Officers Intranet
- With Borough Emergency Centre documentation (Committee Room)

### 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 a 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 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"* during and after an emergency (Chapter 52, paragraph 189 part VII Housing Act 1996). 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.

### 6.2.2 Location of document

This document is produced and maintained by the district councils Housing Team.

This document may be found:

- Via the councils Officers Intranet
- With the Borough Emergency Documentation

## 6.3 Dangerous structures and building control

### 6.3.1 Overview

This plan details how the Councils Building Control Team provide a service to inspect and, if necessary, make safe potentially dangerous structures. This plan includes 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 document

This document is produced and maintained by the building control team. This document may be found at;

- Via the council's Emergency planning portal.
- With Borough Emergency Centre documentation (Committee Room)

## 6.4 Community plans

### 6.4.1 Overview

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.

### 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 council. They may be requested via the relevant district 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.

## Section 7 Kent 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.

### 7.1 Social Care, Health and Wellbeing Emergency Plan

#### 7.1.1 Overview

The Social Care, Health and 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 countywide 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 a Rest Centre, Survivor Reception Centre, Friends and Families Reception Centre or Humanitarian Assistance 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 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

#### 7.1.2 Location of document

This document is produced and maintained by the FSC Emergency Planning Officer and is formally submitted to KCC Emergency Planning for inclusion within this document.

It may be found at:

- Held by relevant SCHW managers
- County Emergency Centre

### 7.2 Education, Learning and Skills emergency plan

#### 7.2.1 Overview

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

#### 7.2.2 Location of documents

ELS arrangements are produced and maintained by managers within the directorate. Major emergency response arrangements are held in:

- County Emergency Centre

### 7.3 Growth, Environment & Transport Emergency Plans

#### 7.3.1 Overview

Growth, Environment and Transport comprises:

- Highways, Transportation & Waste
- Environment, Planning & Enforcement
- Economic Development

#### 7.3.2 Highways, Transportation & Waste

Highways, Transportation & Waste (HTW) deals with the majority of the roads in Kent, while National Highways, (formerly the Highways Agency and later 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
- The provision of specialist services:
  - Tree surgeons
  - Drainage
  - Body part removal from carriageways
  - Lighting and street furniture
  - Structural engineering specialists
  - Abandoned vehicle recovery

HTW operate an emergency on-call rota for response to incidents. The Highway Management Centre monitors the road network and the wider environment and will alert staff as required. The Resilience and Emergencies Unit hold details of the necessary points of contact (details for relevant senior managers), 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.

### 7.3.3 Environment, Planning and Enforcement

Staff from Environment, Planning and 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
- Emergency Planning

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
- Resilience and Emergency Unit have ongoing links into all parts of the County
- Council emergency planning and response arrangements.
- Emergency Planning staff hold contact details for relevant senior managers.

Resilience and Emergency Unit have ongoing links into all parts of the County Council's emergency planning and response arrangements. Emergency Planning staff hold contact details for relevant senior managers.

### 7.3.4 Location of documents

Highways, Transportation & Waste emergency plans (including the HTW Severe Weather Plan) are operational procedures that are maintained by the relevant managers and Resilience and Emergencies Unit.

Contact details for senior staff from other teams are held by the Resilience & Emergencies Unit 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 staff are linked to:

- 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)
- 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
- Property & Infrastructure Support
- Contact Point

Each part of SCS maintains its own arrangements for providing services in the event of a major emergency.

## **7.5 Business Strategy and Support**

### **7.5.1 Democratic Services**

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

### **7.5.2 Finance and Procurement**

Will 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 Scheme.

### **7.5.3 Human Resources**

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

### **7.5.4 Legal Services**

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

### **7.5.6 ICT**

Will support all ICT aspects of any emergency response through normal systems, and provide direct support for GIS, 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.

### 7.5.8 Property & Infrastructure Support

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

### 7.5.9 Contact Point

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

### 7.5.10 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 & Emergencies Unit hold contact details for the relevant senior managers. In addition to internal procedures maintained by individual teams, Growth, Environment & Transport staff are 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)
- Recovery (see Section 10)

## 7.6 KCC Cabinet and Chief Officer emergency response plan

### 7.6.1 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. The role of the group 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 one to one interviews and core reassurance messaging
- Determine an appropriate method of briefing Members and, in particular, those whose divisions have been affected
- 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.

