

## Christmas & New Year 2013-14 Storms & Floods – Lessons Learnt Progress Report

Current Progress	Next Steps	RAG Status
<b>Recommendation 1: Undertake a fundamental review and update of key KCC and partnership plans to ensure that they are fit for purpose for even the most complex and protracted of incidents</b>		
<ul style="list-style-type: none"> <li>• KCC Corporate Resilience Steering Group established to oversee implementation of Cabinet recommendations.</li> <li>• Kent Resilience Forum (KRF) Pan-Kent Flooding Group established to oversee implementation of multi-agency recommendations.</li> <li>• KCC Flood Response and Major Emergency Plans and Emergency Contacts Directory have been reviewed, updated &amp; re-issued to key contacts</li> <li>• KCC Highways, Transportation &amp; Waste have developed new Severe Weather plans, informed by experiences and lessons learned from winter 2013-14 and previous cold winter weather.</li> <li>• Kent Resilience Team (KRT) is working the Pan-Kent Flood Group to review &amp; update of the KRF Pan-Kent Strategic Emergency Framework, Pan-Kent Flood Plan and 13 x Medway / District / Borough level plans.</li> <li>• Ongoing programme of work to develop community-level flood plans (see Recommendation 4).</li> </ul>	<ul style="list-style-type: none"> <li>• Suite of multi-agency plans to be finalised and circulated to key partners.</li> <li>• Further review and simplify plans to align to key roles and training</li> <li>• Series of KCC and multi-agency awareness-raising &amp; briefing sessions, training and exercises to be run over the coming month e.g. KCC training and exercise sessions scheduled for November.</li> </ul>	<b>AMBER</b>
<b>Recommendation 2: Provide Cabinet with an options paper for enhancing KCC's resilience, including training a cadre of 'emergency</b>		

reservists'. Once approved, implement a programme to train, equip & support relevant personnel in readiness for Winter 2014			
<ul style="list-style-type: none"> <li>• A review of professional and generic roles across KCC in relation to emergency response has been carried out and training needs identified</li> <li>• Introduction to Resilience and Emergencies training was carried out in early September with 37 managers enrolled. This will be further developed as e-learning and integrated into KCC Learning and Development to increase reach across the organisation.</li> <li>• Recommendations for 'reservists' will be taken to the Corporate Resilience Steering Group in October</li> <li>• Targeted training courses for specific roles and responsibilities have been identified and are in development</li> <li>• Initial meeting with HR to establish more effective out-of-hours processes and integration into job roles as appropriate.</li> <li>• Since January 2014, 76 multi-agency training sessions and exercises have been / will be run in Kent, to familiarise many hundreds of staff from across the KRF partnership in a variety of emergency response roles and scenarios.</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of officers for targeted training in November (to be led by the Steering Group)</li> <li>• Paper to CMT to establish potential for on-call system for Corporate Directors in event of a major emergency and provide short, targeted training as appropriate</li> <li>• Continue work with HR to establish requirements.</li> <li>• Run training for key emergency response roles and reservists in November</li> <li>• KCC staff to be identified and enrolled to attend multi-agency training in the coming months.</li> </ul>	<b>AMBER</b>	
<b>Recommendation 3: Develop a consistent countywide policy &amp; plans for maintaining &amp; providing sandbags and other practical support to individuals &amp; communities at risk of flooding.</b>			
<ul style="list-style-type: none"> <li>• KCC, Medway and Districts / Boroughs working together to review each agency's current stocks of sandbags (or equivalent products), policies and plans for deployments.</li> <li>• Work also underway to review / enhance arrangements for provision of other practical support e.g. key accounts with hotels / B&amp;Bs,</li> </ul>	<ul style="list-style-type: none"> <li>• and gap analysis of policy and resources across KCC and partner organisations to be undertaken in Sept. Additional stocks / arrangements to be put in place by individual agencies to address any gaps in readiness for winter. Discussions to be held with KCC and partners to work towards a joined-up a countywide policy.</li> </ul>	<p style="text-align: right;">Review</p> <p style="text-align: right;">Work</p>	<b>AMBER</b>

