



# Emergency Response Plan

## (Site Specific Plan)

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## **1. Foreword**

The Port of Dover is Europe's busiest ferry port, a vital international gateway for the movement of passengers and trade. It is also an award-winning cruise port, the second busiest in England and hosts some of the world's most prestigious cruise lines. Other successful businesses include a cargo terminal, a top award-winning marina and several niche activities. The business mix is diverse.

The Port is part of the UK's Critical National Infrastructure (CNI), and defined within the Civil Contingencies Act 2004 (The Act) as a 'Category 2 co-operating responder'. The emergency planning activities of the Port support the planning processes of The Kent Resilience Forum (KRF) to ensure that 'Category 1 responders' have sufficient information to respond to an emergency at the Port efficiently and effectively without any undue delay.

This key strategic position highlights a potential vulnerability should an emergency adversely impact on day to day operations. The consequences of disruption to the Port operation are likely to impact areas far beyond the Port. The Port Authority therefore, takes civil protection of the infrastructure and all those people who work in or travel through the Port very seriously.

Within the Port, a risk based approach has been adopted as the lead principle in developing this plan, with specific reference to the published 'risks' of the Port of Dover, The KRF and Government. The Emergency Planning process involves the Port Authority, the statutory organisations, the shipping operators, their support services and other agencies within the Port Community.

This Emergency Response Plan specifically deals with the Preparation, and Response elements for a declared 'Critical Incident' or 'Emergency' that has, or could have, an adverse effect on Port operations or the Port community.

## **2. Aim**

The aim of the 'Port of Dover Emergency Response Plan' is to provide managers, staff and Port stakeholder partners with a command and control framework for responding to a 'critical incident' or 'emergency' of any scale, that occurs within the Port of Dover so as to facilitate resumption of Port operation, either in part or back to full capacity, as quickly as possible.

## **3. Scope**

The scope of this plan is concerned with both the 'future' and 'immediate' response modes to 'critical incidents' and 'emergencies' within the limits of the Port of Dover estate. It links into partner plans of the KRF and the individual plans of the members of the Port User Group.

The plan does not cover 'maritime' incident response afloat (but does capture maritime incident as it 'comes ashore'), or incidents of significant business 'stress' or minor isolated incidents. Minor isolated emergencies can and do occur on a regular basis and are often dealt with by the responding organisations without recourse to activating the Emergency Response Plan.



#### **4. Objectives**

**The first priority of any emergency is to save life and prevent further loss of life.**

Other primary objectives may include:-

- Containing the emergency, limiting its escalation or spread.
- Providing the public and business with warnings, advice and information.
- Protecting the health and safety of responding personnel.
- Safeguarding the environment.
- Protecting property (as far as reasonably practical).
- Maintaining or restoring critical activities.
- Facilitating investigations and inquiries (e.g. by preserving the scene).

#### **5. Command and Control**

The Port of Dover has adopted the doctrines of JESIP (Joint Emergency Services Interoperability Principles), which is the basis of any multi-agency response across the UK and is underpinned by the following five principles;

- Co-locate
- Communicate
- Co-ordinate
- Jointly understand risk
- Shared situational awareness.

The Port of Dover emergency management structure has been created to complement the principles of JESIP and mirror those of the emergency services. This will greatly assist responders in any co-ordination of a multi-agency response.

The POD functions within this structure can be summarised as:-

- **Strategic (Port Gold) SCG – Sets strategic direction, prioritises resources. 'What to do'.**
- **Tactical (Port Silver) TCG – Interprets strategic direction, develops a tactical plan, co-ordinates activities and assets. 'How to do it'.**
- **Operational (Port Bronze) Responder elements – Executes the tactical plan, commands a single service response, co-ordinates actions. 'Doing it'.**

#### **Management Structure for Port of Dover in an emergency:-**

The structure of the core response to any Critical Incident will consist of the following roles;

- Port Strategic Gold
- Port Silver Tactical Commander
- Critical Incident Staff
- Port Media and Stakeholder Communications
- The Duty Harbour Master

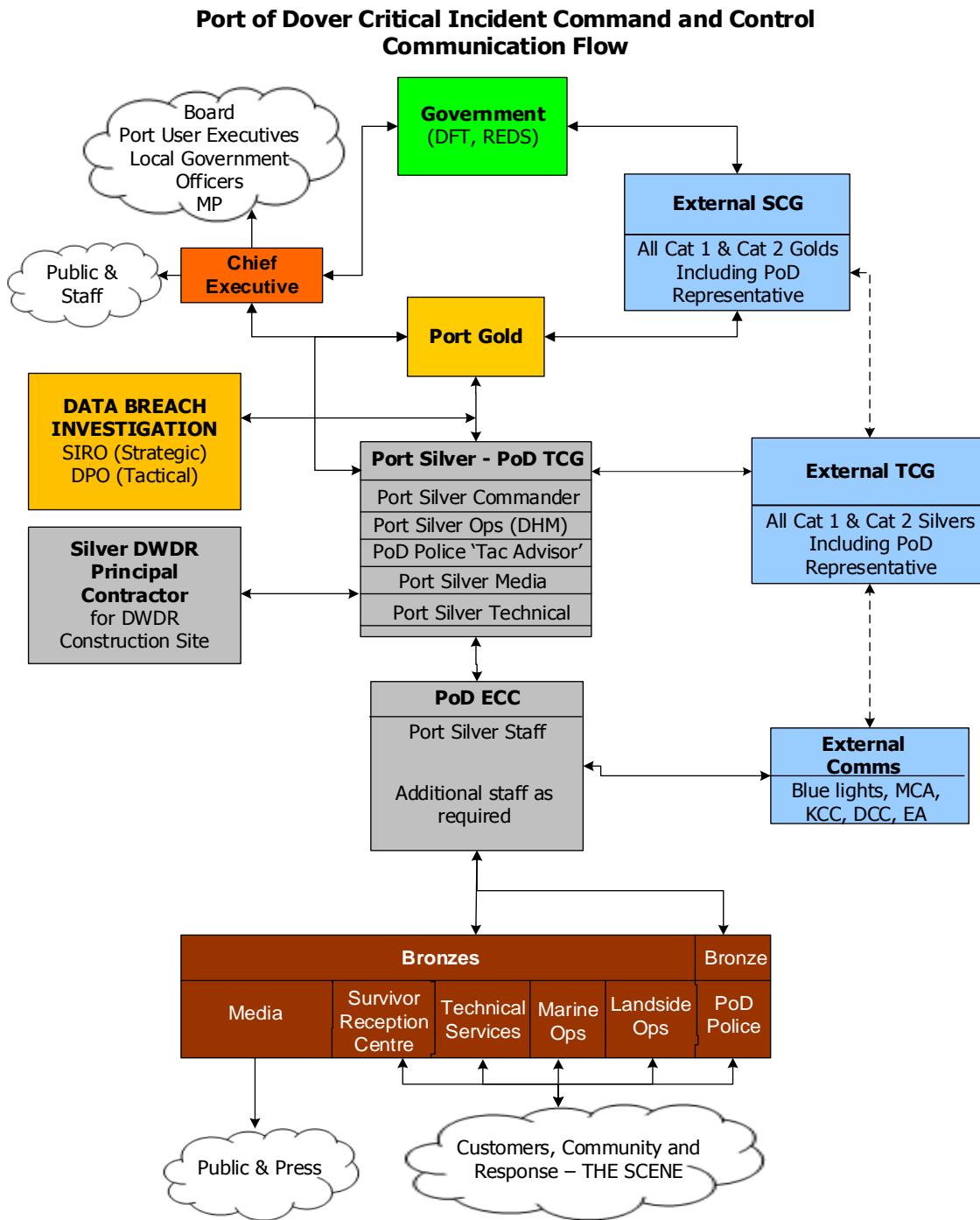
The core roles will be supported by the following other members of any Tactical Co-ordinating Group, as is appropriate:

- Port Silver Technical
- Port Safety and Environmental
- Passenger Champions

Please refer to the Emergency Callout Rota for details of on call support for each of the cadre teams.

Also note that Port Safety Officers, tug crew, IT, Cargo Services and fitters have separate on call rotas.

The management structure is shown in the following diagram, along with the lines of communication once they have been established:-



**NOTE:** The Principal Contractor for the Dover Western Docks Revival works has primary responsibility for the response and management of any incidents within the confines of the designated 'works zone'

## **6. Method**

This plan sets out the procedures to be adopted by PoD when an 'Emergency' or 'Critical Incident' is declared, and links directly to the responding emergency services contingency plans.

### **'Emergency' (HM Government Definition):-**

- i. An event or situation which threatens serious damage to human welfare in a place in the UK.
- ii. An event or situation which threatens serious damage to the environment of a place in the UK.
- iii. War or terrorism which threatens serious damage to the security of the UK.

### **'Critical Incident' (the PoD definition):-**

Any incident which has (or could have) the potential to have significant impact on the Port operation or Port community, such as;

- Significant congestion
- Loss of life or serious injury,
- Significant damage
- Serious criminality
- Significant ferry delays
- Op Stack
- Incidents resulting in significant publicity
- A Data Breach **NOTE:** In the event of a Data Breach the *Senior Information Risk Officer* (SIRO) and *Data Protection Officer* (DPO) will always have strategic and tactical management of the investigation. The on-call command team will be responsible for customer, reputational and business continuity matters, and will link in to, and work in tandem with, the investigation led by the SIRO and DPO.
- A significant response by emergency services.

