



Port of Dover Survivor Reception Plan



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Associated Docs

[Opening Instructions CT1](#)

[Opening Instructions CT2](#)

[Port of Dover Emergency Response Plan](#)

[Port of Dover Evacuation Plan](#)

[KRF Welfare Centre Guidelines Document](#)

[KRF Humanitarian Welfare Guidelines – Psychological Care](#)



1 Aim, Objectives and Scope

1.1 Aim

To ensure the provision of a Survivor Reception Centre following the declaration of a Critical Incident at the Port of Dover.

1.2 Objectives

- Describe the internal Port of Dover roles and responsibilities in setting up and managing a Survivor Reception Centre (SRC).
- Describe the external agencies roles and responsibilities in setting up and managing a SRC.
- Provide guidance in establishing and managing a SRC.
- Provide guidance following a declaration of a 'stand down'.

1.3 Scope

The scope of this document is to define clear roles and responsibilities for responding agencies upon the implementation of a SRC at the Port of Dover and provide guidance as to the management of the centre during an incident. It also deals with the post-incident situation from stand down, staff welfare and de-brief.

2 The Role of the Survivor Reception Agencies

2.1 Introduction

The 'Survivor Reception Plan' is one of a number of plans, which together provides an integrated response to any major incident that may affect the Port of Dover.

Other plans with which this document integrates are:

- Kent Resilience Forum Welfare Centre Guidelines Document
- Port of Dover Emergency Response Plan
- Port of Dover Evacuation Plan
- Emergency Services individual plans (Police, Fire, Ambulance)
- KCC Major Emergency Plan
- Dover District Council Emergency Plan
- Operation Stack – Emergency Roads Management

The [Kent Resilience Forum Welfare Centre Guidelines document](#) provides an introduction and guide to the setting up, staffing, key responsibilities and management of local authority rest centres, evacuation centres and survivor reception centres. In the event of a sea/port/county related incident resulting in the need for a survivor reception centre at the Western Docks the Kent Resilience Forum (KRF) will provide the primary management, support and care to survivors, friends and relatives.

3 The Survivor Reception Agencies

3.1 The primary organisations providing care and support within the port reception areas are: -

- Port of Dover Police
- Port of Dover (Port Operations Directorate)



- Ferry Operating Companies
- Kent Resilience Forum member agencies;
 - Kent Police
 - Kent County Council Emergency Planning Unit
 - Kent County Council Directorates
 - South East Coast Ambulance Services
 - Dover District Council
 - NHS England South/South East
 - South Kent Coast Clinical Commissioning Group
 - East Kent Hospitals University Foundation Trust
- Voluntary Organisations (KVSEG)

3.2 Other organisations that may be present within the port reception areas are:

- United Kingdom Border Force
- Kent Police Special Branch
- Maritime and Coastguard Agency (MCA - Coastguard)
- Police aux Frontières

All members of responding agencies must wear photographic identification to gain access to Dover Harbour and the Survivor Reception Centre

3.3 Port of Dover

In an emergency, and with regard to the operation of the Survivor Reception Centre, The Port of Dover (PoD) is responsible for providing the equipment and facilities in the:

- Survivor Reception Centre (SRC)

And will assist, where possible, with providing the equipment and facilities in the:

- Friends and Relatives Reception Centre (FRRC)
- Reunion Area (RA)

The above facilities will be established for a variety of scenarios and as such, it is emphasised that this is a framework document from which decisions can be made to suit the requirements of specific incidents.

In addition to the establishment of the Survivor Reception Centre, the PoD will (subject to circumstances) supply staff for security and escort duties.

Because of the limited nature of the Ports staffing resources, PoD may only play a limited supportive role, particularly in the early stages of an incident. PoD would be expected to open the facilities and supply the Reception Centre Manager (Administrator) during the initial stages of an incident.

Once in an operating position Kent Resilience Forum staff members can be asked to take over the management of the SRC, and FRRC.

3.4 Port Operations

Marine Operations will be responsible for co-ordinating the control of rescue and landing operations within the harbour and will liaise as appropriate with the Maritime and Coastguard Agency (MCA).

The dedicated survivor landing point is located at the Tug Haven in the Western Docks. From there survivors will be triaged before being transported to the Survivor Reception Centre at Cruise Terminal 1 or 2. (1 being the preferred option). A dedicated NHS Medical Emergency Response Incident Team (MERIT) will be dispatched on request to the Port of Dover for deployment at the Survivor Landing Point in support of the South East Coast Ambulance Services. The medical team will provide assistance and deal with passengers whose medical condition causes concern.

Other buildings may be utilised depending on conditions at the time (see Section 15)

Port of Dover staff will help in an administrative capacity, the Port of Dover Police/Kent Police with the documentation of survivors and of friends and relatives. In liaison with the relevant Ferry/Cruise Company, they may also provide practical assistance to survivors and to friends and relatives.

PoD will request transport from Ferry Operators or the Kent Resilience Forum/Team for survivors from the Survivor Landing Point to the Survivor Reception Centre and in escorting friends and relatives to the Reunion Area from the Friends and Relatives Reception Centre.

3.5 Border Force (BF)

Since the introduction of full juxtaposed immigration controls between Dover and a number of ports in Northern France, all sailings from Calais, Boulogne and Dunkirk are cleared by UKBA prior to their departure from France. Passengers and, if appropriate, crew, on sailings that arrive from other international ports of departure, will normally require clearance by UKBA on arrival in Dover. In this event the Duty Chief Immigration Officer (01303 299088) will act as the UKBA point of contact, liaising with Port of Dover staff, Kent Police Special Branch, to decide a suitable location and the handling procedures required to facilitate the clearance of survivors.