<p>provision of dehumidifiers, pumps, access to contractors for gas / electric / water safety checks etc.</p>	<p>with Association of British Insurers, KCC Kent Support &amp; Assistance Service, Finance, Legal &amp; Insurance to develop a robust policy for provision of support to individuals / communities affected by flooding or other emergencies.</p>	
<p><b>Recommendation 4: Implement a strategy to encourage greater flood awareness &amp; individual / community resilience, including improving sign-up for the EA's Floodline Warnings Direct (FWD) Service and training local volunteers as Flood Wardens.</b></p>		
<ul style="list-style-type: none"> <li>• KRF Resilient Communities is currently developing a strategy to bring together work around key themes, to focus the wide range of work being undertaken by individual agencies and in partnerships.</li> <li>• This will include the Community Emergency Planning programme run by KCC in association with Kent Association of Local Councils. Currently 10% of Parish / Town Councils have a plan. Strategy to be developed to significantly enhance take-up countywide, with a particular focus on communities at risk of flooding. Further training sessions are scheduled for October / November.</li> <li>• Pilot session of Flood Warden training facilitated by KFRS, EA, KCC, Maidstone and Tonbridge &amp; Malling Borough Councils on 12<sup>th</sup> July. 42 volunteers from Yalding, East Peckham, Tonbridge &amp; Hildenborough, trained and equipped as Flood Wardens on 12<sup>th</sup> July. Further pilot scheduled for delivery in east of the county in October / November.</li> <li>• Work also underway to provide caravan, camping, gypsy &amp; traveller sites with guidance and templates to develop their own emergency / flood plans. Flood plan Little Venice Caravan Park has now been completed.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with KRF Pan-Kent Flood Group and KRF Public Warning &amp; Informing Group to develop and implement a countywide strategy.</li> <li>• Scope opportunities to apply for funding to take forward severe weather community resilience projects e.g. Interreg VA 2-Seas programme.</li> </ul>	<p><b>AMBER</b></p>
<p><b>Recommendation 5: Undertake a fundamental review &amp; update of the Floodline Warnings Direct (FWD) Service for communities with high / complex flood risk.</b></p>		

<ul style="list-style-type: none"> <li>• Following consultations with communities and partners during the summer, the EA has refined its flood warning areas for the Rivers Medway, Bourne, Beult and Teise catchments.</li> <li>• These will allow the EA to provide more targeted and locally-specific warnings to particular at risk communities.</li> </ul>	<ul style="list-style-type: none"> <li>• New flood warning systems to go live in late October / early November.</li> <li>• Final update of single- and multi-agency plans to reflect new arrangements, supported by awareness-raising, briefings and training sessions</li> </ul>	<b>AMBER</b>
<b>Recommendation 6: Develop enhanced arrangements for warning &amp; informing the public in flooding / severe weather scenarios, including contingency arrangements in the event of power outages and greater usage of social media.</b>		
<ul style="list-style-type: none"> <li>• KRF Public Warning &amp; Informing meeting on 30<sup>th</sup> September to scope development of a media &amp; communications strategy to implement in advance of, during and after flooding / severe weather events.</li> <li>• 15,000 copies of newly-published KRF booklet 'What should I do in an emergency?' have been distributed through a variety channels and access points. e.g. all Parish / Town Councils, Gateways and is being made available electronically via partner websites and <a href="http://www.kentprepared.org.uk">www.kentprepared.org.uk</a>. A wider awareness campaign will be undertaken as part of the above strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with the KRF Pan-Kent Flood Group to develop and implement the strategy, linking-in with outputs from other linked recommendations and initiatives e.g. national 'Get Ready for Winter' campaign which commences on 20<sup>th</sup> October.</li> <li>• Explore provision of loudhailers, universal mobile chargers and deployment of on-scene communications in the event of power outages.</li> </ul>	<b>AMBER</b>
<b>Recommendation 7: Develop arrangements to provide critical 'on scene' liaison &amp; support to affected communities e.g. via multi-agency 'Bronze' / Operational teams.</b>		
<ul style="list-style-type: none"> <li>• KRF Pan-Kent Flood Group currently undertaking review and gap analysis of key on-scene liaison / support roles (e.g. Incident Liaison Officers, door-knocking, evacuation &amp; shelter, provision of information, welfare checks and sandbagging) and supporting training, guidance and resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancements to multi-agency on-scene response capability to be developed and rolled-out over coming months.</li> <li>• Need to continue promotion of KCC staff to attend Local Authority-specific (next event 9th October) and multi-agency training (next event 27th November) sessions, as well as providing additional training / awareness sessions on specific roles.</li> </ul>	<b>AMBER</b>