### 7.6.2 Location of documents

This document is produced and maintained by the Emergency Planning team. It is located in the :

- County Emergency Centre



## Section 8 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. 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
- A place for a full copy of the plan, if required

### 8.1 Evacuation, shelter and immediate care

#### 8.1.1 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 facility:

- 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. It 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.

#### 8.1.2 District council responsibilities

The district councils are responsible for:

- The provision of suitable buildings as possible venues for rest centres. A Rest Centre directory containing all suitable premises can be found on the council intranet under Useful Links > Emergency Planning

The provision of officer support to the Rest Centre operation, in particular:

- Supporting Rest Centre operations
- Providing liaison with District Emergency Centres and other emergency centres during emergencies
- Homelessness advice and assistance
- Providing access to benefits advice

### 8.1.3 Kent County Council responsibilities

Kent County Council is responsible for:

- Providing staff to support a Rest Centre, Survivor Reception Centre, Friends and Families Reception Centre or Humanitarian Assistance Centre
- 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
- Feeding evacuees and survivors

### 8.1.4 Feeding

Kent County Council has a 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 Rest Centre, Survivor Reception Centre, Friends and Families Reception Centre or Humanitarian Assistance 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:

- The contractor that provides the school meals service
- Local purchasing
- Stocks of individual pre-prepared meals, held by the Kent Resilience Team
- While food may be served by volunteers, it may only be prepared by those with the relevant qualifications

### 8.1.5 Associated documents and plans

The main documents associated with these deliverables are:

- Relevant district and county plans referenced within this document.
- Kent Rest Centre Guidelines
- Kent Rest Centre Directory
- KRF Evacuation and Shelter Plan
- KRF Humanitarian Assistance Centre Plan (see Section 10)
- KRF Vulnerable Persons Plan
- Functional plans

### 8.1.6 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:

- Resilience Direct
- [www.kent.gov.uk](http://www.kent.gov.uk)
- County Emergency Centre
- The relevant lead agency

## 8.2 Identifying vulnerable people

### 8.2.1 Overview and terminology

During an emergency it may become necessary to identify people who may be vulnerable within the affected area of the emergency. Many of the vulnerable individuals concerned will be known to existing service providers (people who live or are present in establishments such as nursing homes or day centres).

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

#### 8.2.1.1 Vulnerable people

In the Cabinet Office Guidance, vulnerable people are described as;

Potentially Vulnerable Individual/Group	Examples and Notes	Target through the following organisations/agencies
Children	Where children are concerned, whilst at school the school authorities have duty of care responsibilities. Certain schools may require more attention than others.	LEA schools through Local Authorities, and non-LEA schools through their governing body or proprietor. Crèches/playgroups/nurseries
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. <sup>6</sup>	Residential Care Homes <sup>7</sup> 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 <sup>7</sup> 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		Social services GP surgeries
Temporarily or permanently ill	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.	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 Hoteliers
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 and these people should not be overlooked.

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.

### 8.2.2 District council responsibilities

Dartford Borough Council may provide assistance in the identification of vulnerable people through data and records held. DBC may also make direct safeguarding referrals in line with the relevant policies.

### 8.2.3 Kent County Council responsibilities

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

### 8.2.4 Associated documents and plans

The main documents associated with this deliverable are as follows:

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

### 8.2.5 Location of documents

These documents may be found at:

- Resilience Direct
- [www.kent.gov.uk](http://www.kent.gov.uk)
- County Emergency Centre

## 8.3 Severe weather and flooding

### 8.3.1 Overview and terminology

Weather related natural disasters are a key threat to 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
- Fog.

The impact of each of these natural events on 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 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 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	Extremes
<ul style="list-style-type: none"> <li>• Warmer, drier summers</li> <li>• Milder, wetter winters</li> <li>• Rising sea levels</li> </ul>	<ul style="list-style-type: none"> <li>• More very hot days</li> <li>• More heatwaves, especially in the south &amp; east</li> <li>• More rain on the wettest days of the year</li> <li>• Fewer frosty nights</li> </ul>

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.

### 8.3.2 District council responsibilities

The district council are responsible for:

- Flood warning and gate closure notification dissemination (in accordance with the County of Kent Act 1981 Section 30) and where appropriate, to ensure tidal flood gates and sluices are closed in accordance with closure notifications.
- Warning and informing the public in conjunction with the Environment Agency
- Establish local authority liaison forward controls as necessary
- Advice on clearance of blocked water courses

### 8.3.3 Kent County Council responsibilities

KCC is responsible for:

- Delivery of KCC 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
- Lead recovery phase for flooding events.