**Who calls it?** *Normally the person leading the incident response.* However, the following roles will normally, but not exclusively, have that responsibility;

- The Duty Harbour Master (DHM).
- Duty Police Manager.\*
- Terminal Controller.\*
- Port Silver.
- Port Gold.
- Chief Executive.

**\*The Duty Harbour Master will verify any critical incident notifications.**

**Once a Critical Incident has been activated, only a Gold can stand it down.**

The procedure has two potential phases;

- Future (rising tide) response, and
- Immediate response, (depending on the extent and imminence of the prevailing circumstances).

### **Future (Rising Tide) Response**

This scenario is most likely to occur in the early stages of a 'rising tide' critical incident. The Duty Harbour Master is the 24/7 'On duty' Port of Dover Senior Manager and will ascertain as much information as is possible and alert Terminal Control with a situation report (SITREP). Terminal Control should advise all nominated staff of the activation of the Emergency Response Plan and the nature of the 'rising tide' event. Where such 'rising tide' events occur it may not be necessary for staff to respond immediately. However, the Strategic Port Gold or Port Tactical Silver Commander representative, should consider the value of assembling the call-out team and



cadre members as soon as is possible for a pre-event planning briefing in preparedness for an immediate response phase as shown below.

### **Immediate Response**

The 24/7 'On duty' Senior Manager (DHM) will obtain as much detail as possible and because of the immediate impact, will instruct Terminal Control to initiate the full Emergency Response Plan (ERP) which will necessitate:-

- a. **Firstly and promptly** - Send out the Circ:Critical Incident Notification Email
- b. Calling in the 'on call' team, (see the Notification Protocol below), setting up the Emergency Co-ordination Centre (ECC) and Tactical Co-ordination Group (TCG), (where appropriate), either at Terminal Control Building (TCB), Eastern Docks (first preference) **or** Harbour House, Marine Parade.
- c. Alert other emergency response organisations as required by the incident type.

If required by the nature of the incident, the Port of Dover Police Sergeant will be responsible for nominating a Forward Control Point (FCP) and Rendezvous Point (RVP), dispatching 'Liaison Officers' to the FCP (If not already at the scene).

**In the event that the DHM is unavailable i.e. pilotage duties, his/her responsibilities fall to the 'on call' Silver Tactical Commander.**

**Business continuity and recovery must be considered at an early stage in any critical incident response.**

### **Notification Protocol**

<b>Telephone Call to :-</b>	<b>Content of call</b>	<b>Further actions for recipient</b>
1. Port Silver Tactical Commander	Follow-up the information email. Query response staffing requirements and TCG attendees.	Attend, receive full brief from DHM, Chair TCG. Brief Gold and CE as necessary.
2. Port Strategic Gold	Follow-up the information email. Location of ECC	Attend TCG, receive full brief from DHM/Port Silver Tactical Commander.
3. Port Silver Media and Port Silver Technical	Follow-up the information email. Location of ECC	Attend TCG. Receive full brief from DHM/Port Silver Tactical Commander.
4. Port Silver Staff	Follow-up the information email. Location of ECC	ECC manager to call out additional ECC staff, attend & set up ECC. Receive brief from DHM/Port Silver Tactical Commander.
5. Port Safety	If not already called out at operational level and required, then – Brief on incident scenario, location of ECC, attend TCG	Attend TCG. Receive full brief from DHM/Port Silver Tactical Commander.
6. Chief Executive	Follow-up the information email. Brief on incident scenario, location of ECC and actions to date.	Nominates alternate Port Gold if necessary, as is appropriate to the circumstances
7. Port 'user' Managers. P&O, DFDS, BF, KentPol (SB)	Brief on incident scenario, and actions to date. Give location of Port TCG	For information and /or for additional resources.

**7. Information Gathering**

Police Control / Terminal Control / Port Control

**THE FOLLOWING IS AN INITIAL CHECK LIST OF INFORMATION REQUIRED WHEN BEING NOTIFIED OF AN EMERGENCY**

**This is the minimum information required for the DHM or Port Silver Tactical Commander to decide the appropriate response level if the ERP is activated.**

**The person receiving the call must make a record of the following;**

Time and date call received.

Name and contact number of caller and details of any other persons to contact (if possible try and get a direct line number/mobile number etc. as well as organisational switchboard number).

Full details of incident using the **METHANE** mnemonic;

### **Shared Situational Awareness**

<b>M</b>	<b>MAJOR INCIDENT</b>	Has a major incident or standby been declared? (Yes / No - if no, then complete ETHANE message)
<b>E</b>	<b>EXACT LOCATION</b>	What is the exact location or geographical area of the incident?
<b>T</b>	<b>TYPE OF INCIDENT</b>	What kind of incident is it?
<b>H</b>	<b>HAZARDS</b>	What hazards or potential hazards can be identified?
<b>A</b>	<b>ACCESS</b>	What are the best routes for access and egress?
<b>N</b>	<b>NUMBER OF CASUALTIES</b>	How many casualties are there, and what condition are they in?
<b>E</b>	<b>EMERGENCY SERVICES</b>	Which and how many, emergency responder assets/personnel are required or are already on-scene?



V3.0

## 8. Port of Dover Emergency Infrastructure

The Port of Dover (Eastern and Western) has been divided up into zones for ease of reference in an emergency.

- Each zone has a unique reference number e.g. 1 or 2 or 3 etc. and is further sub-divided into smaller areas, each with a reference number linking it to the master zone e.g. in zone 1 the sub-zones are labelled 1.1, 1.2 .1.3 etc.
- Each zone and sub-zone has a number of clearly identified assembly points.
- Each assembly point has a unique reference number associated with the zone it is located in. Emergency Assembly Points in the Eastern Docks are mounted on columns and equipped with an emergency telephone with direct contact to the Port of Dover Police and a cabinet containing location maps, first aid kit, water, space blankets etc. for immediate use in an emergency. (Fig.1)

**Zone maps for the Eastern and Western Docks are shown at Appendix 'F'**

**These maps are also available on the PoD 'Emergency Planning' SharePoint site at:**

[Maps & Charts](#)



Fig.1.

All pass holders have undertaken 'General Safety and Security Training' (GSSAT) which includes a briefing on these emergency procedures and arrangements.

### Emergency Supplies:-

PoD has a small stock of emergency supplies (blankets, first aid kits) for use in an emergency to aid the humanitarian comfort of casualties or evacuees. The location, disposition and access procedures are as follows;

Eastern Docks:-	
<b>Location</b>	3 <sup>rd</sup> Floor, Terminal Control.
<b>Inventory</b>	2 x Loud hooters 7 x Space heaters 1 x Box space blankets 79 x Pre-wrapped blankets 2 x Bags non-wrapped blankets 10 x Hard hats 19 x Coveralls 3 x Boxes shampoo 1 x Box disposable toothbrushes and toothpaste 1 x SECAMB major incident bag 1 x First Aid Box
<b>Access Procedure</b>	The third floor is controlled. Access is via the Port of Dover Police
Western Docks (CT1 and CT2) :-	
<b>Location</b>	Large cupboard with green doors located in the 'undercroft' of CT 1 (forklift training area).
<b>Inventory</b>	100 + pre-wrapped blankets + SECAMB major incident bag.
<b>Access procedure</b>	Keys held in small red 'break glass' capsule on side of cabinet.

### Q Cards:-

Q Cards are aide memoires for managers and supervisors. The cards are written by their respective subject experts and are an immediate reference of actions required by directorates in the event of an emergency or critical incident.

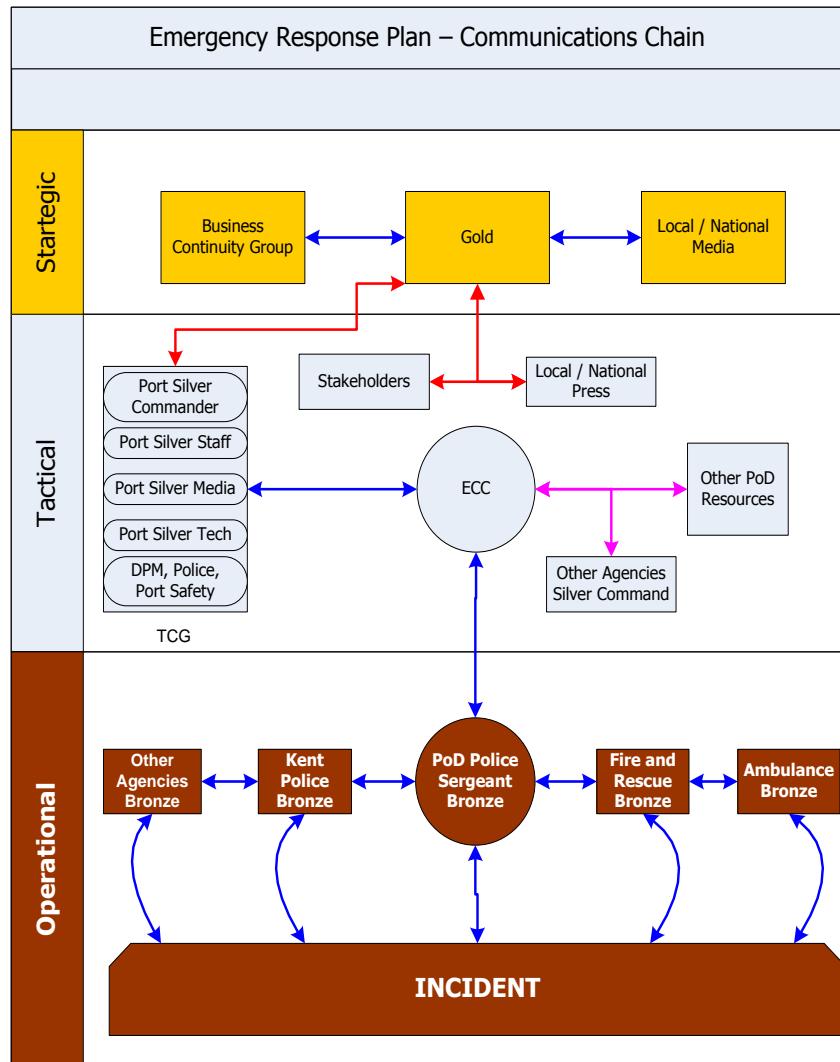
## 9. **Communications**

There are a number of options available to warn and inform port staff and the public;

- Group Email
- PoD digital radio network
- Remote operation of fire alarm by building
- PAXIS signs located at the heads of berths
- Public Announcement System
- Text messaging service
- Bespoke warning sounds (Berth 20 and Terrorist Attack)

All of these options are available for use by Terminal Control and Port of Dover Police Communications

### Port of Dover Communications Chain



## 10. **Health & Safety**

Health and safety considerations should be taken into account, both in planning and responding to incidents. Managers must assess health and safety risks and put in place appropriate controls, in accordance with current health and safety legislation and PoD policy.