<ul style="list-style-type: none"> <li>• All Community Wardens now trained as Incident Liaison Officers, with 12 x vans and 2 x 4x4s equipped with emergency response equipment.</li> <li>• KRT is currently working with the Kent Voluntary Sector Emergencies Group to put in place new or enhanced MOUs to formalise support provided by voluntary sector partners.</li> <li>• See also Flood Warden and Community Emergency Plan training under Recommendation 4.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional training sessions for new / existing KCC staff to be rolled-out in coming months.</li> <li>• Formalise MOUs with voluntary sector partners ready for winter.</li> </ul>	
<p><b>Recommendation 8: Work with DCLG and the Flood Recovery Minister for Kent to bring pressure to bear on utilities companies to improve their arrangements for engaging &amp; supporting partners &amp; customers.</b></p>		
<ul style="list-style-type: none"> <li>• Flood Recovery Minister (Greg Clark MP) met with UK Power Networks (14th June) to address concerns raised by Kent partners.</li> <li>• DCLG and Flood Recovery Minister actively engaged as part of the multi-agency recovery management structures chaired by KCC, as were UK Power Networks.</li> <li>• Although these have now been formally stood-down, linkages with both DCLG and the Flood Recovery Minister are being maintained and will be kept regularly apprised of progress and any blockages.</li> </ul>	<ul style="list-style-type: none"> <li>• Response and lessons learned report received to be picked-up through KRF Pan-Kent Flood Group.</li> <li>• Various utilities companies have been invited to join the group and progress will be monitored closely.</li> </ul>	<b>GREEN</b>
<p><b>Recommendation 9: Streamline &amp; enhance existing multi-agency information management protocols &amp; systems for sharing critical data in the planning for &amp; management of emergencies.</b></p>		
<ul style="list-style-type: none"> <li>• Work underway led by KRT to explore a number of enhancements to multi-agency communications and information management, including automated alerting systems, web-based logging, extranet and GIS systems.</li> <li>• EA is reviewing availability / provision of flood mapping at multi-agency control centres and on-</li> </ul>	<ul style="list-style-type: none"> <li>• Work to be progressed over the coming months, linking into the KRF Pan-Kent Flood Group.</li> </ul>	<b>AMBER</b>

<p>scene response locations.</p> <ul style="list-style-type: none"> <li>• KCC, Medway and Districts / Boroughs working together to enhance protocols for Local Authority coordination, feeding into the multi-agency response.</li> </ul>		
<p><b>Recommendation 10: Formalise the recovery management structures developed during Operation Sunrise 4 and adopt these as good practice.</b></p>		
<ul style="list-style-type: none"> <li>• KCC-led Strategic Recovery Coordinating Group met 23<sup>rd</sup> September to review lessons learned, current status and preparedness going into winter 2014-15.</li> <li>• Recovery management structures, processes, good practice &amp; lessons learned to be incorporated into single- and multi-agency plans, supported by appropriate awareness / training sessions.</li> <li>• 15-20 staff from KCC and multi-agency partners attending locally-delivered Emergency Planning College 'Recovering from Emergencies' course 2<sup>nd</sup>-3<sup>rd</sup> October.</li> </ul>	<ul style="list-style-type: none"> <li>• KRT currently leading a review of the multi-agency Pan-Kent Emergency Recovery Framework and associated plans.</li> </ul>	<p><b>AMBER</b></p>
<p><b>Recommendation 11: Develop protocols to support emergency responders in deciding when to escalate / de-escalate to / from the 'emergency response' &amp; 'recovery' phases.</b></p>		
<ul style="list-style-type: none"> <li>• Plans, guidance and training have been reviewed and updated in line with new national doctrine (the 'Joint Decision Model') to foster more effective multi-agency working.</li> <li>• &gt;30 multi-agency training sessions to support this initiative have been run in Kent over last 12 months, training hundreds of staff from senior officers down to front line staff.</li> <li>• Role of the KRT to provide professional advice and support to multi-agency partners, from first alerting, through to the emergency response and recovery phase is currently being scoped</li> </ul>	<ul style="list-style-type: none"> <li>• Further multi-agency training opportunities, briefings and awareness raising sessions planned over the coming months.</li> <li>• Role of KRT in emergencies to be agreed and embedded ready for winter 2014-15.</li> </ul>	<p><b>AMBER</b></p>

