

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

Current Progress	Next Steps	RAG Status
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		
<ul style="list-style-type: none"> • KCC Corporate Resilience Steering Group established to oversee implementation of Cabinet recommendations. • Kent Resilience Forum (KRF) Pan-Kent Flooding Group established to oversee implementation of multi-agency recommendations. • KCC Flood Response and Major Emergency Plans and Emergency Contacts Directory have been reviewed, updated & re-issued to key contacts • KCC Highways, Transportation & Waste have developed new Severe Weather plans, informed by experiences and lessons learned from winter 2013-14 and previous cold winter weather. • Kent Resilience Team (KRT) is working the Pan-Kent Flood Group to review & update of the KRF Pan-Kent Strategic Emergency Framework, Pan-Kent Flood Plan and 13 x Medway / District / Borough level plans. • Ongoing programme of work to develop community-level flood plans (see Recommendation 4). 	<ul style="list-style-type: none"> • Suite of multi-agency plans to be finalised and circulated to key partners. • Further review and simplify plans to align to key roles and training • Series of KCC and multi-agency awareness-raising & briefing sessions, training and exercises to be run over the coming month e.g. KCC training and exercise sessions scheduled for November. 	AMBER

Recommendation 2: Provide Cabinet with an options paper for enhancing KCC's resilience, including training a cadre of 'emergency reservists'. Once approved, implement a programme to train, equip & support relevant personnel in readiness for Winter 2014		
<ul style="list-style-type: none"> • A review of professional and generic roles across KCC in relation to emergency response has been carried out and training needs identified • 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. • Recommendations for 'reservists' will be taken to the Corporate Resilience Steering Group in October • Targeted training courses for specific roles and responsibilities have been identified and are in development • Initial meeting with HR to establish more effective out-of-hours processes and integration into job roles as appropriate. • 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. 	<ul style="list-style-type: none"> • Identification of officers for targeted training in November (to be led by the Steering Group) • 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 • Continue work with HR to establish requirements. • Run training for key emergency response roles and reservists in November • KCC staff to be identified and enrolled to attend multi-agency training in the coming months. 	AMBER
Recommendation 3: Develop a consistent countywide policy & plans for maintaining & providing sandbags and other practical support to individuals & communities at risk of flooding.		
<ul style="list-style-type: none"> • KCC, Medway and Districts / Boroughs working together to review each agency's current stocks of sandbags (or equivalent products), policies and plans for deployments. • Work also underway to review / enhance 	<ul style="list-style-type: none"> • 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. 	Review AMBER

<p>arrangements for provision of other practical support e.g. key accounts with hotels / B&Bs, provision of dehumidifiers, pumps, access to contractors for gas / electric / water safety checks etc.</p>	<ul style="list-style-type: none"> Work with Association of British Insurers, KCC Kent Support & Assistance Service, Finance, Legal & Insurance to develop a robust policy for provision of support to individuals / communities affected by flooding or other emergencies. 	
<p>Recommendation 4: Implement a strategy to encourage greater flood awareness & individual / community resilience, including improving sign-up for the EA's Floodline Warnings Direct (FWD) Service and training local volunteers as Flood Wardens.</p>		
<ul style="list-style-type: none"> 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. 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. Pilot session of Flood Warden training facilitated by KFRS, EA, KCC, Maidstone and Tonbridge & Malling Borough Councils on 12th July. 42 volunteers from Yalding, East Peckham, Tonbridge & Hildenborough, trained and equipped as Flood Wardens on 12th July. Further pilot scheduled for delivery in east of the county in October / November. Work also underway to provide caravan, camping, gypsy & traveller sites with guidance and templates to develop their own emergency / flood plans. Flood plan Little Venice Caravan Park has now been completed. 	<ul style="list-style-type: none"> Work with KRF Pan-Kent Flood Group and KRF Public Warning & Informing Group to develop and implement a countywide strategy. Scope opportunities to apply for funding to take forward severe weather community resilience projects e.g. Interreg VA 2-Seas programme. 	<p>AMBER</p>

Recommendation 5: Undertake a fundamental review & update of the Floodline Warnings Direct (FWD) Service for communities with high / complex flood risk.		
<ul style="list-style-type: none"> • 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. • These will allow the EA to provide more targeted and locally-specific warnings to particular at risk communities. 	<ul style="list-style-type: none"> • New flood warning systems to go live in late October / early November. • Final update of single- and multi-agency plans to reflect new arrangements, supported by awareness-raising, briefings and training sessions 	AMBER
Recommendation 6: Develop enhanced arrangements for warning & informing the public in flooding / severe weather scenarios, including contingency arrangements in the event of power outages and greater usage of social media.		
<ul style="list-style-type: none"> • KRF Public Warning & Informing meeting on 30th September to scope development of a media & communications strategy to implement in advance of, during and after flooding / severe weather events. • 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 www.kentprepared.org.uk. A wider awareness campaign will be undertaken as part of the above strategy. 	<ul style="list-style-type: none"> • 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 20th October. • Explore provision of loudhailers, universal mobile chargers and deployment of on-scene communications in the event of power outages. 	AMBER
Recommendation 7: Develop arrangements to provide critical 'on scene' liaison & support to affected communities e.g. via multi-agency 'Bronze' / Operational teams.		
<ul style="list-style-type: none"> • 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 & shelter, provision of information, welfare checks and sandbagging) and supporting training, 	<ul style="list-style-type: none"> • Enhancements to multi-agency on-scene response capability to be developed and rolled-out over coming months. • 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 	AMBER