A core feature of all Health and Safety Regulations is the requirement to undertake a suitable and sufficient risk assessment as pre-cursor to introducing the necessary control measures to eradicate and minimise exposure to risk.

In the initial stages of an incident a dynamic risk assessment should be undertaken.

***The dynamic management of risk is the continuous process of identifying hazards, assessing risks, taking action to eliminate or reduce risk, monitoring and reviewing, in the rapidly changing circumstances of an operational incident.***

## 11. JESIP Joint Decision Model

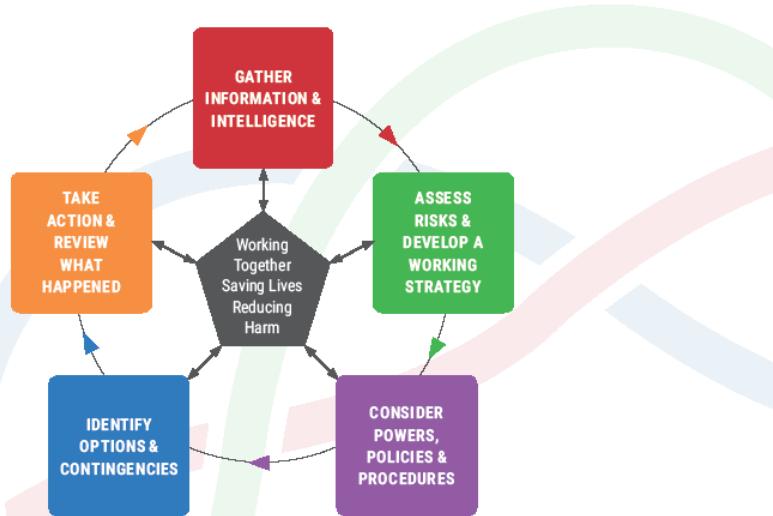
Decision making in incident management follows a general pattern of:

- Working out what's going on (situation),
- Establishing what you need to achieve (direction)
- Deciding what to do about it (action), all informed by a statement and understanding of overarching values and purpose.



### JOINT DECISION MODEL

The **Joint Decision Model (JDM)** will help commanders bring together available information, reconcile objectives and then make effective decisions together.



#### IT IS ORGANISED AROUND THREE PRIMARY CONSIDERATIONS:

SITUATION	DIRECTION	ACTION
<p>What is happening?</p> <p>What are the impacts?</p> <p>What are the risks?</p> <p>What might happen and what is being done about it?</p>	<p>What end state is desired?</p> <p>What are the aims and objectives of the emergency response?</p> <p>What overarching values and priorities will inform and guide this?</p>	<p>What needs to be decided and needs to be done to resolve the situation and achieve the desired end state?</p>

WEBSITE: [WWW.JESIP.ORG.UK](http://WWW.JESIP.ORG.UK) | EMAIL: [CONTACT@JESIP.ORG.UK](mailto:CONTACT@JESIP.ORG.UK) | TWITTER: [@JESIP999](https://twitter.com/JESIP999)



**12. Roles and Responsibilities**

Each role is described in the following sections and grouped by functional levels:-

**OPERATIONAL LEVEL RESPONSE (PORT BRONZE):-**

- **PORT BRONZE POLICE SERGEANT**
- **PORT BRONZE TERMINAL CONTROL (INCLUDES POLICE COMMUNICATIONS)**

**TACTICAL LEVEL RESPONSE (PORT SILVER):-**

- PORT SILVER OPERATIONS – DUTY PORT MANAGER
- PORT SILVER COMMANDER
- PORT SILVER STAFFING – ECC INFORMATION MANAGER
- PORT SILVER STAFFING – ECC DEPUTY INFORMATION MANAGER
- PORT SILVER MEDIA
- PORT SILVER TECHNICAL
- DATA PROTECTION OFFICER (SEE DATA BREACH PLAN)

**STRATEGIC LEVEL RESPONSE (PORT GOLD):-**

- PORT GOLD
- SENIOR INFORMATION RISK OWNER (SEE DATA BREACH PLAN)

**CHIEF EXECUTIVE**



# Operational Response

## Port Bronze 'Police Sergeant'

### **Actions for Police Sergeant:-**

Attend the scene (the role and responsibilities will be similar to Tactical Co-ordinator actions in early stages) and will include:-

- Ensure the correct Emergency Response Organisations (ERO's) have been alerted through Police Communications
- Saving life in conjunction with other emergency services.
- Collection and management of casualty information.
- Nomination of a Forward Control Point (FCP)
- Co-ordination of emergency services / other organisations. Consideration should be given to using the most expedient route to the scene as appropriate under the circumstances, e.g. Gate A, Gate C, instead of escorting through normal routes. The Security Services Provider is able to assist with opening and manning the gates **and must remain whilst the gate is in use and unlocked.**
- Incident investigation.
- Protection of scene and evidence.
- Setting up of cordons (inner and outer).
- Consider the METHANE assessment ( or re-assessment)
- If and when tactical control is handed over to the 'responsible authority' (usually Kent Police), and that handover is conducted at the FCP, ensure that it is formally recorded in the policy file and the Memorandum of Understanding (MOU) with Kent Police countersigned. Remain at scene as operational response lead (Tactical Advisor) for PoD. A copy of the MOU and primacy transfer form is shown at Appendix 'J'.
- Appoint a 'staff officer' to manage on site communications for Bronze (airwave, radio, mobile phone, and face-to-face site meetings)
- Consider Incident Command Vehicle (ICV) at FCP to provide a secure focal area for POD personnel.
- Refer to incident specific advice contained in Q cards.

# Operational Response

## Port Bronze Terminal Control

### (Includes Police Communications)

#### Initial actions:-

- On report of an incident, liaise with Police Sergeant and DHM.
- Expediently send out an '**information**' email using [CIRC: Critical Incident Notification](#) distribution list, giving, time, date and brief description of critical incident. Please ensure in the email the following is stated "unless you have been specifically asked to respond, this is for your information only". The prime responsibility for Critical Incident Notification sits with Terminal Control.
- Initiate the 'Call out' procedure on instructions of the DHM or if unavailable the 'on call' Silver Commander, using the below listed Notification Protocol;-

Telephone Call to :-	Content of call	Further actions for recipient
1. Port Silver Tactical Commander	Follow-up the information email. Query response staffing requirements and TCG attendees.	Attend, receive full brief from DHM, Chair TCG. Brief Gold and CE as necessary.
2. Port Strategic Gold	Follow-up the information email, Location of ECC	Attend TCG, receive full brief from DHM/Port Silver Tactical Commander.
3. Port Silver Media and Port Silver Technical	Follow-up the information email, Location of ECC	Attend TCG. Receive full brief from DHM/Port Silver Tactical Commander.
4. Port Silver Staff	Follow-up the information email, Location of ECC	ECC manager to call out additional ECC staff, attend & set up ECC. Receive brief from DHM/Port Silver Tactical Commander.
5. Port Safety	If not already called out at operational level and required, then – Brief on incident scenario, location of ECC, attend TCG	Attend TCG. Receive full brief from DHM/Port Silver Tactical Commander.
6. Chief Executive	Follow-up the information email. Brief on incident scenario, location of ECC and actions to date.	Nominates alternate Port Gold if necessary, as is appropriate to the circumstances
7. Port 'user' Managers. P&O, DFDS, BF, KentPol (SB)	Brief on incident scenario, and actions to date. Give location of Port TCG	For information and /or for additional resources.

- When staff are called out to attend the Port during a Critical Incident, wherever possible please advise of a safe expedient route for them to take. This will assist in reducing delay in setting up the ECC.
- Carry out a business impact assessment.
- Consider what other resources will be required, (including from Port user community) and request them.
- Consider public safety issues and the initial actions required to be implemented to protect the public.
- Consider traffic management issues and the initial actions to stop / divert traffic in the port.
- Consider sending out '**Stand by**' email to all 'Project Griffin' contacts, advising of incident and possibility of requiring attendance to assist with cordons (final decision to request Project Griffin staff to attend cordon rests with Bronze or Silver).



- Emergency services should be advised of the best route to access the Port, and once at the port consideration should be given to using the most expedient route to the scene as appropriate under the circumstances, e.g. Gate A, Gate C, instead of escorting through normal routes. The Security Services Provider is able to assist with opening and manning the gates **and must remain whilst the gate is in use and unlocked.**
- Give directions to The Security Services Provider Ground Controller in support of PoD initial 'ground' response and associated business continuity 'ground' related activities.
- Keep a record of your decisions and actions and refer to incident specific advice contained in Q cards.