### 8.3.4 Associated documents and plans

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
- KCC Flood Response Plan
- KCC Off-site Reservoir Inundation Plan
- Pan Kent and District level multi-agency Flood Plans.

### 8.3.5 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](http://www.kent.gov.uk)
- County Emergency Centre
- The relevant lead agency.

## 8.4 Fuel shortage

### 8.4.1 Overview and terminology

The Department for Energy Security and Net Zero (DESNZ) are responsible for the National Emergency Plan for Fuel (NEP-F). This 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 BEIS activate the NEP-F

Eight Designated Filling Stations (DFSs) (retail filling stations with the purpose of supplying 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 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.

### 8.4.2 District council responsibilities

Each district 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

### 8.4.3 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
- County wide coordination of response measures

#### 8.4.4 Associated Documents and Plans

The main documents associated with this deliverable are:

- Relevant district and county deliverables contained within this document
- KRF Fuel Plan
- KCC Fuel Plan
- District council and County Council business continuity 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:

- Resilience Direct
- [www.kent.gov.uk](http://www.kent.gov.uk)
- Borough Emergency Centre
- the relevant lead agency

### 8.5 Transportation and highways emergencies

#### 8.5.1 Overview and terminology

Transportation emergencies may include the following:-

- Rail incident
- Aircraft crash
- Maritime emergency
- Serious road traffic crash or accident
- Rransport 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

#### 8.5.2 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.

#### 8.5.3 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.

#### 8.5.4 Maritime emergency

In a maritime emergency the Maritime and Coastguard Agency will co-ordinate the at sea response from the relevant Maritime Rescue Coordination Centre. The land based elements of the response will be coordinated by a land-based Tactical Control, utilising arrangements set out in the National Contingency Plan for marine pollution from shipping and offshore installations. Coordination 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.

#### 8.5.5 KCC maintained highway network

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

#### 8.5.6 National Highways maintained highway network

National Highways deliver a similar role to that of KCC Highway Services for the motorway network and some key trunk roads within the county. National Highways Traffic Officers carry out regular marked vehicle patrols on these roads. These Officers act as National Highways Liaison Officers at the scene of an incident. National Highways also have their own contingency arrangements to deal with driver welfare during incidents that cause significant traffic congestion.

#### 8.5.7 Operation Brock & Dover TAP

In an event where there is disruption to Ferry and/or Eurotunnel services, the Police may decide to invoke Operation Brock, which is designed to use the M20 & other designated locations to safely hold lorries that are waiting to use these services. Although Kent local authorities do not have a significant role to play, there may be a need to support or facilitate welfare arrangements for the care of the travelling public (see Section 8.5.9) or invoke other suitable emergency response or business continuity measures as appropriate.

#### 8.5.8 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.

#### 8.5.9 Care of travelling public

In all these emergencies, a major focus for the District 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, National Highways (formerly the Highways Agency) have their own contingency arrangements to deal with driver welfare during incidents that cause significant traffic congestion. In a protracted incident, local authority support may be required to facilitate welfare arrangements with costs accruing to National Highways. This may include the provision of refreshments or toilets. In extreme cases a dedicated welfare co-ordination point may be established. The arrangements for this are set out in the Kent Resilience Forum Multi-agency Welfare Plan.



### 8.5.10 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. This covers all road and rail transported packages by British Energy, Magnox and a range of other operators.
- NAIR (National Arrangements for Incidents involving Radiation). This 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. These 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.

### 8.5.11 District council responsibilities

The district 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

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

### 8.5.12 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 councils and may include support to

- Rest Centres
- Survivor Reception Centres
- In extreme cases, and in partnership with other agencies, assistance 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.

### 8.5.13 Associated documents and plans

The main documents associated with this deliverable are:

- KRF Pan-Kent Emergency Response Framework
- KRF Multi-agency Driver Welfare Plan
- relevant district and county deliverables contained within this MEP
- Operation Stack/ Brock/ Dover TAP procedures
- Local Authority and Emergency Services Information (LAESI)
- RADS SAFE 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.