with multi-agency partners.		
<b>Recommendation 12: Influence Central Government to secure additional financial support in recognition of the severe burden that these incidents have placed on KCC.</b>		
<ul style="list-style-type: none"> <li>• £8.6m central government grant received from the 'Severe Weather Recovery Scheme' in Tranche 1 to help repair damaged highways infrastructure. Further £499,000 received in Tranche 2.</li> <li>• £982.7k received under the Bellwin Scheme will be used to replenish the 'Emergency Conditions' reserve, which is currently at zero.</li> <li>• KCC Sustainability &amp; Climate Change team published its final report detailing multi-agency expenditure captured in the Severe Weather Impact Monitoring System (SWIMS) for winter 2013-14 (<a href="http://www.kent.gov.uk/swims">www.kent.gov.uk/swims</a>)</li> </ul>	<ul style="list-style-type: none"> <li>• DCLG will shortly to be launching a public information website will provide a breakdown by Local Authority area of data, including expenditure, relating to the winter storms and floods.</li> </ul>	<b>GREEN</b>
<b>Recommendation 13: EA / Southern Water to respond to queries / concerns regarding the perceived lack of / effectiveness of their rivers &amp; flood management systems / assets</b>		
<ul style="list-style-type: none"> <li>• Andrew Pearce (EA) attended KCC Cabinet meeting on 7<sup>th</sup> July and assured members that assets, such as critical locks, were maintained to the highest operational standards and to support this, this year an additional £1million of funding for revenue and maintenance activities had been secured and enhanced programmes would be in place before the winter.</li> <li>• Southern Water invited to attend future meeting of Kent Flood Risk Management Committee to provide similar update and for members to raise queries / concerns.</li> </ul>	<ul style="list-style-type: none"> <li>• Andrew Pearce invited to KCC Cabinet meeting on 13<sup>th</sup> October to provide a further progress update.</li> <li>• Southern Water attending Kent Flood Risk Management Committee meeting on 17<sup>th</sup> November.</li> </ul>	<b>AMBER</b>
<b>Recommendation 14: Explore all possible opportunities with partners and beneficiaries to contribute to the priority flood defence schemes required in Kent, including influencing the EA, Defra &amp; HM Treasury to secure funding to deliver the schemes that do not currently receive sufficient FDGiA funding even with substantial partnership contributions.</b>		

<ul style="list-style-type: none"> <li>• Working with the EA, strategic schemes in Kent have been identified that require partnership funding</li> <li>• Medway and Beult River Flood Defence Scheme being taken through to feasibility stage with KCC investment of £255,000.</li> <li>• Other partnership contributions currently being sought through Tonbridge &amp; Malling and Maidstone Borough Councils.</li> </ul>	<ul style="list-style-type: none"> <li>• Agree KCC long term approach to partnership contributions for other priority flood defence schemes.</li> </ul>	<b>AMBER</b>
<b>Recommendation 15: Ensure the consequences of flood risk are fully considered before promoting development in flood risk areas by consulting all organisations with a role in flood risk management and emergency management.</b>		
<ul style="list-style-type: none"> <li>• Initial meeting held between KCC Resilience &amp; Emergencies Unit, KRT, KCC Flood Risk Manager and KCC Planning Applications team where a strategy was agreed to address interface between resilience and planning systems - strategy to be developed and agreed</li> <li>• A draft digest of flood risk and wider resilience chapters within National Planning Policy Framework and National Planning Policy Guidance.</li> <li>• Online toolkit for planners developed with KCC Public Health and Sustainability &amp; Climate Change team.</li> </ul>	<ul style="list-style-type: none"> <li>• Draft guidance document in preparation, expanding upon relevant flooding and wider resilience chapters of the National Planning Policy Framework / National Planning Policy Guidance with standing advice and practical examples.</li> <li>• Host toolkit and guidance documents on relevant websites and access points and engage planners, developers and the general public to promote awareness and usage.</li> </ul>	<b>AMBER</b>
<b>Recommendation 16: Implement a strategy to encourage greater awareness &amp; take-up of individual &amp; community flood protection measures e.g. property level protection, sandbags.</b>		
<ul style="list-style-type: none"> <li>• Series of community consultations and Flood Fairs held in Spring 2014 in the communities affected by flooding.</li> <li>• Working with communities where we are undertaking surface water management plans (SWMPs) to help them understand the risks identified and opportunities for them to help</li> </ul>	<ul style="list-style-type: none"> <li>• Development of European funding bid to further develop community resilience programmes (to be submitted end 2014) to help deliver the strategy.</li> </ul>	<b>AMBER</b>



themselves.		
<b>Recommendation 17: Support awareness &amp; implementation of key initiatives to support communities with high / complex flood risk, particularly e.g. Surface Water Management Plans (SWMPs), Multi-Agency Flood Alleviation Technical Working Groups</b>		
<ul style="list-style-type: none"> <li>• Series of Multi-Agency Flood Alleviation Technical Working Groups established across Kent, working with key stakeholders to understand and tackle complex flood risk issues.</li> <li>• Developing Flood Risk to Communities (working title) documents which give an overview of flood risk on a district basis and signpost to other documents.</li> <li>• Developing SWMPs across Kent</li> </ul>	<ul style="list-style-type: none"> <li>• Further develop and embed these initiatives as part of our long-term flood risk management strategy.</li> </ul>	<b>AMBER</b>