3.6 United Kingdom Border Force, Police aux Frontiers & Kent Police Special Branch

When international sailings are involved in the incident, Kent Police Special Branch, UKBA and Police aux Frontières may have a presence in the Survivor Reception Centre.

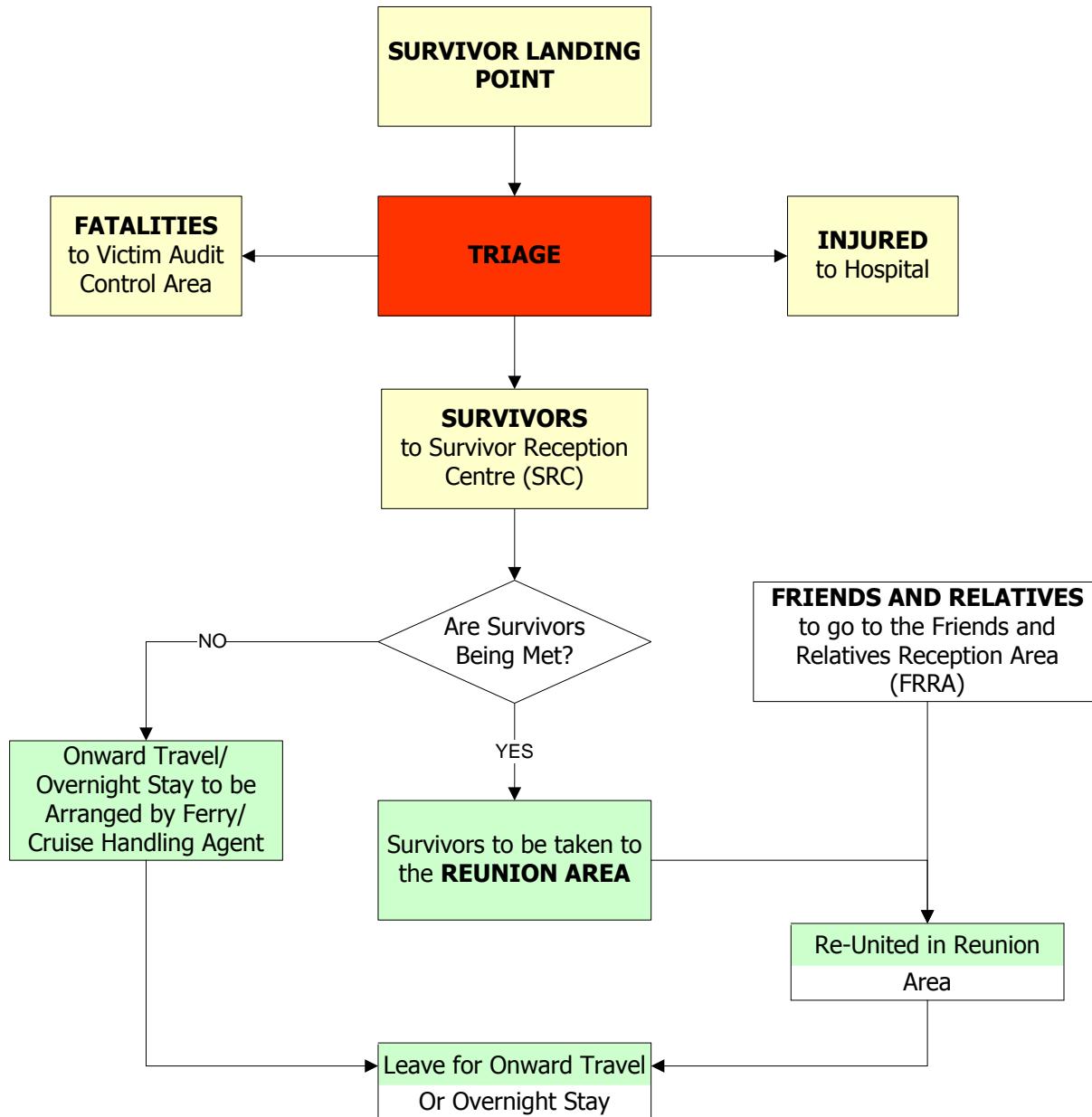
It is important that the senior person of each organisation present at the Survivor Reception Centre is readily identifiable (i.e. persons should wear a tabard, large name label or armband etc.). That person must make himself or herself known to the Police supervisor, work together with the other agencies represented and adopt a joint approach to decision making where necessary.

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4 The Reception Areas at the Port of Dover

4.1 The Reception Area Process

The emergency procedures relating to the reception area process at the Port of Dover are set out below.



4.2 Survivor Landing Point

The Tug Haven is the designated landing site for survivors within the Western Docks, although survivors may be landed anywhere along the coast.

The MCA will be in command of any vessels involved in the incident whilst they are at sea, in effect; the MCA is in command of the incident in the early stages. Once a vessel docks at Tug Haven, Kent Police will assume command over it. The MCA will instruct all vessels entering Dover Harbour where to dock.

On notification of an emergency incident the Duty Port Manager (DPM), if available, (if not available the PoD Police Duty Sergeant will take over this role) will proceed to the Tug Haven to co-ordinate the docking of the first vessels to arrive.

Once all of the survivors have been medically assessed on the vessel, Kent Fire & Rescue Service and the MCA will assist with removing survivors from vessels berthing at the Tug Haven, and the MCA will provide a safety officer to monitor operations on the Tug Haven. Disembarkation of survivors will take place under the strict control and guidance of medical personnel.

Injured passengers on stretchers will need to be lifted off the lifeboats with a mechanical lift supplied by the Kent Fire & Rescue Team and therefore the area alongside the tug haven must be kept clear to afford access to this vehicle.