### 8.5.14 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 Emergencies Unit staff. The documents may be found at one or more of:

- Resilience Direct
- [www.kent.gov.uk](http://www.kent.gov.uk)
- County Emergency Centre
- Relevant lead agency
- The RADS SAFE plan may be found at [www.radsafe.org.uk](http://www.radsafe.org.uk)
- The NAIR plan may be found at <https://www.gov.uk/national-arrangements-forincidents-involving-radioactivity-nair>.
- Information on CHEMSAFE can be found at <https://www.ukfrs.com/guidance/search/chemsafe>
- Defence Nuclear Materials Transport Contingency Arrangements is a Ministry of Defence document found at [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1037478/20211129-LAESI-Ed12-MHCLG-Tweak-final.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1037478/20211129-LAESI-Ed12-MHCLG-Tweak-final.pdf)

## 8.6 Pipelines, Control of Major Accident Hazard sites and Radiation emergencies

### 8.6.1 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 councils may provide support as agreed in specific plans. All arrangements detailed in this section will dovetail into all relevant KRF emergency plans.

### 8.6.2 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.

### 8.6.3 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
- 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 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 are numerous top tier COMAH site within Kent County Council's administrative area:

- Givaudan UK Ltd., Ashford.
- Britannia Refined Metals Ltd, Northfleet
- BP Oil UK, Isle of Grain
- National Grid Grain LNG (Liquefied natural gas), Isle of Grain
- Southern Gas Networks Plc, Isle of Grain

All top and lower tier COMAH sites are identified in the Kent Resilience Forum area of Resilience Direct.

#### 8.6.4 Dungeness sites and REPIR

Dungeness has two licensed nuclear sites:

- Dungeness A (a decommissioned site operated by Magnox South)
- Dungeness B (a non-operational site that is currently being defueled and decommissioned)

Separate legislation (the Radiation (Emergency Preparedness and Public Information) Regulations (REPIR) 2001) details 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. This 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 Shepway District Council.

#### 8.6.5 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.

#### 8.6.6 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 is provided by industry as a range of arrangements that advise and deal with chemical spillages.
- 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 UK Health Security Agency (UKHSA) National Response Plan for Nuclear Emergencies and the UK Recovery Handbook for Radiation Incidents.

#### 8.6.7 District council responsibilities

The district 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
- Support to Survivor Reception Centres
- The provision of other technical advice or support as dictated by pertinent multi-agency plans and/or specific district council deliverables detailed in this plan
- Supporting the recovery process.

### 8.6.8 Kent County Council responsibilities

Kent County Council is responsible for:

- Acting as the lead authority for REPPiR
- Acting as the lead authority for 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 councils and may include support to:

- Survivor Reception Centres
- Rest Centres
- Humanitarian Assistance Centres
- Friends and Families Reception Centres

### 8.6.9 Associated documents and plans

The main documents associated with this are:

- The relevant district and county deliverables contained within this MEP
- Dungeness Nuclear Power Station Off-site Plan
- The Control of Major Accident Hazards Plan (COMAH) for the relevant Tier One sites
- The Kent and Medway Emergency Plan for Major Accident Hazard Pipelines
- The Pan-Kent Emergency Recovery Framework
- The UK Health Security Agency (UKHSA) 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)
- UK Recovery Handbook for Radiation Incidents

### 8.6.10 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 Emergencies Unit. These documents may be found at the following locations

- Resilience Direct
- the Dungeness Off-site Plan  
[https://www.kent.gov.uk/\\_data/assets/pdf\\_file/0018/115191/Dungeness-B-Off-Site-Emergency-Plan.pdf](https://www.kent.gov.uk/_data/assets/pdf_file/0018/115191/Dungeness-B-Off-Site-Emergency-Plan.pdf)
- The Control of Major Accident Hazards Plan (COMAH) and the Kent and Medway Emergency Plan for Major Accident Hazard Pipelines may be found at <https://www.kent.gov.uk/about-the-council/strategies-and-policies/community-safety-and-crime-policies/emergency-planning>
- County Emergency Centre
- The NAIR plan may be found at <https://www.gov.uk/guidance/national-arrangements-for-incidents-involving-radioactivity-nair>
- Information on CHEMSAFE can be found at [https://the-ncec.com/en/resources/chemsafe-and-the-national-chemical-emergency-centre-\(ncec\)](https://the-ncec.com/en/resources/chemsafe-and-the-national-chemical-emergency-centre-(ncec))
- Department for Energy Security and Net Zero (DESNZ) information on nuclear emergency response can be found at <https://www.gov.uk/government/publications/national-nuclear-emergency-planning-and-response-guidance>
- 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

<https://www.metoffice.gov.uk/services/government/environmental-hazard-resilience/cbrn-incident-management>

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

Information on UK Recovery Handbook for Radiation Incidents can be found at

- <https://www.gov.uk/government/publications/uk-recovery-handbooks-for-radiation-incidents-2015>

## 8.7 Human health emergencies

### 8.7.1 Overview and terminology

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

	NHS	PHE*	District council	Kent Police	Kent County Council
Treating the unwell	<input type="checkbox"/>				
The cause		<input type="checkbox"/>			
Public Health		<input type="checkbox"/>	<input type="checkbox"/>		
Public information **	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

\* 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 or pandemic
- A fast spreading yet rare disease
- 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.