# Tactical Response

## Port Silver Operations Duty Harbour Master

The **Duty Harbour Master (DHM)** will generally be the 'On Duty' senior manager, and will be the first manager to be contacted in an emergency. They are then in overall charge of the PoD response until they formally hand over to another officer.

- Ascertains nature of current and emerging threats to normal services and activates the PoD Emergency Response Plan (ERP) as and when appropriate. Refer to ERP for full information on this vital assessment and activation process. (Commence a [Critical Incident Policy File](#) – QD044).
- The first point of contact for the DHM will generally be the Terminal Control who is responsible for administering the call-out of the required resources.
- Inform Terminal Control:
  - To initiate the emergency call out procedure, include any essential information about the incident, e.g. METHANE (page 8) assessment, diversion routes. TCG location, etc.
  - When staff are called out to attend the Port during a Critical Incident, wherever possible advise of a safe expedient route for them to take. This will assist in reducing delay in setting up the ECC
  - On what number they can be contacted with updates.
- Contacts the on-call Silver Tactical Commander before he/she arrives on site and briefs again when on site.
- Leads Port Operations' response in support of the Silver Tactical Commander's Incident Management Plan (Aide to Silver).
- Emergency services should be advised of the best route to access the Port, and once at the port consideration should be given to using the most expedient route to the scene as appropriate under the circumstances, e.g. Gate A, Gate C, instead of escorting through normal routes. The Security Services Provider are able to assist with opening and manning the gates **and must remain whilst the gate is in use and unlocked.**
- Acts as liaison with MCA and SoSRep if appointed.
- Liaises with duty managers of Port Users to promote understanding and cooperation with the Incident Management Plan as necessary and to provide information consistent with guidance set by the Media and Stakeholder Comms Silver.
- For large, complex or major incidents the multi-agency command and control structure will be implemented with a Strategic Co-ordination Group (SCG) at Kent Police Headquarters, Maidstone.
- Attendance by all agencies and authorities involved will be required and the Duty Port Manager will need to refer this immediately to 'On Call Port Gold' (see 'on call' rota on PoD intranet for current nominee) to decide who will attend to represent the Port. The level of attendance will be at senior management level.

**Note: if the DPM is unavailable or compromised, the Silver Tactical Commander will either fulfil or delegate the above role.**



# Tactical Response

## Port Silver Tactical Commander

**The Port Silver Tactical Commander is responsible for the effective management and deployment of the Port's resources and will usually be a member of the Port of Dover management team.**

**The role, if required, is summarised as:**

- WHAT – what are the aim and objectives to be achieved.
- WHO – who by, police, emergency services, and partner agencies, what resources are available.
- WHEN – timescales, deadlines and milestones in delivery of tasks.
- WHERE – what locations.
- WHY – what is the rationale within the overall aims and objectives set by Strategic Group?
- HOW – how are these tasks going to be achieved, what barriers to achieving them may be encountered.

Specifically:-

- Assume tactical co-ordination of the incident response by giving effect to policy decisions set by Port Gold, by creating the Incident Management Plan (may only be in the Port Silver Commander's head initially). Evaluating whether it is feasible to deliver Port Gold's strategy and advising accordingly;
- Establish an Emergency Communication and Control Centre (ECC) In conjunction with the ECC Information Manager, to garner and promulgate information, monitor activity and alert the Silver Commander and Port Silvers as necessary and crucially to generate the decision/action log, in order to provide the Silver Commander with an auditable record;
- Carry out an initial briefing of the response cadre and set initial 'Focus Points and Actions'
- Provide assurance to Port Gold and duty Port User contacts;
- Seek assurance from other silver cadre members (and Port Bronzes as appropriate) that the actions being implemented on the ground are delivering the outcomes envisaged in the Incident Management Plan. Review and amend the plan where necessary.
- Maintain an overview of the resources required and available to the supporting silvers cadre and Port Bronzes, to give effect to the Incident Management Plan;
- Is based adjacent to the ECC and evaluates the information regarding the incident, threats and, opportunities;
- Brief Port Gold/CE, adjusting the Incident Management Plan as appropriate;
- Coordinate other Port Silver cadre team members and acts as their preferred communications channel with Gold, CE and SCG.
- Establish a media liaison point and deploy the Port Silver Cadre Media Representative.



- Briefs the Port Silver cadre members on the above Incident Management Plan and any adjustments thereto.
- Determine the composition of the Tactical Co-ordinating Group, agree attendance, formulate an agenda and chair meetings.
- Ensure that the intentions, actions and especially the results of the Port Bronze Commanders meet the strategic intention of Port Gold and accord with the Incident Management Plan;
- Authorise, support requests coming via the ECC up to £20,000 (£10,000 limit for any single request), or obtains authorisation as appropriate;
- Manage coordination with Tactical/Silver Commanders of other KRF Cat 1 and Cat 2 responders and arranges representation at any 'external' TCG within the Port estate in order to progress and adapt the Incident Management Plan
  - Note 1: attendance at any external, off-Port TCG meetings to be discussed with Port Gold (who will consider value versus resource availability/dilution);
  - Note 2: the fact that an external TCG and/or SCG has been established by a Cat1 responder and/or primacy has been transferred to police, fire or coastguard services, does not obviate the requirement for a Port G/S/B, TCG and ECC structure.
- Ensure that health and safety considerations are fully assessed and appropriately applied to response operations and personnel.
- Works to maintain business continuity as far as is possible and providing it is safe to do so
- Consider 'welfare' needs of staff (call in PoD Chaplain – see directory).
- Sets on site public information strategy and authorises public information and warning messages via PAXIS and PA when a PoD Critical Incident has been declared;
- Via the ECC, ensures that stakeholders, customers and partners are kept apprised of the situation as is appropriate.
- Documents all personal decisions in the Port Silver Commander's copy of the PoD Critical Incident Policy File template;
- Organises and chairs the hot wash-up immediately after the incident has eased, if not totally stood down and before key staff leave site;
- Keep the threat of escalation or adverse change in the status of the incident under constant review.
- If and when tactical control is handed over to the 'responsible authority' (usually Kent Police), ensure that it is formally recorded in the policy file and the Memorandum of Understanding (MOU) with Kent Police countersigned. Continue thereafter as Tactical Advisor for PoD, and to increase business continuity.



### Sample Agenda TCG meetings

1. Introduction of attendees, roles and responsibilities
2. Declaration of items for urgent attention
3. Decision(s) on items for urgent attention (**Strategy Briefing**)

### Break out time to action urgent items as agreed above

4. Review and agree minutes of previous meeting
5. Update on situation
6. Review and agree aims and objectives
7. Review outstanding actions
8. Discuss and agree tactical decisions
9. Confirm / allocate of actions required (**Update briefing**)
10. Date and time of next meeting



### JESIP PRINCIPLES FOR JOINT WORKING

#### CO-LOCATE

Co-locate with commanders as soon as practicably possible at a single, safe and easily identified location near to the scene.

#### COMMUNICATE

Communicate clearly using plain English.

#### CO-ORDINATE

Co-ordinate by agreeing the lead service. Identify priorities, resources and capabilities for an effective response, including the timing of further meetings.

#### JOINTLY UNDERSTAND RISK

Jointly understand risk by sharing information about the likelihood and potential impact of threats and hazards to agree potential control measures.

#### SHARED SITUATION AWARENESS

Shared Situational Awareness established by using METHANE and the Joint Decision Model.

If the principles are followed then the result should be a jointly agreed working strategy where all parties understand what is going to happen, when and by whom.

The principles will often, but not always, be followed in the order in which they are presented.

WEBSITE: [WWW.JESIP.ORG.UK](http://WWW.JESIP.ORG.UK) | EMAIL: [CONTACT@JESIP.ORG.UK](mailto:CONTACT@JESIP.ORG.UK) | TWITTER: @JESIP999



# Tactical Response

## Critical Incident Staff (CIS)

**The ECC Information Manager is essential to the smooth running of the Emergency Co-ordination Centre (ECC). They act as the immediate assistant to the Port Silver Tactical Commander, agreeing the tactical approach to the emergency and deputising where needed. The role will relieve the Port Silver Commander of the operational duties of the emergency centre and ensure that the centre implements suitable actions to meet the agreed tactics. Additionally, the role will ensure that all aspects of the centres operation, including key information provision and communication capability, are running smoothly and efficiently.**

### They should:

- Arranges establishment and operation of the ECC and ensure staffing and communications are set up in accordance with predicted demand (based on current information available).
- If the situation requires it, call in **at least** one other CIS colleague to staff ECC as 'Information Officers'.
- Ensure that any other CIS understand the role(s) required.
- When sufficient staff are in place and ready, notify the Tasking and Co-ordination Group, PoD Switchboard, Police Communications, Terminal Control, Forward Control Point and relevant Port Users, that the ECC is 'operational' and supply contact details.
- Supervise processes in the ECC, paying particular attention to the accurate completion of messages, display boards and logs, ensuring the information flow process is effective.
- Work with the Silver Tactical Commander and agree the **ACTIONS** generated from the **FOCUS POINTS** and assign each **ACTION** to a member of staff with an agreed estimated time of completion.
- Ensure 'ECC' email address is used and circulated ([ECC\\_DHB@doverport.co.uk](mailto:ECC_DHB@doverport.co.uk))
- Arrange establishment and operation of the Survivor Reception Centre (SRC) and Co-ordinate additional PoD resources, as required (e.g. information booths, guides, drivers etc.).
- Act as liaison with KCC, DDC and voluntary sector social service provision (including Port Chaplaincy).