Once TRIAGE has taken place, the very seriously injured will be removed to hospital. Fatalities will be removed initially to a victim audit control area (this area will be decided by Ambulance staff on the day) and the survivors will be transferred to the Survivor Reception Centre (SRC). Ferry Operators and Kent County Council will, where possible, supply transport to the SRC.

If de-contamination is required for health reasons or to treat hypothermia, the decontamination unit will be set up adjacent to the SLP in either the Pink Car Park (access can be gained through the fence panel in the S/E corner) or if this is not available in the truck parking area adjacent to the SLP. PoD police may have to assist in clearing these areas.

Port of Dover staff and P&O Training School personnel will assist with the removal of vessels from the Tug haven to a designated mooring within the Western Docks once they have been cleared of survivors and crew.

Depending on the exigencies of the day, the area around Clarence Yard could be used for the incident Command & Control, and incident operations.

A Bronze Forward Control Point would be established by the first emergency service officer attending.

In the event of a ferry incident the vessel would berth in the Eastern Docks; the decision on which berth would be made on the day.

4.3 Command & Control

The area immediately surrounding the Tug Haven would be under the command of one or more Operational (Bronze) Commanders. The Tactical (Silver) Command (Maritime) would be sited at the Maritime Rescue Co-ordination Centre (MRCC). The county Tactical (Silver) Command (Land) could be sited at a Police Station designated by Kent Police, with the Strategic (Gold) Command sited at Kent Police HQ, Force Control Centre, Maidstone. Internal Command and Control would be as per the Emergency Response Plan.

4.4 Survivor Reception Centre

The purpose of an SRC is to provide a place of safety for all survivors, located within the SRC will be the Police and/or other Control Authorities (e.g. UK Border Agencies & Police aux Frontières). There will be



an area to register and interview passengers involved in the incident in privacy. Areas will be delineated into reception, interview and waiting areas.

It is important that all survivors are informed and understand that there is a procedure for them to go through. All staff operating in the SRC should be aware of their duties and ensure that procedures are effective, to give passengers confidence in a well-organised process. Personnel working within the SRC should explain to survivors that the administration process does take time, and that everyone is working as quickly as possible.

Upon arrival the coaches will be met by a uniformed Police 'Reception' Officer. The task of this officer is to direct survivors to the reception areas and to keep an accurate count of the number of survivors arriving from the Survivor Landing Point (SLP). Separate arrangements will be made for surviving crew.

Survivors will be asked to come forward in controlled numbers to where the police, supported where necessary by Port/Ferry Operators or Local Authority staff, will complete the relevant documentation:-

- A **Survivor/Evacuee Form** (located in the emergency cupboard at CT1) must be completed for each survivor who is then issued a wrist band.
- A **Missing Persons (MISPER) Form** (white) must be completed for any survivor concerned about a missing friend or relative with whom they were travelling.

Where police documentation teams are in operation, all survivors will be registered and issued with a wristband. All forms once complete will be checked by the Police Documentation Team - Indexer for legibility and to ensure that all sections have been completed.

Once survivors have completed the documentation process, they will be directed to the waiting area where social care staff will be in attendance.

Survivors will then be allocated to a member of staff that will assist them to fill in a **Passenger Questionnaire** form; every effort should be made to get the passenger to complete this questionnaire before they have been subjected to media speculation as to the cause of the incident.

The requirement to complete the Form may aggravate the condition of survivors exhibiting stress - in these instances it is acceptable to get the survivors to complete the form later.

Survivors should be encouraged to contact a relative/friend to pass on to other friends and relatives the fact that the survivor is in good health. This will minimise the number of calls from family members to the Casualty Bureau (See Section 14). Survivors will be able to make free telephone calls from the SRC for this purpose.

PoD, Ferry Operating Staff (if available to assist), Cruise Company Staff (if involved) supported by Survivor Reception Agency personnel will attend to the immediate needs of the survivors. Medical Teams will be on hand to assess and address any needs of the survivors. The assistance of all responding agencies and staff will be available throughout the entire Survivor Reception Centre; through the reception, documentation and waiting areas.

Please Note - Ferry operator's staff will ONLY be contacted by their own company; if assistance is required from the port community then Terminal Control should be contacted (01304 240427) stating approximately how many staff are required and where they should rendezvous.

Terminal Control will work their way through the PoD list of volunteers (list in emergency contacts site) as well as contacting the ferry operators on the following numbers to contact their staff:

P&O Ferries - Duty Manager	01304 862584 / 07702 804882
DFDS Seaways - Duty Manager	01304 874021 / 07725 200538

Language needs will be identified during the documentation process. Where possible, announcements within the SRC will be made in all appropriate languages. (Loud Hailers can be supplied if the tannoy system is inadequate)

4.5 Departure from the Survivor Reception Centre

Survivors will not be permitted to leave the SRC until their departure has been approved by the Police Supervisor. The Senior Investigating Officer (SIO) and/or Senior Identification Manager (SIM) for the incident **must** be consulted before reunions and/or departures take place - especially if there is any suspicion that the incident may be the result of criminal activity.

No survivor should be allowed to leave without having a wristband removed.

Departing survivors who **are not** being met will be provided with appropriate transportation. SRC staff will take survivors who are being met by friends and relatives to the appropriate Reunion Area.

4.6 Security

All personnel should be aware of the need for vigilance to detect representatives of the media who may try to infiltrate these areas. Any such instance must be reported to the Police immediately.

Unless terrorism is suspected the security of the SRC will be the responsibility of the PoD Police with Kent Police to assist where necessary.

4.7 Medical Services

Medical Services will be present in the SRC to deal with passengers whose medical condition causes concern.

4.8 Toilets

At any stage in the process survivors may wish to use the toilets. It is essential that these people return to the same area from which they came.