<p>guidance and resources.</p> <ul style="list-style-type: none"> • All Community Wardens now trained as Incident Liaison Officers, with 12 x vans and 2 x 4x4s equipped with emergency response equipment. • 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. • See also Flood Warden and Community Emergency Plan training under Recommendation 4. 	<p>sessions on specific roles.</p> <ul style="list-style-type: none"> • Additional training sessions for new / existing KCC staff to be rolled-out in coming months. • Formalise MOUs with voluntary sector partners ready for winter. 	
<p>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 & supporting partners & customers.</p>		
<ul style="list-style-type: none"> • Flood Recovery Minister (Greg Clark MP) met with UK Power Networks (14th June) to address concerns raised by Kent partners. • DCLG and Flood Recovery Minister actively engaged as part of the multi-agency recovery management structures chaired by KCC, as were UK Power Networks. • 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. 	<ul style="list-style-type: none"> • Response and lessons learned report received to be picked-up through KRF Pan-Kent Flood Group. • Various utilities companies have been invited to join the group and progress will be monitored closely. 	<p>GREEN</p>
<p>Recommendation 9: Streamline & enhance existing multi-agency information management protocols & systems for sharing critical data in the planning for & management of emergencies.</p>		
<ul style="list-style-type: none"> • 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. • EA is reviewing availability / provision of flood 	<ul style="list-style-type: none"> • Work to be progressed over the coming months, linking into the KRF Pan-Kent Flood Group. 	<p>AMBER</p>

<p>mapping at multi-agency control centres and on-scene response locations.</p> <ul style="list-style-type: none"> • KCC, Medway and Districts / Boroughs working together to enhance protocols for Local Authority coordination, feeding into the multi-agency response. 		
<p>Recommendation 10: Formalise the recovery management structures developed during Operation Sunrise 4 and adopt these as good practice.</p>		
<ul style="list-style-type: none"> • KCC-led Strategic Recovery Coordinating Group met 23rd September to review lessons learned, current status and preparedness going into winter 2014-15. • Recovery management structures, processes, good practice & lessons learned to be incorporated into single- and multi-agency plans, supported by appropriate awareness / training sessions. • 15-20 staff from KCC and multi-agency partners attending locally-delivered Emergency Planning College 'Recovering from Emergencies' course 2nd-3rd October. 	<ul style="list-style-type: none"> • KRT currently leading a review of the multi-agency Pan-Kent Emergency Recovery Framework and associated plans. 	<p>AMBER</p>
<p>Recommendation 11: Develop protocols to support emergency responders in deciding when to escalate / de-escalate to / from the 'emergency response' & 'recovery' phases.</p>		
<ul style="list-style-type: none"> • 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. • >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. • Role of the KRT to provide professional advice 	<ul style="list-style-type: none"> • Further multi-agency training opportunities, briefings and awareness raising sessions planned over the coming months. • Role of KRT in emergencies to be agreed and embedded ready for winter 2014-15. 	<p>AMBER</p>

<p>and support to multi-agency partners, from first alerting, through to the emergency response and recovery phase is currently being scoped with multi-agency partners.</p>		
<p>Recommendation 12: Influence Central Government to secure additional financial support in recognition of the severe burden that these incidents have placed on KCC.</p>		
<ul style="list-style-type: none"> £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. £982.7k received under the Bellwin Scheme will be used to replenish the 'Emergency Conditions' reserve, which is currently at zero. KCC Sustainability & Climate Change team published its final report detailing multi-agency expenditure captured in the Severe Weather Impact Monitoring System (SWIMS) for winter 2013-14 (www.kent.gov.uk/swims) 	<ul style="list-style-type: none"> 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. 	<p>GREEN</p>
<p>Recommendation 13: EA / Southern Water to respond to queries / concerns regarding the perceived lack of / effectiveness of their rivers & flood management systems / assets</p>		
<ul style="list-style-type: none"> Andrew Pearce (EA) attended KCC Cabinet meeting on 7th 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. Southern Water invited to attend future meeting of Kent Flood Risk Management Committee to provide similar update and for members to raise queries / concerns. 	<ul style="list-style-type: none"> Andrew Pearce invited to KCC Cabinet meeting on 13th October to provide a further progress update. Southern Water attending Kent Flood Risk Management Committee meeting on 17th November. 	<p>AMBER</p>

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 & HM Treasury to secure funding to deliver the schemes that do not currently receive sufficient FDGiA funding even with substantial partnership contributions.		
<ul style="list-style-type: none"> Working with the EA, strategic schemes in Kent have been identified that require partnership funding Medway and Beult River Flood Defence Scheme being taken through to feasibility stage with KCC investment of £255,000. Other partnership contributions currently being sought through Tonbridge & Malling and Maidstone Borough Councils. 	<ul style="list-style-type: none"> Agree KCC long term approach to partnership contributions for other priority flood defence schemes. 	AMBER
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.		
<ul style="list-style-type: none"> Initial meeting held between KCC Resilience & 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 A draft digest of flood risk and wider resilience chapters within National Planning Policy Framework and National Planning Policy Guidance. Online toolkit for planners developed with KCC Public Health and Sustainability & Climate Change team. 	<ul style="list-style-type: none"> 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. Host toolkit and guidance documents on relevant websites and access points and engage planners, developers and the general public to promote awareness and usage. 	AMBER
Recommendation 16: Implement a strategy to encourage greater awareness & take-up of individual & community flood protection measures e.g. property level protection, sandbags.		
<ul style="list-style-type: none"> Series of community consultations and Flood Fairs held in Spring 2014 in the communities affected by flooding. 	<ul style="list-style-type: none"> Development of European funding bid to further develop community resilience programmes (to be submitted end 2014) to help deliver the strategy. 	AMBER

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