**The ECC is about Information Management and Information Exploitation**



# Tactical Response

## Additional Critical Incident Staff (If required)

If the situation requires additional assistance in the ECC, an ECC Information Officer will be requested to attend the ECC from the Reserve List.

Their role is to assist in the ECC as directed by the Silver Tactical Commander and the ECC Information Manager. The duties and role requirements include;

- Update the **SITUATION BOARD** as and when pertinent information is received
- Answer telephone calls.
- Write directly onto message forms to save time.
- Write legibly and accurately
- Ensure they record the caller's name, role (if appropriate), location and telephone number.
- Confirm difficult spellings using the phonetic alphabet.
- Confirm the information provided and any locations.
- Ensure the message is timed and dated.
- Ensure the **Supervisor** collects the message promptly.
- Carry out **ACTIONS** as directed from the **ACTIONS BOARD**

**The ECC is about Information Management and Information Exploitation**

# Tactical Response

## Port Silver Media

**During an incident, there will be a large demand for information on a wide range of issues. Media, particularly visual media, are likely to visit the scene in order to obtain images of the response, in addition they are likely to seek interviews with, and question, senior representatives of the responding organisations.**

**The media communications team should:**

- Manage media strategy and response in direct collaboration with Port Gold and the CE;
- Lead Media and Communications response in support of PoD strategy. Any statements should be agreed by TCG or SCG;
- Brief and support the PoD 'talking head' whenever one is appointed;
- Alert Port Gold and Port Silver Commander to emerging media angles and moods, that may require adjustment of the Incident Management Plan and to ensure consistency;
- Ensure that the ECC has capability to monitor, or is kept abreast of current news reporting;
- PoD media representatives are likely to be deployed to 1) TCG, 2) media liaison point, and 3) SCG;
- Support the Port Silver Commander in the design and delivery of in-Port messaging to customers and users;
- Support the Port Silver Commander in the design and delivery of operational warning and informing via Cat1 responders, VMS signs etc.
- Arrange press briefings, interviews, public statements; web and social media messaging;
- Depending on the scale of the incident consider calling in additional 'media' colleagues;
- The media should receive consistent and accurate information. To achieve this, a 'lead' organisation should be agreed between all responding organisations. In most emergencies and major incidents, the role is usually performed by the leading police service – i.e. Kent Police. SCG may wish to consider this protocol;
- Arrange media 'management' at the site perimeter in collaboration with the Port Silver Commander and any associated visits to the scene as may be approved by Port Gold;
- Draw in and brief any additional specialist communication staff as may be required keeping Port Silver Staffing advised;
- Act as liaison with external PR advisors if appointed;
- Liaise with Port User and responder agencies' PR leads, to maximise message consistency;
- Refer to incident specific advice in the Media Q card.



# Tactical Response

## Port Silver Technical

**A member of the Technical Support Cadre are required to attend the TCG to provide advice on technical issues concerning incident resolution and or business recovery / continuity, or to activate PoD 'technical' resources for specific requirements.**

**The role if required is summarised as:**

- Leads Port Silver Technical response, in collaboration with Port Silver Commander and in support of Port Gold's strategy;
- Arranges provision of equipment, including hiring in support. Advising TCG on additional available resources and liaising directly with the suppliers for those additional resources as required by TCG;
- Arranges provision of technical advice on the condition, location and capacity services, plant and structures and mitigation options;
- Draws in and briefs any additional specialist technical staff as may be required, keeping Port Silver Staffing advised;
- Acts as liaison with external technical advisors if appointed.
- Refer to incident specific advice in 'Q' cards.

## **Strategic Response**

### **Port Gold**

**For marine based incidents involving PoD vessels the Port Gold representative MUST either be the Designated Person Ashore (DPA) or the Deputy Designated Person Ashore (DDPA). This is an International Safety Management (ISM) code requirement.**

**Having received an initial brief, the nominated Port Gold representative should decide;**

- Whether the circumstances of the Critical Incident warrant standing down the call out process.  
If not then:-
- Confirm whether the incident is a 'rising tide' event, or an immediate response. If a rising tide event, consider holding a pre-event team briefing.
- Provide assurance to the CE, local government officials and Port User 'Ops Director' contacts;
- Manage coordination with other KRF Cat 1 and Cat 2 responders and arranges representation at any relevant external SCG or TCG;
- Look at the wider influences and long term impact of the incident on the local community, Port Users and Port areas affected;
- Set, reviews and update Incident-specific Strategy for the *Silvers* with the safety and security of customers, port users and staff as core values;
- Appoint the Port Silver Commander if a person other than the on-call person has capabilities more suited to the particular nature of the incident and monitors his/her effectiveness;
- Maintain an overview of the resources required and available to the supporting Silvers and Bronzes to give effect to the Incident-specific Strategy;
- Set public communication strategy and authorise public statements when a PoD Critical Incident has been declared, i.e. when the Cat 1 responders have yet to establish an SCG;
- Appoint a 'talking head' in consultation with the Port Directorate, Port Media and Stakeholder Comms;
- Act as a 'talking head' when designated by a colleague acting as Port Gold;
- Authorise unbudgeted expenditure up to £50,000;
- Authorise exceptional re-direction of resources in the short term (up to 24hrs);
- Implement the appropriate Business Continuity Plan elements;
- Keep asking him/herself what else could go wrong, how bad things could get, what's possibly in the left field and assessing whether PoD adequately prepared for those possibilities.

## Chief Executive

**During any major incident, the Chief Executive has ultimate responsibility for the wellbeing of the company, port users, members of the public and staff members. Beyond making sure those in authority have what they need to make quick and meaningful decisions and being a primary voice in calming key stakeholders, the role of the Chief Executive is to make sure everyone knows of and continues on, the right road toward recovery.**

**The CE specifically:**

- Provides assurance to NEDs, central government officials and politicians;
- Liaises with the senior executives of key customers, agencies and partners, e.g. ferry operators, Border Force, KCC, Highways Agency and Cote d'Opale CIC;
- Keeps the above off the backs of the Port G/S/B team, so they can maintain focus on responding to and recovering from the incident;
- Looks at the wider influences and long term impact of the incident on PoD's reputation and business and works to mitigate long term risk;
- Nominates a Port Gold, if a person other than the on-call person has capabilities more suited to the particular nature of the incident or emerging threat;
- Sets public communication strategy and authorises public statements when an emergency has been declared, i.e. when the Cat 1 responders have established an SCG;
- Approves activation of a PoD 'talking head' if required;
- Speaks via the media when only 'the boss' will do;
- Activates the Corporate Business Continuity Plan and Chairs the Business Recovery Team (EMG) ;
- Authorises exceptional expenditure;
- Authorises exceptional re-direction of resources;
- Facilitates 'business as usual', for unaffected parts of PoD's activities.



## **Appendix A – Telephone directory**

# **EMERGENCY CONTACT PROCEDURE AND DIRECTORY**

## **NOT FOR PUBLIC USE**

The personal details held within this contacts directory are confidential and provided on the understanding that they will be used solely for the purposes of fulfilling PoD's responsibilities to plan for and respond to an emergency.

They should not be used for any other purpose or passed to any other organisation unless it is fulfilling the PoD's requirement to call out staff in response to an emergency.

### **CONTACT DIRECTORY**

The Emergency Contact Directory provides all of the necessary contact information and call out procedures for those organisations that may be involved in an emergency.

**This section is to be kept strictly confidential and is not to be disclosed to the public or displayed on internal or external websites.**

**Reference to the '[Emergency Call Out Rota](#)' is essential to establish who is actually 'on call' at the current time for any relevant ERP function.**



**Kent Resilience Forum (KRF) Members**

	<b>Working Hours</b>	<b>Out of Hours</b>
<b>Port of Dover</b>		
Duty Harbour Master (24 hours)		
Port of Dover Police (24 hours)		
Terminal Control (24 hours)		
Port Control (24 hours)		
Marina		
<b>Kent Resilience Team</b>		
Main Office		03000 414999
<b>Kent Police</b>		
Headquarters (24 hours)		
Direct Dial from PODP – Switchboard		
Force Duty Officer		
SE Team Leader		
CSI		
<b>Kent Fire and Rescue</b>		
Control Room (24 hours)		
<a href="mailto:FireControl@kent.pnn.police.uk">FireControl@kent.pnn.police.uk</a>		
Control Room (Admin)		
Dover Station		
<b>Kent Ambulance Service (SECAS)</b>		
Control Room 24 hours		
Air Ambulance		
<b>Maritime Coastguard Agency</b>		
Dover (24 hours)		
<b>Health England (NHS)</b>		
24 hours pager service		
<b>Environment Agency</b>		
Emergency Communications Centre/Incident Line – Nationwide (24 hours)		
Floodline Central Switchboard (24 hours)		
<b>Military Assistance</b>		
EOD Emergency Call Out Didcot (24 hours)		
EOD Shorncliffe – Training and advice liaison only Sgt Stan Bowles		
<b>PoD Staff Welfare</b>		
David Slater – Chaplain <a href="mailto:dk.slater@hotmail.co.uk">dk.slater@hotmail.co.uk</a>		