4.9 Friends and Relatives Reception Centres (FRRC)

The purpose of the FRRC is to provide privacy and comfort for friends and relatives away from the main public areas, and to provide them with information, e.g. about the passengers involved in the incident. Friends and relatives are likely to be in a state of shock, or panic and therefore considerable sensitivity is required in dealing with their needs and concerns. To give comfort and to assist processing, **Survivor Reception Agencies** personnel will operate within this area. The Police will use screened-off areas in the FRRC's for confidential Police interviews and for distressed persons (see layout Section 16.5).

Where the number of people in these areas exceeds the capacity limitations, alternative areas may be used as overflow holding points. In this eventuality, DDC may be able to assist by setting up a Rest Centre off site.

Upon arrival at the FRRC, friends and relatives will be met by staff who will ask them for basic details - who the person is, who they are meeting, etc.

Once inside the FRRC, Police and staff will assist friends and relatives in the completion of a white **Missing Persons (MISPER) Form** in respect of each enquiry. Where there is a Family Group enquiring about an individual, then only one form needs to be completed.

All personnel working inside the FRRC should be aware that friends and relatives will be desperate for information. Every effort should be made to provide regular updates on the situation. The atmosphere will be tense and highly charged. Members of the **Survivor Reception Agencies Group** will be present in this area to support those in a distressed state.



Make television and radio available so that everyone can be kept informed of how the incident is progressing.

4.10 Reunion Area (RA)

Only those individuals who are to be reunited with survivors will be admitted to the reunion area, and before doing so they will be subject to a cursory search completed by Security.

No cameras will be allowed/used (including mobile phones) inside the Reunion Area

The purpose of a Reunion Area is to provide a degree of privacy and comfort when survivors are being reunited with friends and relatives. A Police representative will act as co-ordinator in these areas, and will be responsible for timing the reunion between survivors, friends and relatives.

The RA is crucial to the whole reception area process. It is the co-ordinating point for the Police and Port Operations. It is also where information is exchanged with the Casualty Bureau.

4.11 Hospitals

Ferry Operators (or Kent County Council where available) may assist with transporting friends and family to the relevant hospital. Those friends and relatives wishing to make their own way to a hospital will be provided with a directional guide.

Those friends and relatives whose relations are not amongst the injured at hospital should be told the truth. **The FRRC Police Supervisor or his/her nominee will be the only personnel permitted to do this.**

All personnel working within the FRRC must refrain from speculating on the 'likely' condition of survivors.

Strict procedures exist to ensure that the Casualty Bureau is the focal point for the co-ordination of death or serious injury messages. The FRRC Police Supervisor is the only point of contact for the release of this information. The consequences of the release of incorrect information could be very serious.

Where relatives or friends of the deceased, missing or seriously injured persons are present within the FRRC, Police Family Liaison Officers will be deployed to provide co-ordination and information.

The Police may seek support from the Faith Representatives or from The East Coast NHS and Social Care Partnership Trust when the breaking of bad news becomes necessary. Appropriate privacy should be arranged for this task.

4.12 Bereavement Messages

As time progresses and groups of friends and relatives leave to be reunited with survivors, there will remain a group of people for whom the news is likely to be distressing. Either their loved ones have been taken to hospital or they are dead.

In both cases, **to obtain confirmed information may take considerable time.** Overnight accommodation for these people may be required and should be arranged by the carrier.



4.13 Audit Trail

- Survivor/evacuee and MISPER forms are delivered to the Reunion Area (RA) by the Police Supervisor from the SRC and FRRC.
- Before separating the sheets of the Survivor/Evacuee form, the RA Police Supervisor will attempt to match the survivor details with 'missing person' details on the MISPER form.
- If a match is made, this will be endorsed in the box (on the Survivor/evacuee form) labelled 'Leave Blank (For Use in the Reunion Area). The form can then be separated and the bottom copy handed to the Port of Dover Operations Department. The Operations Department will record onward transport details for later reference.
- The Police copy of the Blue Survivor/evacuee form, and where appropriate, the White MISPER form, can then be faxed to the Casualty Bureau.
- Upon receiving instructions from the RA Police Supervisor, survivors identified as having friends and relatives to meet them can be taken in manageable groups to the RA. Once at the RA, arrangements for onward transport can be made by the Operating Company with whom the passengers are travelling.
- Communications between the Reunion Area and the Survivor Reception Centre and the Friends & Relatives Reception Centre will be by portable radio sets. These are for use by the Police and the Port of Dover Operations Department to organise reunions and/or onward transport arrangements for both those reunited parties and those not being met.
- If additional information becomes available; e.g. a relative leaves the FRRC to wait at home for information, the survivor "green" form should be completed detailing this. This form should be completed in the FRRC and brought to the RA. The Casualty Bureau must be updated.
- **Staff in the SRC and FRRC must not communicate directly. All information must be passed to the Reunion Area for dissemination.**

4.14 Media

Individual survivors may express a wish to communicate with the media. There is no obligation on anyone to talk to the media. However, if they wish to, they will be allowed to do so after their departure has been organised by the RA Police Supervisor.

4.15 Body Recovery

Unfortunately there is no other alternative for landing bodies other than the Tug Haven. Consideration should be given to how and when bodies are landed keeping in mind that survivors who have loved ones missing may be landed at the Tug Haven at the same time.

4.16 Morgue Arrangements

Morgue arrangements will be decided on the day between Kent Police, the Port of Dover Police and Local Authority; this will depend on the estimated number of bodies to be landed. Areas that can be used (subject to availability) for temporary morgue arrangements are:

- The southern shed of the Eastern Docks FSA and redundant FSA cold store. The former will need liaison with BF; the latter will need the electrician to attend to power it up.
- The cruise terminal being used as the SRC
- The alternative cruise terminal not being used as the SRC



5 The Caring Response

5.1 Alerting Procedures

5.1.1 Port of Dover

The Port of Dover is notified of an incident by either, landside personnel, the Duty Harbour Master (DHM) or Port Control to the Port of Dover Police or Terminal Control. Any incident of this nature will likely be declared a Critical Incident and the procedures contained within the Port of Dover Emergency Response Plan will be instigated.

