

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. • Social Care, Health and Wellbeing have also undertaken a full review of their plans and have in place a programme of work and priorities for Social Care, Health and Wellbeing in Business Continuity, Emergency Response, and Capacity Management, incorporating Public Health. • Kent Resilience Team (KRT) is working with the Pan-Kent Flood Group to review & update 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 to simplify plans to align to key roles and training • Series of KCC and multi-agency awareness-raising & briefing sessions, training and exercises continue to be run • Development of an annual training programme led by the Kent Resilience Team and incorporating on-going training needs across KCC 	GREEN

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

- A review of professional and generic roles across KCC in relation to emergency response has been carried out and training needs identified
- Training is now in place including Gold (strategic) level training for Corporate Directors (to include the development of an on-call rota) and Silver (tactical) training for Heads of Service and senior managers (40 delegates identified with 20 in the initial tranche of training).
- An initial emergency planning awareness training pilot ran in September, with 37 managers participating from across KCC and this has now been developed into an e-learning module which will be rolled out shortly.
- Additionally, all KCC Community Wardens are now trained as Incident Liaison Officers with 12 vans and 2 4x4 vehicles equipped with emergency response equipment for deployment to affected communities in the event of an emergency. Eighty-five KCC officers have also signed up to further refresher training in preparation for winter and there are a further 53 officers in KCC who have been put forward for incident liaison officer training and these will be incorporated into the Kent Resilience Team annual training programme.
- HR have been working to establish more effective out-of-hours processes and integration into job roles as appropriate as well as key considerations for deployment of emergency reservists such as overtime payments and health and safety.
- 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.

- Paper to CMT to establish potential for on-call system for Corporate Directors as well as key HR considerations of emergency reservists in event of a major emergency
- On-going training for key emergency response roles and reservists
- KCC staff to be identified and enrolled to attend multi-agency training in the coming months.
- Roll out of e-learning Introduction to Emergency Planning module

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 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. • Review and gap analysis of policy and resources across KCC and partner organisations was undertaken in September and additional stocks / arrangements put in place by individual agencies. 	<ul style="list-style-type: none"> • Discussions to be held with KCC and partners to work towards a joined-up a countywide policy. There is an ongoing process of data capture and information sharing regarding sandbag / flood sack status across the county, held and maintained by the Kent Resilience Team. DCLG are aware that there is not a 'one size fits all' policy for sandbags at District level due to different physical geography and community needs, but there is a clear understanding as to what is required in terms of mutual aid and support. • 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. 	AMBER
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.		
<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. • There are now over 140 flood wardens trained across the county through a programme involving the EA, KFRS, Districts and Boroughs and supported by the KRT. • Work also underway to provide caravan, camping, gypsy & traveller 	<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. 	GREEN

<p>sites with guidance and templates to develop their own emergency / flood plans. Flood plan Little Venice Caravan Park has now been completed.</p> <ul style="list-style-type: none"> The KRF 'What should I do in an Emergency' Handbook has been widely distributed and is being E - hosted by KCC and other KRF partner agencies; 15000 hard copies have been distributed and another 20000 are being printed. 		
<p>Recommendation 5: Undertake a fundamental review & update of the Floodline Warnings Direct (FWD) Service for communities with high / complex flood risk.</p>		
<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 and these went live in late October / early November These will allow the EA to provide more targeted and locally-specific warnings to particular at risk communities. 	<ul style="list-style-type: none"> Final update of single- and multi-agency plans to reflect new arrangements, supported by awareness-raising, briefings and training sessions 	<p>GREEN</p>
<p>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.</p>		
<ul style="list-style-type: none"> KRF Public Warning & Informing meetings, chaired by a senior Kent Police Media and Comms specialist, have ensured a Media and Comms strategy will be in place and tested at a Strategic Multi Agency Exercise (Wade) on the 9th December 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 available electronically via partner websites and www.kentprepared.org.uk. A wider awareness campaign will be undertaken as part of the above strategy. 20000 further copies have been ordered. 	<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 commenced on 20th October. Explore provision of loudhailers, universal mobile chargers and deployment of on-scene communications in the event of power outages. 	<p>GREEN</p>
<p>Recommendation 7: Develop arrangements to provide critical 'on scene' liaison & support to affected communities e.g. via multi-agency 'Bronze' / Operational teams.</p>		
<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 	<ul style="list-style-type: none"> Enhancements to multi-agency on-scene response capability to be developed and rolled-out over coming 	<p>AMBER</p>