**Port of Dover User Group**



	<b>Working Hours</b>	<b>Out of Hours</b>
<b>DfT</b>		
Fax (24hrs)		
Email (24 hrs)		
<b>Border Force</b>		
Immigration – General Office 24 hours		
Immigration – CIO 24 hours		
Customs – Business Support (0900-1700)		
Customs – Duty Manager (24 hours)		
Customs – Tourist Collator (24 hours)		
Customs – Freight Manager (24 hours)		
Customs – Freight Collator (24 hours)		
<b>Kent Police (SB)</b>		
Direct Dial from PODP – Switchboard		
<b>P&amp;O</b>		
Duty Manager (24 hours)		
<b>DFDS</b>		
Duty Manager (24 hours)		
<b>Security Services Provider</b>		
Supervisor		
<b>Mooring Services Provider</b>		
General Office (PoD Internal)		
<b>Cleaning Services Provider</b>		
Contract Manager (PoD Internal)		
<b>Port of Dover Cargo</b>		

#### Local Authorities and County Council

	<b>Working Hours</b>	<b>Out of Hours</b>
Kent Resilience Team		
Dover District Council		
Dover District Council – CCTV Unit		
Shepway District Council		
Dover Town Council		

#### Highways

	<b>Working Hours</b>	<b>Out of Hours</b>
Kent Highways Agency (24 hours)		
Balfour Beatty Mott McDonald (24 hours)		

#### Voluntary Organisations

	<b>Working Hours</b>	<b>Out of Hours</b>



The British Red Cross Kent and Sussex (Monday to Friday 0800-1700 hours)		
The Red Cross is available 24 hours a day 365 days a year. Pager Number will alert Duty Manager who will call to ascertain what assistance is required		
St John Ambulance (24 hours)		
The Salvation Army (General Office)		
The Salvation Army (Community Services Director)		
The Samaritans (24 hours)		
RSPCA (Folkestone and District)		

### **Public Utilities**

	<b>Working Hours</b>	<b>Out of Hours</b>
British Telecom (24 hours)		
EDF Electric (24 hours)		
Southern Water PLC (24 hours)		
Infinity Water (24 hours)		
Network Rail (24 hours)		
Network Rail – Control Room		
Network Rail – South East Trains		
Network Rail – Dover Priory Station		
Portaloo Hire – Four Jays Group General Office		

### **Communications – Radio**

	<b>Working Hours</b>	<b>Email</b>
BBC National News		
Press Association (News desk)		
BBC South East News (News desk 0500-0000 hours)		
Meridian Television		
KM-FM (News desk)		

These are the main contacts we would use in an emergency, the BBC would filter down to the local BBC radio. Heart FM will pick up from Press Association, KMFM and BBC



**Other Useful Contacts**

	<b>Working Hours</b>	<b>Out of Hours</b>
<b>Environment Agency Floodline Service (24hrs)</b>		
<b>Animal Health - DEFRA</b>		
Dover 24 hours		
<b>National Trust</b>		
Langdon Cliff		
<b>Trading Standards</b>		
<b>Social Services – childrens services</b>		
<b>Ordnance Survey</b> (mapping for emergencies)		
<b>VOSA</b>		
24 hours		
<b>Lifeboat Station</b>		
<b>British Transport Police</b>		
Ashford (24 hours)		
Control Room (London)		
Control Room (Birmingham)		
General Non-Emergency Number		
Department/Person Specific		
<b>Port Authority, Calais</b>		
<b>Port Authority, Dunkerque</b>		
<b>Port Police, Calais</b>		
<b>PAF, Dover</b>		
<b>Victim Support (Family Matters)</b>		
Helpline		
<b>Emergency Vehicle Recovery</b>		
Kavanagh (24 hours)		
Husks		
<b>Meteorology</b>		
Met Office (24 hours)		
<b>Hospitals</b>		
Kent and Canterbury (24 hours)		
William Harvey, Ashford (24 hours)		
QEQM, Margate (24 hours)		
Buckland, Dover (Minor Injuries Only)		
St Martins, Canterbury (Mental Health Team)		



## **Appendix B – Emergency Co-ordination Centre Information**

### **ECC- Terminal Control**

The ECC at Terminal Control was completely refurbished at the end of 2013 and is now in a permanent state of readiness. However, this room remains a fall-back office for Terminal Control staff who will re-locate to another office in the event of a Critical Incident. All red electrical sockets are serviced by a UPS that will maintain power in the event of an outage.

Telephone numbers;

- Incoming external phone - 01304 202681. This number to be given to external agencies.
- Outgoing external phone - 01304 202682
- Internal phones – 4505 & 4508

Computers;

The room is equipped with 3 computers. Should they be locked out the code is 'doverport#1'

Inform Terminal Control, Port Control, Emergency Services that PoD Emergency Control Centre and Tactical Co-ordination Group is operational and record time (***PoD ECC is only 'operational' with the TCG established***).

\* Use the [DHB\\_ECC@doverport.co.uk](mailto:DHB_ECC@doverport.co.uk) email account. This has also been set up with relevant distribution lists and pre-formatted messages.

### **Stand-by Facilities at Harbour House**

In the event of an incident preventing the setting up either Emergency Control Centre or TCG at Terminal Control Building, there is an alternative at Harbour House in the form of the Joint Emergency Control Room (located in the basement) and Room 9 Meeting Room, (ground floor), which can be configured as an Emergency Control Centre and Operational (Silver – TCG) meeting room.

Personnel from the affected areas will travel to the designated 'alternative' Emergency Control Centre to staff it.

Room 9 Telephone Numbers;

- External phones 01304 211694 / 01304 213851
- Internal phone – 4095

Computers;

The room is equipped with 2 computers. The 'lockout' code as the same as per the ECC.



## **Appendix C – Key Definitions**

### ***EMERGENCY***

- An event or situation which threatens serious damage to human welfare in a place in the UK.
- An event or situation which threatens serious damage to the environment of a place in the UK.
- War or terrorism which threatens serious damage to the security of the UK.

### ***Critical Incident (PoD)***

- Any incident which has (or could have) the potential to have significant impact on the Port operation or Port Community.

### ***Sudden Impact Incident***

- Sudden impact incidents occur with minimum warning. The impact of these types of incidents on the Emergency Services is immediate and increases rapidly. Examples of this type of incident include terrorist attacks, maritime collisions and catastrophic infrastructure failure.

### ***Rising Tide Incident***

- Rising tide incidents develop from a 'steady state' or 'business as usual', to become an emergency or major incident over a period of time, which may range from a period of hours to days or weeks. Examples such as severe weather or flu pandemics.

### ***Response Phase***

- Immediate mobilisation of key individuals to perform tasks as identified in the Emergency Response Plan, in a declared 'critical incident' or 'emergency'.

### ***Shelter***

- That which covers or defends from injury or annoyance; a protection; a screen. (Oxford English Dictionary)

### ***Refuge***

- That which shelters or protects from danger, or from distress or calamity; a stronghold which protects by its strength (Oxford English Dictionary).

### ***Evacuation***

- 'A process by which assessments are made, decisions taken and action co-ordinated to achieve the evacuation of large numbers of people from places of danger (in the Port of Dover, for example) to a place of safety' (London Mass Evacuation Plan).



## **Appendix D – Glossary**

### **(The) Act**

The Civil Contingencies Act 2004. This act sets the framework for civil protection at the local level in the UK

### **Bronze/Operational**

The level at which the management of 'hands-on' work is undertaken at the incident or impacted areas.

### **Business Recovery**

The process of re-building, restoring and rehabilitating the community following an emergency. Recovery management can involve a protracted and challenging programme of work to return to business as usual. Response and recovery are not two discrete activities and do not occur sequentially, recovery should be an integral part of response from the very beginning.

### **Casualty Bureau**

The purpose of the Casualty Bureau is to provide the initial point of contact for the receiving and assessing of information relating to persons believed to be involved in the emergency. The primary objectives of a Casualty Bureau are: inform the investigation process relating to the incident; trace and identify people involved in the incident and reconcile missing persons and collate accurate information in relation to the above for dissemination to appropriate parties.

### **Category 1 Responder**

A person or body listed in Part 1 of Schedule 1 to the Act. These bodies are likely to be at the core of the response to most emergencies. As such, they are subject to the full range of civil protection duties in the Act. Cat 1 responders include the emergency services, the MCA, local authorities and health authorities.

### **Category 2 Responder**

A person or body listed in Part 3 of Schedule 1 to the Act. These are co-operating responders who are less likely to be in the heart of the Multi-Agency planning work, but will be heavily involved in preparing for incidents affecting their sectors. The Act requires them to co-operate and share information with other Category 1 and 2 responders. PoD is a Cat 2 responder as are other Port authorities, railway operators and utility providers

### **Cabinet Office Briefing Room (COBRA)**

Cabinet Office Briefing Room (colloquially known as COBRA) is the central Government command and control structure put in place by the appropriate lead Government Department depending on whether the scale of the event.

### **Counter Terrorism Security Advisors preventing and mitigating (CTSA)**

Police officers and police staff who provide qualified advice on the effects of acts of terrorism.



<b>Emergency</b>	An event or situation which threatens serious damage to human welfare or to the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK. To constitute an emergency this event or situation must require the implementation of special arrangements by one or more Category 1 Responder.
<b>Emergency Co-ordination Centre (ECC)</b>	The communications hub for TCG (Silver), and located close to TCG.
<b>Emergency Management</b>	The process of managing emergencies, including the maintenance of procedures to assess, prevent, prepare for, respond to and recover from emergencies.
<b>Emergency Response Organisations</b>	Category 1 and 2 responders from within the Local Resilience Forum
<b>Emergency Planning (EP)</b>	Development and maintenance of agreed procedures to prevent, reduce, control, mitigate and take other actions in the event of an emergency.
<b>Exercise</b>	A simulation to validate an emergency or business continuity plan, rehearse key staff or test systems and procedures.
<b>Forward Control Point</b>	Nominated position from which emergency organisations base their tactical response.
<b>Freedom of Information Act</b>	The Freedom of Information Act 2000 allows the public access regardless of nationality or country of residence, to information held by public authorities or anyone providing services for them, subject to certain exemptions.
<b>Generic Plan</b>	A single plan designed to cope with a wide range of emergencies.
<b>Gold/Strategic</b>	Strategic decision makers and groups at the local level. They establish the framework within which operational and tactical managers work in responding to and recovering from emergencies.
<b>JESIP</b>	Joint Emergency Services Interoperability Principles. The Joint Doctrine Edition Two sets out what response staff and those that support them should do and how they should do it in a multi-agency working environment. Following JESIP will achieve the degree of interoperability that is essential to a successful joint response.