Supporting tasks within the SRC, FRRC and RA will be identified by the SRC Manager and members of staff will be assigned by 'PoD Silver' on an "as required" basis.

5.1.2 Ferry Operators

In the event of an incident at the Port of Dover, the duty manager of each operator and the security providers would be informed of the situation by Terminal Control.

Where resources permit, the operators will provide staff to assist at the SRC. All operators have a number of staff who has multi-lingual skills, mainly French, but also German, Spanish and Italian.

Passenger transport assistance may be available, but this would depend upon the availability of each operator at the time.

5.1.3 Kent Resilience Team

Kent Police will alert the Kent Resilience Team Duty Officer (DO) and request any support as appropriate. Contact will be established via the Emergency Planning Unit Duty Officer. Should there be any delay in contacting the DO, contact can be made via the Kent Resilience Team 24hr contact centre. (See Contacts List in Section 11)

Other agencies will be alerted as required by the Kent Resilience Team.

5.2 Access to The Port of Dover

During an incident, the Police may restrict access around the Port and adjoining area. In the initial stages of an incident, access to the Port may be limited to Port of Dover key personnel who are identified via the Port of Dover security passes. Those Key Personnel who are essential to the management of the incident and the running of the Port will be contacted by Port of Dover and informed of where to rendezvous for transportation into the Port.

5.3 Rendezvous Point

An Emergency RV point will be established and staffed outside of the Port at the Dover District Council Offices, Whitfield, Dover. All responders will report there and be escorted to the site by Port of Dover/Kent Police.

Whichever agency uses the rendezvous point they must ensure the ERV staff know to expect them

5.4 Identification

Any other Port of Dover support staff that requires access to the Port must be in possession of their Port of Dover Identification Pass.



Members of other organisations called in to support the emergency response must be in possession of an individual identity card (with a photograph) issued to them by their own organisation.

6 Management of the Response

It has been agreed by all organisations forming the Survivor Reception Centre response that Kent County Council will be the lead agency in relation to the co-ordination of the caring response at the Port of Dover.

The Port of Dover Facilities Manager, once at the Centre, will liaise immediately with the Police supervisor to decide priorities for the Survivor Reception Agencies (SRAs).

To provide a cohesive and supportive response to those in need during an emergency at the Port of Dover, ***it is essential*** that individual organisations identify the 'link person' who will work with the SRC Manager in co-ordinating a caring need.

6.1 Outline of Responsibilities

6.1.1 Port of Dover

- Get the designated Cruise Terminal open, turn heat on and prepare to receive responding agencies.
- Liaise with Police to obtain an update on the incident and discuss immediate requirements.
- The Port of Dover Tactical (Silver) Commander will nominate a person to act as temporary SRC Manager until either Kent Police or KCC arrive who will then take over the SRC Management role.
- Arrange for a PoD Police/Security Officer to man the SRC entry gate.
- Set up the reception/information area in the SRC. Log all responders in and out. Keep all information up to date. People must use it as their first point of reference.
- As the Port of Dover temporary SRC Manager, arrange for any support team members as requested.
- As responding agencies arrive, provide an update on the current status, and discuss any needs already identified by other agencies.
- Provide a 'liaison officer' to the supporting agencies to facilitate co-ordination between them and Port Operations.
- Support all agencies with 'in-house' knowledge of the Port and its procedures and facilities.
- Assist in the support and comfort of survivors, friends and relatives.
- Identify the needs of survivors, friends and relatives and report those requirements to the support agencies for any additional action to be undertaken.
- To identify other buildings acceptable for use as a SRC should the need arise.
- The Duty Port Manager (or PoD Police Duty Sergeant) will attend the Tug Haven.



6.1.2 KCC Social Care Directorate

- Provide an SRC Manager to take over the management of the SRC and FRRC from the Port of Dover Facilities Manager.
- Provide the Welfare Team Leader.
- Establish effective liaison with the Port of Dover, Police and all other agencies involved within the SRC and FRRC.
- *Deploy KCC Children, Families & Education Staff (Unaccompanied minors).*
- Obtain current status update from Port of Dover Police or Kent Police.
- Where necessary, Social Care personnel may be requested to assist Police and Port of Dover staff in the documentation of survivors, friends and relatives.

6.1.3 East Kent Hospitals University Foundation Trust

- Receive casualties as directed and organised by the South East Coast Ambulance Service into the designated 'receiving' hospitals.
- Deploy a MERIT team for triage at the site, if one is requested by South East Coast Ambulance Services. The MERIT team will assess and treat casualties, including the replacement of lost medications.

6.1.4 NHS England and South Kent Coast Clinical Commissioning Group

- Co-ordinate the NHS response.
- Arrange the deployment of Clinical Response Teams (including nursing and pharmacy staff) to the SRC

6.1.5 Operators, Security and Cleaning Providers

- Provide a staff response, if in a position to do so, to assist the Port of Dover with reception duties.
- Provide a staff response, if in a position to do so, in assisting the Port of Dover with multi-lingual capabilities.
- Establish effective liaison with the Port of Dover Facilities Manager of the SRC.
- Provide, where possible, vehicular assistance with the transport of survivors.
- P&O will move vessels that land survivors at the Tug Haven, the DPM (or Pod Police Duty Sergeant) will be the liaison officer for this function.