<p>Officers, door-knocking, evacuation & shelter, provision of information, welfare checks and sandbagging) and supporting training, 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, with 85 undergoing further refresher training in preparation for winter. • 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. • 140 Volunteer Community Flood Wardens have been trained to date 	<p>months.</p> <ul style="list-style-type: none"> • Need to continue promotion of KCC staff to attend Local Authority-specific and multi-agency training, as well as providing additional training / awareness sessions on specific roles. • 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"> • Continued representation from utilities on Kent Resilience Forum to ensure lessons learnt are integrated into planning and progress and issues fed back to DCLG as appropriate. 	<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 mapping at multi-agency control centres and on-scene response locations. • KCC, Medway and Districts / Boroughs working together to enhance protocols for Local Authority coordination, feeding into the multi- 	<ul style="list-style-type: none"> • Work to be progressed over the coming months, linking into the KRF Pan-Kent Flood Group. • A Bespoke project has been undertaken by the KRT to pull together multi agency data regarding flooded properties, by way of a SPOC, so that there is unambiguous intelligence that is not duplicated across agencies. 	<p>AMBER</p>

agency response.		
Recommendation 10: Formalise the recovery management structures developed during Operation Sunrise 4 and adopt these as good practice.		
<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 and continues to meet. • Recovery management structures, processes, good practice & lessons learned to be incorporated into single- and multi-agency plans, supported by appropriate awareness / training sessions. • 20 staff from KCC and multi-agency partners attended 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 to be completed early 2015. 	AMBER
Recommendation 11: Develop protocols to support emergency responders in deciding when to escalate / de-escalate to / from the 'emergency response' & 'recovery' phases.		
<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 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. 	<ul style="list-style-type: none"> • Further multi-agency training opportunities, briefings and awareness raising sessions planned over the coming months. 	AMBER
Recommendation 12: Influence Central Government to secure additional financial support in recognition of the severe burden that these incidents have placed on KCC.		
<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 	<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. 	GREEN

<p>zero.</p> <ul style="list-style-type: none"> • 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) 		
<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 on 7th July and Mark Douch (EA) attended on 13th October 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 provided evidence to the Kent Flood Risk Management Committee on 17th November on their asset maintenance and improvement programme, community engagement and ongoing work across the county. The letter from Matthew Wright, CEO, is available with the papers from the meeting. 		<p>GREEN</p>
<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.</p>		
<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 £205,000. • Other partnership contributions in place through Tonbridge & Malling and Maidstone Borough Councils (£100,000 each) and KCC are supporting TMBC in applying for Round 2 of the Local Growth Fund 	<ul style="list-style-type: none"> • Agree KCC long term approach to partnership contributions for other priority flood defence schemes. 	<p>AMBER</p>
<p>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.</p>		
<ul style="list-style-type: none"> • Initial meeting held between KCC Resilience & Emergencies Unit, 	<ul style="list-style-type: none"> • Draft guidance document in preparation, expanding 	<p>AMBER</p>

<p>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</p> <ul style="list-style-type: none"> • 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. 	<p>upon relevant flooding and wider resilience chapters of the National Planning Policy Framework / National Planning Policy Guidance with standing advice and practical examples.</p> <ul style="list-style-type: none"> • Host toolkit and guidance documents on relevant websites and access points and engage planners, developers and the general public to promote awareness and usage. 	
<p>Recommendation 16: Implement a strategy to encourage greater awareness & take-up of individual & community flood protection measures e.g. property level protection, sandbags.</p>		
<ul style="list-style-type: none"> • Series of community consultations and Flood Fairs held in Spring 2014 in the communities affected by flooding. • 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. • 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 available electronically via partner websites and www.kentprepared.org.uk. A wider awareness campaign will be undertaken as part of the above strategy. 20,000 further copies have been ordered. 	<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. 	<p>AMBER</p>
<p>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</p>		
<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. 	<p>AMBER</p>