**Local Resilience Forum (LRF)**

A process for bringing together all the Category 1 and 2 Responders within a local Police area for the purpose of facilitating co-operation in fulfilment of their duties under the Act.

**Major Incident**

This term is commonly used by emergency services personnel to describe an emergency as defined in the Act.

**News Co-ordination Centre (NCC)**

The NCC works with the lead government department to provide co-ordinating media and public communications support during a crisis, emergency or major event.

**Recovery**

The process of restoring and rebuilding the community, and supporting groups particularly affected, in the aftermath of an emergency.

**Recovery Time Objectives**

Identifies the time by which critical functions and/or their dependencies must be recovered.

**Rendezvous Point**

Point to which all vehicles and resources arriving at the outer cordon are directed.

**Resilience**

The ability of the community, services, area or infrastructure to withstand the consequences of an incident.

**Rest Centre**

Premises used for temporary accommodation of evacuees from an incident.

**Risk**

Risk measures the significance of a potential event in terms of likelihood and impact. In the context of the Civil Contingencies Act, the events in question are emergencies.

**Risk Assessment**

A structured and auditable process of identifying potentially significant events, assessing their likelihood and impacts and then combining these to provide an overall assessment of risk, as a basis for further decisions and action.

**Safety Advisory Group (SAG)**

Multi-Agency group set up to provide advice on safety matters for a specific event, or events, such as a major sporting event or a concert held in a stadium.

**Strategic Co-ordination Centre**

The Strategic Co-ordination Centre (SCC) is a facility to provide appropriate accommodation for the Strategic Co-ordinating Group and the many supporting cells that allow Strategic Commanders to co-ordinate and manage the many different elements of a wide reaching response.



**Survivor Reception Centre**

Secure area where survivors not requiring acute hospital treatment can be taken for short term shelter, first aid, interview and documentation.

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

A group of senior managers focussing on co-ordinating the PoD incident response (How to do it) and resolution, (otherwise known as 'Silver').

**Threat Assessment**

A component of the risk assessment process in which identified threats are assessed for future action.

**Utilities**

Companies providing essential services, e.g. water, energy, telecommunications.



## **Appendix E – Abbreviations**

<b>ACPO</b>	Association of Chief Police Officers
<b>AIO</b>	Ambulance Incident Officer
<b>ARCC</b>	Aeronautical Rescue Co-ordination Centre
<b>BCM</b>	Business Continuity Management
<b>ECC</b>	Emergency Control Centre
<b>BTP</b>	British Transport Police
<b>CBRN</b>	Chemical, Biological, Radiological and Nuclear
<b>CCA</b>	Civil Contingencies Act
<b>CO</b>	Cabinet Office
<b>COBR(a)</b>	Cabinet Office Briefing Rooms
<b>CPA</b>	Comprehensive Performance Assessment
<b>CPHP</b>	Centre for Public Health Practice
<b>CRB</b>	Criminal Records Bureau
<b>CRIP</b>	Commonly recognised information picture
<b>CRR</b>	Community Risk Register
<b>CT1(2)</b>	Cruise Terminal 1 or 2
<b>DEFRA</b>	Department for Environment, Food and Rural Affairs
<b>DHB</b>	Dover Harbour Board
<b>DHM</b>	Duty Harbour Master
<b>DRB</b>	Driver's Reception Building
<b>DWDR</b>	Dover Western Docks Revival
<b>EA</b>	Environment Agency
<b>ED 1 – 9</b>	Eastern Docks Berth number
<b>ECC</b>	Emergency Control Centre
<b>EPU</b>	Emergency Planning Unit
<b>Ext</b>	Extension



<b>FSA</b>	Freight Services Agency
<b>GNN</b>	Government News Network
<b>GO</b>	Government Office
<b>HA</b>	Health Authority
<b>HO</b>	Home Office
<b>HPA</b>	Health Protection Agency
<b>HSE</b>	Health and Safety Executive
<b>H&amp;S</b>	Health and Safety
<b>ISPS</b>	International Ship and Port Facility Security (ISPS) Code
<b>KentPol</b>	Kent Police
<b>KCC</b>	Kent County Council
<b>KRFS</b>	Kent Fire & Rescue Service
<b>LA</b>	Local Authority
<b>LGD</b>	Local Government Department
<b>LRF</b>	Local Resilience Forum
<b>MACA</b>	Military Aid to the Civil Authority
<b>MACC</b>	Military Aid to Civil Community
<b>MACP</b>	Military Aid to Civil Power
<b>MAGD</b>	Military Aid to Government Departments
<b>MCA</b>	Maritime and Coastguard Agency
<b>MERIT(S)</b>	Mobile Emergency Response Team(s)
<b>MIC</b>	Medical Incident Commander
<b>MMT</b>	Mobile Medical Team
<b>MoD</b>	Ministry of Defence
<b>MRCC</b>	Maritime Rescue Co-ordination Centre
<b>NED</b>	Non-Executive Directors
<b>NDPB</b>	Non-departmental Public Body



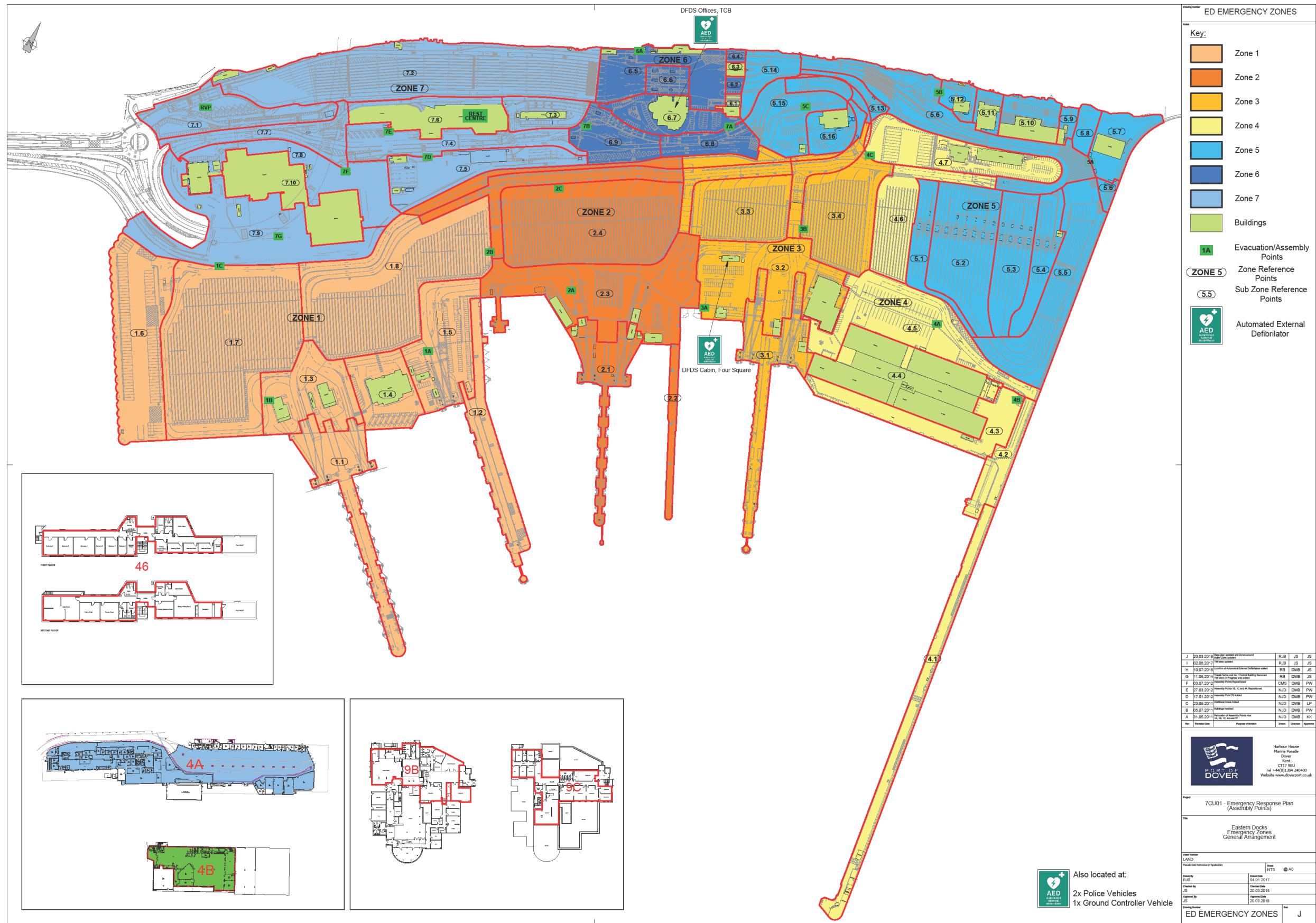
<b>NPIA</b>	National Policing Improvement Agency
<b>NHS</b>	National Health Service
<b>OSC</b>	On-scene Co-ordinator
<b>OVD</b>	Overhead Vehicle Deck
<b>PA</b>	Personal Assistant
<b>PCT</b>	Primary Care Trusts
<b>PEB</b>	Public Enquiry Bureau
<b>PFSO</b>	Port Facility Security Officer
<b>PHA</b>	Port Health Authority
<b>PHAS</b>	Public Housing Assessment System
<b>PRC</b>	Prepared Rest Centre
<b>PSO</b>	Port Security Officer
<b>PoD</b>	Port of Dover
<b>RAYNET</b>	Radio Amateurs Network
<b>RNLI</b>	Royal National Lifeboat Institute
<b>ROM-CPS</b>	Regional Operation Manager, Counter Pollution & Salvage
<b>RRF</b>	Regional Resilience Forum
<b>RRT</b>	Regional Resilience Team
<b>RSPCA</b>	Royal Society for the Prevention of Cruelty to Animals
<b>SAR</b>	Search and Rescue
<b>SCC</b>	Strategic Co-ordination Centre
<b>SCG</b>	Strategic Co-ordinating Group
<b>PSCG</b>	Port Strategic Co-ordination Group
<b>SEMT</b>	Strategic Emergency Management Team
<b>SHA</b>	Strategic Health Authority
<b>SoSRep</b>	Secretary of States Representative
<b>TCG</b>	Tactical Co-ordination Group
<b>TDA</b>	Temporary Danger Area