6.1.6 Dover District Council

- Provide an Incident Liaison Officer to attend the Port Reception Area.
- If numbers of survivors are too large to be accommodated comfortably in the terminal building and alternative accommodation or onward travel cannot be arranged immediately by the carrier, Dover DC may:-
 - Identify suitable premises to use as a rest centre.
 - Arrange for the management and staffing of any Rest Centre established by DDC.
 - Request the KCC Emergency Planning Unit for support from voluntary agencies, as required.
- As the Port Health Authority, provide an EHO to the Port Reception Area.



6.1.7 South East Coast Ambulance Services

The Ambulance Service is charged with the operational responsibility of all NHS staff at the scene of an incident.

- Provide a Casualty Treatment Area and Loading Area.
- Provide HART response to the incident
- Provide a Senior Ambulance Officer at the scene to act as Ambulance Incident Officer (AIO).
- Identify, notify and activate appropriate receiving hospital(s).
- Arrange the attendance and deployment of medical and nursing teams where necessary.
- Perform triage and determine, in conjunction with medical personnel, the priorities for the evacuation of casualties, ensuring even and simultaneous dispatch to the receiving hospitals.
- Organize the transportation of casualties to the receiving hospitals and any necessary transfers between hospitals.
- Advise all activated hospitals of the prevailing situation and the categories and estimated times of arrival of casualties.
- Organize/arrange any decontamination of survivors that may be required.

6.1.8 Kent Fire and Rescue Service

- Support South East Coast Ambulance Services with respect to decontamination, if required:
 - If decontamination is required for health reasons or to treat hypothermia, decontamination will be carried out alongside the SLP either in the Pink Car Park or adjacent lorry parking area.
- Support South East Coast Ambulance Services and the MCA with the offloading of casualties from the vessels at the SLP.

6.1.9 Critical Incident Chaplain

- If present before the arrival of the Local Authority or Mental Health team, liaise with Port of Dover staff to determine immediate requirements from Survivor Reception personnel.
- Once initial assessment of the situation has been undertaken and likely need for additional support from the faith organisations is determined, establish contact with Robert Runcie House to activate the Churches in Society (CIS) emergency response. Arrange support from representatives of other faiths to meet needs of survivors, friends and relatives.
- Act as Liaison between the CIS and the SRC Manager.
- Identify spiritual support needs of survivors, and friends and relatives and where appropriate, report those requirements to the SRC Manager for additional action to be undertaken.
- Assist in support of staff and volunteers involved in response where necessary.
- If required, attend the SLP.



6.1.10 Voluntary Organisations

- Nominate a 'liaison officer' to link with the SRC Manager to facilitate co-ordination between Port of Dover Manager and the organisation's volunteers.
- Arrange a communications link between the liaison officer at the SRC with their own organisation's emergency control structure.
- In consultation with the SRC Manager, voluntary organisations liaison officers will arrange for additional volunteers and equipment to be deployed as required.
- Members of voluntary organisations deployed at the Port of Dover maybe used to assist in the comfort and support of survivors, and friends and relatives.
- Organisations such as St. John Ambulance and the British Red Cross Society will be requested to provide minor First Aid. Where serious health issues arise, all organisations should alert the Police or members of South East Coast Ambulance Services or the MERIT Team present in the SRC.
- Identify welfare/support needs of survivors, friends and relatives and where appropriate, report those requirements to the Care Supervisor/Welfare Team Leader for additional action to be undertaken.

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VOLUNTARY SECTOR – TABLE OF SERVICES

	Counselling	Mobility Aids	Transport Services	Temporary Shelter	First Aid & Ambulance	Search & Rescue	Welfare & Signposting	Catering Support	Communications	Site Equipment	Rest Centre Support	Domestic Animal Support
Age UK	●		●				●				●	
Air Search South East						●			●			
British Red Cross	●	●	●	●	●		●	●	●		●	
Critical Incident Chaplaincy Service	●						●				●	
Citizens Advice Bureau							●				●	
Emergency Aid			●	●						●	●	
Cruse Bereavement Care (East Kent)	●						●				●	
HM Coastguard			●	●	●	●			●			
Kent CAN								●			●	
Kent Search and Rescue			●	●		●			●	●		
Margate Ambulance Corps.			●		●		●				●	
Maritime Volunteer Service (MVS)			●		●	●			●			
RAYNET									●		●	
Royal Voluntary Service							●	●			●	●
RSPCA			●			●			●			●
SERV Motorcyclists			●		●							
South East 4x4 Response			●		●				●	●		
St John Ambulance			●	●	●		●		●		●	
The Salvation Army	●		●				●	●			●	
The Samaritans	●						●				●	
WI (Women's Institute)							●	●			●	

To activate voluntary sector resources contact the KRT/KCC Duty Emergency Planning Officer



6.1.12 All Organisations

All organisations have responsibility for the appropriate rostering of their staff and volunteers. To assist in the effective deployment and support of SRC Personnel, the nominated liaison officer from each organisation should make the SRC Manager aware of when their staff and volunteers come on, and go off, duty.

7 Resources

7.1 Port of Dover (PoD)

Equipment such as blankets, stretchers, wheelchairs and screens will be deployed from within the Port where possible; these can all be arranged through the Port of Dover Silver Control. (See emergency equipment listed under Emergency Information for locations)

Port of Dover staff will arrange where possible, for light refreshments and snacks to be available for survivors, friends, relatives and responders. KCC does have emergency arrangements for the provision of food and drink.

Port of Dover will arrange for telephones to be made available for the use of survivors and of friends and relatives, and if required will request BT to install additional telephones in the reception areas.

A SRC equipment box is located in Cruise Terminal 1.

A South East Coast Ambulance Service Emergency First aid bundle and blankets are available at Cruise 1 in the emergency store box.