### 8.7.2 Pandemic COVID, influenza or similar

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.

### 8.7.3 Joint district and Kent County Council responsibilities

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

- Business Continuity planning
- Emergency response activities in support of KRF plans

#### 8.7.4 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
- Arranging for the County Council's Contact Point to provide a telephone helpline and to answer FAQs

#### 8.7.5 Associated documents and plans

The main documents associated with this deliverable are:

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

#### 8.7.6 Location of document

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

- Resilience Direct
- [www.kent.gov.uk](http://www.kent.gov.uk)
- Borough Emergency Centre
- The relevant lead agency

### 8.8 Animal and plant health emergencies

#### 8.8.1 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 KCC Trading Standards under the provisions of the Animal Health Act. KCC 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 KCC response, which will involve a range of services, will be coordinated 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
- 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.

### 8.8.2 Joint district and Kent County Council responsibilities

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

- Business continuity planning
- Emergency response activities in support of KRF plans

### 8.8.3 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 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
- Arranging for the Kent County Council Contact Point to provide a telephone helpline and to answer FAQs

### 8.8.4 Associated documents and plans

The main documents associated with animal health emergencies are:

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

### 8.8.5 Location of documents

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

- Resilience Direct
- [www.kent.gov.uk](http://www.kent.gov.uk)
- Borough Emergency Centre
- The relevant lead agency

## 8.9 Voluntary sector support (including faith support)

### 8.9.1 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 rescue 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
- Equipment and resources e.g. bedding, ambulances, clothing and first aid equipment.

#### 8.9.2 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.

#### 8.9.3 Kent Voluntary Sector Emergency Group (KVSEG)

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 National Lifeboat Institution
- Royal Society for the Prevention of Cruelty to Animals (RSPCA)
- SERV (Kent) - Service by Emergency Service Volunteers
- South East 4 x 4 Response
- St John Ambulance
- The Salvation Army
- The Samaritans
- The Women's Institute
- RVS

#### 8.9.4 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
- Kent Rest Centre Guidelines

#### 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 Kent Resilience Team staff. The documents may be found at one or more of:

- Resilience Direct
- [www.kent.gov.uk](http://www.kent.gov.uk)
- Borough Emergency Centre
- The relevant lead agency

## 8.10 Mass fatalities and excess deaths

### 8.10.1 Overview and terminology

#### 8.10.1.1 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.

#### 8.10.1.2 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.

#### 8.10.1.3 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 National Police Chief Council (NPCC) has established a central pool of trained and experienced police and civilian forensic experts known as UKDVI (UK Disaster Victim Identification). Arrangements are in place to deploy UKDVI 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
- Equipment. There is a national stockpile of mortuary equipment necessary to convert an empty structure to a functioning mortuary.

#### 8.10.1.4 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 such as COVID).

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.

**8.10.2 Mortuary and body storage responsibilities**

There is no statutory requirement for any organisation to provide mortuary or body storage facilities. District councils may choose to operate a public mortuary, but there are very few of these nationally. Hospital mortuaries are intended to meet NHS needs to allow for short term body storage and for post-mortem examinations to be carried out. Arrangements exist for space to be made available in these for Coroner's cases. All other body storage is provided by funeral directors. If no mortuary space is available then hospital business continuity arrangements may create additional temporary storage. Otherwise the need to provide mortuary facilities sits with top-tier local authorities as a general duty. Coroners may direct where a body is to be held during their investigations, and a body may not be moved beyond the Coroner's area without their permission.

**8.10.3 District council responsibilities**

- Assist through Mutual Aid Agreement or otherwise
- Paupers' funerals.