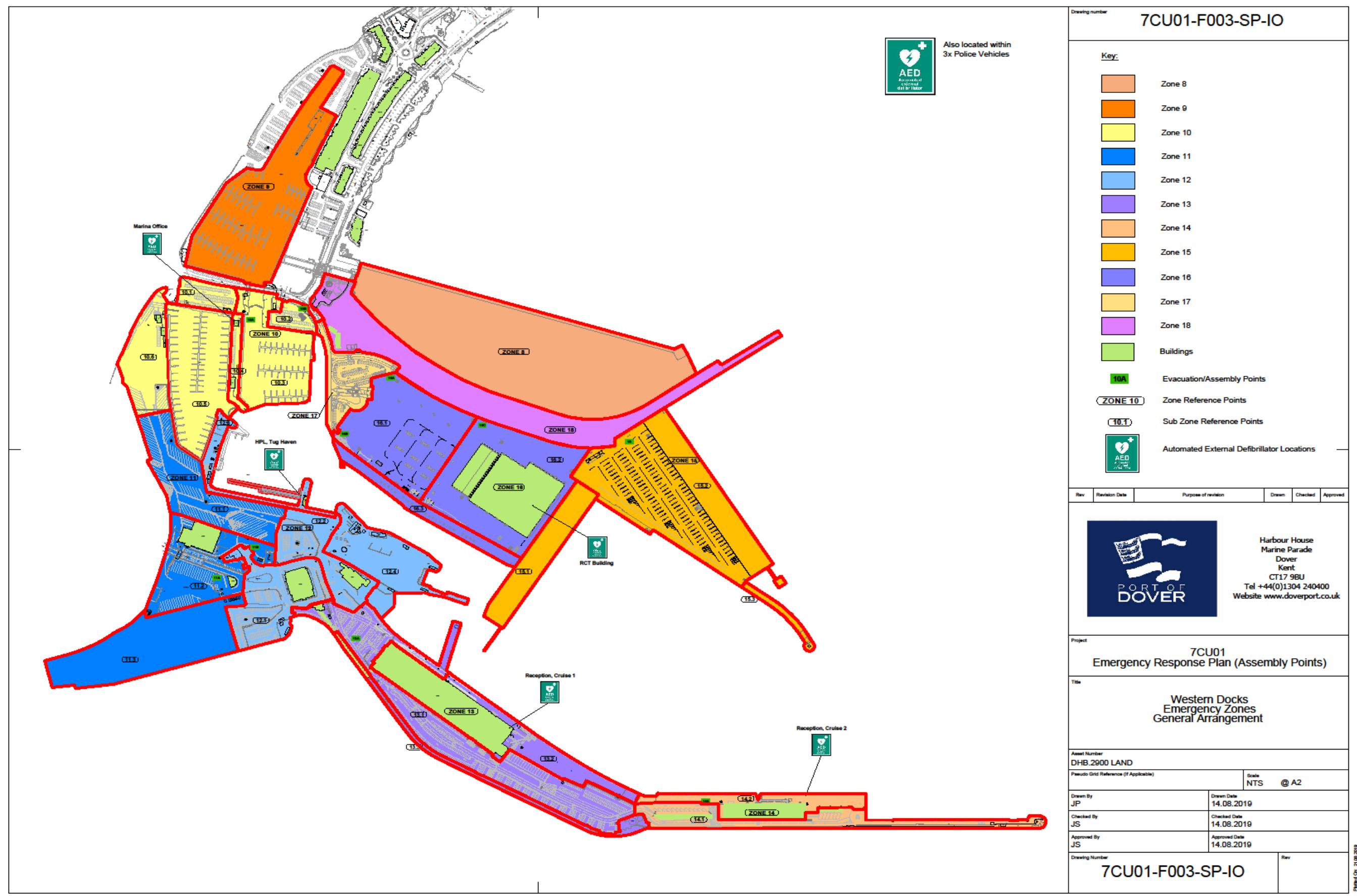
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<b>TEM</b> T	Tactical Emergency Management Team
<b>TEZ</b>	Temporary Air Exclusion Zone
<b>TCB</b>	Terminal Control Building
<b>TC</b>	Terminal Control (Landside Operations)
<b>TCG</b>	Tactical Co-ordination Group
<b>VAS</b>	Voluntary Aid Societies
<b>VSB</b>	Vehicle Search Building
<b>VIP</b>	Very Important Person
<b>WRVS</b>	Women's Royal Voluntary Service

**Appendix F. Map of Eastern Docks zones and location of 'Assembly Points'**



Appendix G. Map of Western Docks zones and location of 'Assembly Points' (Note – Western Docks assembly points are currently signs only).





**Appendix H Version Control Schedule (only requires completion if hard copies of manual supplied)**

<b>Date</b>	<b>Version No</b>	<b>Section</b>	<b>Changes Made</b>	<b>Name</b>
Jan 2012	1		First edition	P Wilczek
Jun 2012	2	All parts	All learning from 2 x exercises and 1 x incident, plus feedback from PoD Managers	P Wilczek
Apr 2013	3	8	Critical Incident Notification information updated.	J Shearwood
May 2013	4	8	Clarification of Gold requirement for marine based incidents	J Shearwood
October 2013	5	All	All learning from recent training, including feedback from Kent Police.	J Shearwood
19/11/13	5.1	Appendix B	Added in updated procedure and link to ECC site from Emergency Message Forms	Y Buddle
23/01/14	6	All	Complete update to Tactical and Gold elements of the plan including role requirements and associated Visio documents	J Shearwood
06/01/15	7	All	<ol style="list-style-type: none"><li>1. Changes throughout to reflect change of police role within the TCG.</li><li>2. Addition to Contact officer duties to notify staff of safe route and onus of responsibility for information.</li><li>3. Notification to Emergency Services of appropriate route and use by staff of other means of access within the port for ES.</li><li>4. Additional role of passenger champion co-ordinator for second media rep.</li><li>5. Update to contacts</li><li>6. Change of ECC plan and instructions for Term Control</li><li>7. Change to start of work instruction</li><li>8. Alterations to diagrams where appropriate to reflect changes in procedure etc.</li><li>9. Update of East and West zone maps</li></ol>	J Shearwood
10/03/16	8	All	<ol style="list-style-type: none"><li>1. Changes throughout DHM to DPM and DHB to PoD</li><li>2. Addition to Critical Incident criteria to include significant response by the emergency services</li><li>3. Clarification of who calls a critical incident</li><li>4. Clarification of responsibility in absence of DPM</li><li>5. Contact officer role updated to include completion of information pro-forma</li><li>6. Update to methodology with message forms</li><li>7. Additional section on Business Continuity</li><li>8. Update of contacts</li></ol>	J Shearwood
16/01/17	9	All	<ol style="list-style-type: none"><li>1. Addition of DWDR added to emergency process structure page 10</li><li>2. Change of messaging system within ECC</li><li>3. New Emergency Zone plan for WD showing DWDR exclusion zone 83</li></ol>	J Shearwood

21/08/18	10	All	Complete re-vamp of document. Unnecessary material removed and remainder updated as necessary. Document adjusted to represent the response team model being introduced in Jan 2019.	J Shearwood
19/09/19	11	App G	Update to Western Docks Zone Map	J Shearwood
06/02/20	12	Sec 5 & 12	Changes to reflect the current call out resourcing	J Shearwood

## Appendix I – Distribution List

**Intranet Copy:** Available to all staff, (except contact directory)

Minimum distribution:

Plan Holder	Directorate	Paper	Electronic
	<b>Chief Executive</b>		<b>1</b>
Sharon Higenbottam	Company Secretary	<b>1</b>	
Jon Shearwood	Port Resilience Co-ordinator	<b>1</b>	
Terminal Control	Operations	<b>1</b>	
ECC Terminal Control		<b>1</b>	
ECC Harbour House		<b>1</b>	
Silver Tablet			<b>1</b>

## External Organisations

Organisation	Paper	Electronic
Resilience Direct (For KRF Cat 1 and 2)		<b>1</b>
Other organisations via a secure portal on the Port of Dover external website		<b>1</b>