7.2 Port of Dover Operations

Wherever possible PoD/Agencies Staff will be available to assist in the Caring Agencies response to a major incident at the Port of Dover.

The Emergency Liaison Centre (ELC) is in the Terminal Control Building. The ELC has telephone facilities and a computer connection. PoD staff will operate the ELC during an emergency. While the ELC may offer additional support facilities it must be borne in mind that the day-to-day function of the Port of Dover needs to continue.

Additional communications will be via staff private mobile phones. Within the Port the internal telephone system may be used.

7.3 Kent Police

A control centre will be established in each of the reception areas from where the Centre's Police Supervisor and Documentation Team will operate. This office area will be supplied with telephones and fax machines, plus pens, paper, tape etc.

7.4 Kent County Council

KCC will deploy Client Services, Kent Top Travel and other resources as required in the support of the SRC, the Port of Dover and other responders.

7.5 Dover District Council

DDC will open and staff further premises outside the harbour area if required (Rest Centres).

7.6 Voluntary Organisations

The number of volunteers and staff from Voluntary Organisations deployed at the Port of Dover will be determined by the County Emergency Planning Unit. Volunteers will be put on standby or called out depending on skill needs identified by SRC Manager. Communications between the organisation and its own emergency control structure will be via landlines provided by Port of Dover (where possible) or via the organisation's own mobile telephones. Organisations include:-



- British Red Cross Society – Kent Branch
- St John Ambulance-Kent Branch
- Women's Institute (WI)
- Women's Royal Voluntary Service (WRVS)
- Church In Society (CIS)
- Salvation Army
- CRUSE Bereavement Care
- Compassionate Friends
- Age Concern
- Royal Society for the Prevention of Cruelty to Animals (RSCA)
- Radio Amateurs Emergency Network (Raynet)

8 **Caring for the Carers**

While the prime concern of the Port of Dover Survivor Reception Group Team is for the victims of the incident, it is essential that all organisations ensure the welfare of their own personnel and other team members.

Contact between, and support to, team members should be maintained throughout the response. Adequate rest periods and access to meals and drinks must be established.

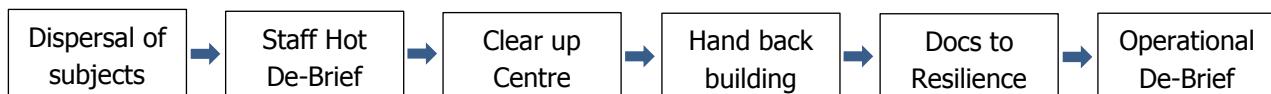
8.1 **Rosters**

All organisations have responsibility for the appropriate rostering of their staff and volunteers. All personnel must be relieved of 'duty' at appropriate intervals and, upon completion of their shift, must be accounted for and instructed to 'Stand Down'.

9 **Stand Down Procedures**

9.1 **Stand Down**

The authority to 'stand down' the SRC will be given by Strategic (Gold) level command when the accommodation is no longer required. There are 6 stages of closing a SRC:



9.1.1 **Dispersal of Subjects**

- The dispersal of subjects will be complete when the final member of the public, either directly or indirectly involved in an incident for which the SRC was initiated, has left the building following successful processing.

9.1.2 **Staff Hot De-Brief**

- The SRC manager is encouraged to hold a quick de-brief with staff involved in the operation of the centre following its closure.
- Discuss any aspects of their time in the reception centre, good or not so good.
- Ensure that notes are made for inclusion in the Operational De-Brief.

9.1.3 **Clear up centre**

- Return all equipment to the SRC box and return the box to Cruise Terminal One.
- Replace all centre furniture and equipment to its original location.
- Make a list of any damage to the centre and if possible take photographs.
- Close the SRC log. Ensure it and any other paperwork is returned to Kent Police for recording.



9.1.4 Hand back building

- The SRC manager is to liaise with PoD Estates team regarding any damage.
- The SRC manager must ensure the building is secure following its use and hand any keys back to the relevant PoD department.

9.1.5 Documentation

- The SRC manager will ensure all documentation is handed to Kent Police.

9.1.6 Operational De-Brief

- KCC Emergency Planning Unit will ensure an operational de-brief is conducted at the earliest opportunity.

9.2 Emotional Defusing and Debriefing

The participation in emergencies has highlighted the effects that stress may have on those involved.

All Port of Dover SRC personnel should have the opportunity to rest and recuperate with colleagues after they have been stood down. During this time they should be encouraged to talk of the events they have been through, about successes or problems they encountered. This 'defusing' process has proved an effective means of reducing the psychological effect of traumatic incidents.

A trained member of the South East Kent NHS and Social Care Partnership Trust may be based at the Survivor Reception Centre/Rest Centre. Personnel going off duty will be encouraged to spend a short time debriefing before going home or returning to their respective work place.

Voluntary organisations also have specifically trained volunteers who can undertake debriefing responsibilities.

9.3 Operational Debriefing

As early as practically possible, all those involved in the Port of Dover SRC response should be invited to participate in a debriefing session to assess the operational aspects of the response. Kent County Council Emergency Planning Unit will undertake to convene the multi-agency session.

In addition, organisations are encouraged to hold their own debriefing sessions to evaluate their response processes.

A brief report covering the varying aspects of the response and highlighting lessons learnt and actions to be pursued should be written and circulated.

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10 Training

Regular training on the roles and procedures to be undertaken by personnel who provide the Port of Dover Survivor Reception Agencies Group response is an essential component of preparing for a major incident at the port.

The Port of Dover Emergency Planning Group aims to develop and co-ordinate Port emergency training. This group should be informed of training programmes developed to support the Port of Dover Survivor Reception Group response to a major incident at the port.