**8.10.4 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
- 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 / COVID guidance

**8.10.6 Location of documents**

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

- Resilience Direct
- [www.kent.gov.uk](http://www.kent.gov.uk)
- Borough Emergency Centre
- The relevant lead agency

## 8.11 Military support

### 8.11.1 Overview

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, such as 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 for the Downs in winter for an individual suffering from dementia as 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, Military Joint Regional Liaison Officers (JRLO) 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

### 8.11.2 Associated documents and plans

The main documents associated with this service are:

- KRF Pan-Kent Emergency Response Framework
- MoD Joint Doctrine Publication 02 UK Operations: the Defence Contribution to Resilience  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1044389/20211217-JDP\\_02\\_web\\_post\\_proof.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1044389/20211217-JDP_02_web_post_proof.pdf)

### 8.11.3 Location of documents

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

- Resilience Direct
- [www.kent.gov.uk](http://www.kent.gov.uk)
- County Emergency Centre.
- The MoD JDP 02 document is available in the County Emergency Centre.

## Section 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, ISO 22301:2012, 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
- 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 delivery 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. BCPs are regularly reviewed and updated to maintain current contact details for key staff.

Individual teams/services may have a need to invoke their BCP e.g. loss of key supplier, loss of access to premises or specialist equipment and will manage their own BC response. This will only be escalated for more senior management where:

- It is recognised that the team or service cannot recover within the necessary timeframe (as set out in the BIA see 9.4)
- A wider impact on the organisation is identified by the team/service
- A wider impact on the organisation is identified by an interdependent team

### 9.4 Key Documents

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

Business Continuity Management Policy	Sets out the scope and governance of the BCM programme
Business Continuity Management Programme	Ongoing management and governance process supported by Senior Management and appropriately resourced to implement and maintain business continuity management <sup>1</sup>
Business Impact Analysis (BIA)	Analyses activities and the effect that a business disruption might have on them
Continuity Requirements Analysis (CRA)	Describes the resources required to deliver key functions
Business Continuity Plan (BCP)	BCP should be completed at team or service level across the organisation. A corporate level BCP provides senior managers with an overview of the critical services, key contacts and recovery requirements.
Recovery Strategies	<p>BCPs should include the strategies to support recovery from a significant disruption that impacts on:</p> <ul style="list-style-type: none"> <li>• Staff</li> <li>• Premises</li> <li>• ICT</li> <li>• Assets and information</li> <li>• Suppliers</li> </ul> <p>These strategies should be included in corporate and team/service level BCPs.</p>

<sup>1</sup> This is the ISO definition for 'business continuity programme'

Other related strategies / plans	<p>The organisation may have other functional plans that will assist its recovery from a major disruption to critical service delivery:</p> <ul style="list-style-type: none"> <li>• Emergency Centre Plan</li> <li>• ICT Business Continuity Plan and Disaster Recovery Strategy</li> <li>• Crisis Communications Plan or Media, Warning and Informing Plan</li> <li>• HR Strategy</li> <li>• Fuel Shortage Plan</li> <li>• Property, Office Relocation and Salvage Strategy</li> </ul>
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**9.5 Location of documents**

Document	Electronic Copy	Hard Copy
Business Continuity Management Policy	S Drive	
Business Continuity Management Programme	S Drive	
Business Impact Analysis	S Drive	
Continuity Requirements Analysis	S Drive	
Corporate Business Continuity Plan	S Drive	
Team / Service Business Continuity Plans	S Drive	
Emergency Centre Plan	S Drive	
ICT Business Continuity Plan	S Drive	
ICT Disaster Recovery Strategy	S Drive	
Crisis Communications Plan (or Media, Warning & Informing Strategy)	S Drive	
HR Strategy	S Drive	
Fuel Shortage Plan	S Drive	
Property, Office Relocation and Salvage Strategy	S Drive	

## 9.6 Standing Down

Affected services who have invoked their BCPs 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 debriefing at that level, led by the Senior Manager with responsibility for BCM in the organisation.



## Section 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 council recovery plans	Provide an overview and detailed arrangements of how the district councils 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. It 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**

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 recovery technical experts, political support and other recovery resources, including financial, to the recovery working agenda.

### **10.4 Overview of district council responsibilities**

Each district 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 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 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
- District council 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 Emergency Planning staff. The documents may be found at one or more of:

Resilience Direct

- [www.kent.gov.uk](http://www.kent.gov.uk)
- Borough Emergency Centre
- The relevant lead agency

## **Section 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 Council, Cabinet members and Chief Officers 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 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.

## Section 12 Training and exercising

The Civil Contingencies Act 2004 requires 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 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
- Have confidence in their partner agencies' emergency response capabilities.

The KCC Resilience and Emergencies Unit 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 the County Council's emergency response. Where possible, and in agreement with partners, these exercises will be multi-agency to further demonstrate pan-Kent capability.

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

**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

202\_ 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 party's 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

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 4LZ

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