Each organisation in the Port of Dover Survivor Reception Agencies Group response is encouraged to develop a training programme for its own staff, and to seek opportunities to train with the other organisations providing support to survivors and friends and relatives involved in a major incident at the port.

The following training sessions have, or are being developed by:

10.1 Port of Dover

Table top exercises, which exercise part of, or the whole plan, take place on a regular basis, with on-going training as necessary. A live exercise is held every year.

10.2 Kent County Council

The County Emergency Planning Unit organises regular training sessions for County Directorates, District Councils, Health, and the Voluntary Sector, these include:

- Presentations on the Role of Local Authorities during a Major Incident
- Training for functional teams
- Survivor Reception Management
- Rest Centre Management
- Awareness Training on the Multi-Agency Response
- Inter-faith training for Chaplains in Crisis
- Documentation Training

Other training and exercising events are constantly being developed and delivered by the Emergency Planning Unit.

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11 Contact List

Redacted



Highways

	Working Hours	Out of Hours
Kent Highways Agency (24 hours)	0300 123 5000	
Balfour Beatty Mott McDonald (24 hours)	0845 600 0414	

Voluntary Organisations

	Working Hours	Out of Hours
The British Red Cross Kent and Sussex (Monday to Friday 0800-1700 hours)	0800 028 0831	
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	07623 908100	
St John Ambulance (24 hours)	01732 873466	
The Salvation Army (General Office)	01622 775000	
The Salvation Army (Community Services Director)	07986 655787	
The Samaritans (24 hours)	01303 255000	
RSPCA (Folkestone and District)	07497 823357	

Public Utilities

	Working Hours	Out of Hours
British Telecom (24 hours)	0800 800 154	
EDF Electric (24 hours)	0800 783 8866	
Southern Water PLC (24 hours)	01903 265151	
Infinity Water (24 hours)	0345 3572401	
Network Rail (24 hours)	0207 928 4616	
Network Rail - Control Room	0207 979 3577	
Network Rail - South East Trains	0845 000 2222	
Network Rail - Dover Priory Station	01304 200722	
Portaloo Hire – Four Jays Group General Office	0845 644 5411	07793 618142

Communications – Radio

	Working Hours	Email
BBC National News	020 87438000	uknewsplan@bbc.co.uk
Press Association (News desk)	020 7963 7146	newseditor@pa.press.net
BBC South East News (News desk 0500-0000 hours)	01892 675580	southeasttoday@bbc.co.uk
Meridian Television	0844 881 2000/4330	meridiantonight@itv.com
KM-FM (News desk)	01634 227990	Radionews@kmfm.co.uk

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



Hotels

	Working Hours	
Premier Inn – Eastern Ferry Terminal (Seafront)	0871 527 8306	
Premier Inn – A20 (Folkestone Road)	0871 527 8308	
Premier Inn – Dover East (Duke of Yorks)	0871 527 8310	
Travelodge Dover	0871 984 8484	*from 26/03/18
Ramada Whitfield	01304 821230	
Dover Marina Hotel	01304 203633	

Car Hire

	Working Hours	
Avis	0844 581 0147	
Enterprise	0870 850 5257	
Europcar	0871 384 3496	
Hertz	0843 309 3023	

Taxis

	Working Hours	
Dover Royal	01304 210210	
Central	01304 240441	
Heritage	01304 201915	
County	01304 208208	

Coaches

	Working Hours	
Buzzlines	24/7 07525 475625	
YMS Travel John Kidd	24/7 07540 111036	john@ymstravel.co.uk
James Wilford	07778 446448	james@ymstravel.co.uk
Cross Keys	01303 272625	
Kings Ferry	01634 779640	
Stagecoach	01227 812409	
National Express	08717 818178	



12 **Role of the Emergency Co-ordination Centre**

The Emergency Co-ordination Centre (ECC) is located on the sixth floor of the Terminal Control Building and forms part of the Silver Cadre when the Emergency Response Plan has been activated. There is a secondary ECC located on the first floor of Harbour House.

The role of the ECC is to support the Silver Commander during a Critical Incident by maintaining communication links and information flow, ensuring that necessary actions are implemented and completed.

The Silver Commander, with the assistance of the ECC will:

- Establish a framework for overall management of the incident.
- Determine the aims and objectives and review them regularly.
- Formulate and implement a media policy.
- Ensure there are clear lines of communication with all persons/agencies involved in the incident.
- Ensure there is long-term resourcing and expertise for management resilience.
- Prioritise the demands in allocating resources to the incident.
- Undertake appropriate liaison with all other agencies involved.
- Ensure the Business Recovery Plan is implemented for returning to a state of normality as soon as possible.

13 **The Role of the Casualty Bureau**

In the event of a major incident, Kent Police will establish a Casualty Bureau. The Casualty Bureau provides a central contact point for all those seeking or providing information about persons who might have been involved, and to collect data and collect all records. As part of this process the Police will send documentation teams to each receiving hospital, the mortuary and reception areas.

The main functions of the Casualty Bureau are:

- Handling enquiries from the general public about relatives and friends who might have been involved;
- Collating details of survivors, their condition and whereabouts;
- Informing enquirers of the condition and whereabouts of the survivors;
- Confirming areas of evacuation and location of evacuees;
- Gathering information to assist in the identification of casualties;
- Compiling lists of persons believed to have been involved who are now missing.

Once the Casualty Bureau has been established, its telephone numbers will be published through the media, with the public being asked to provide information on persons thought to have been involved in the incident and who have not been accounted for.

This information assists the Police in their task of identifying casualties and the deceased. It is a Police responsibility to inform the next of kin of death or serious injury. This will be done in person and co-ordinated by the Casualty Bureau.

If foreign nationals have been involved in the incident, the Casualty Bureau is the focal point for enquiries with foreign consulates, embassies or high commissions.

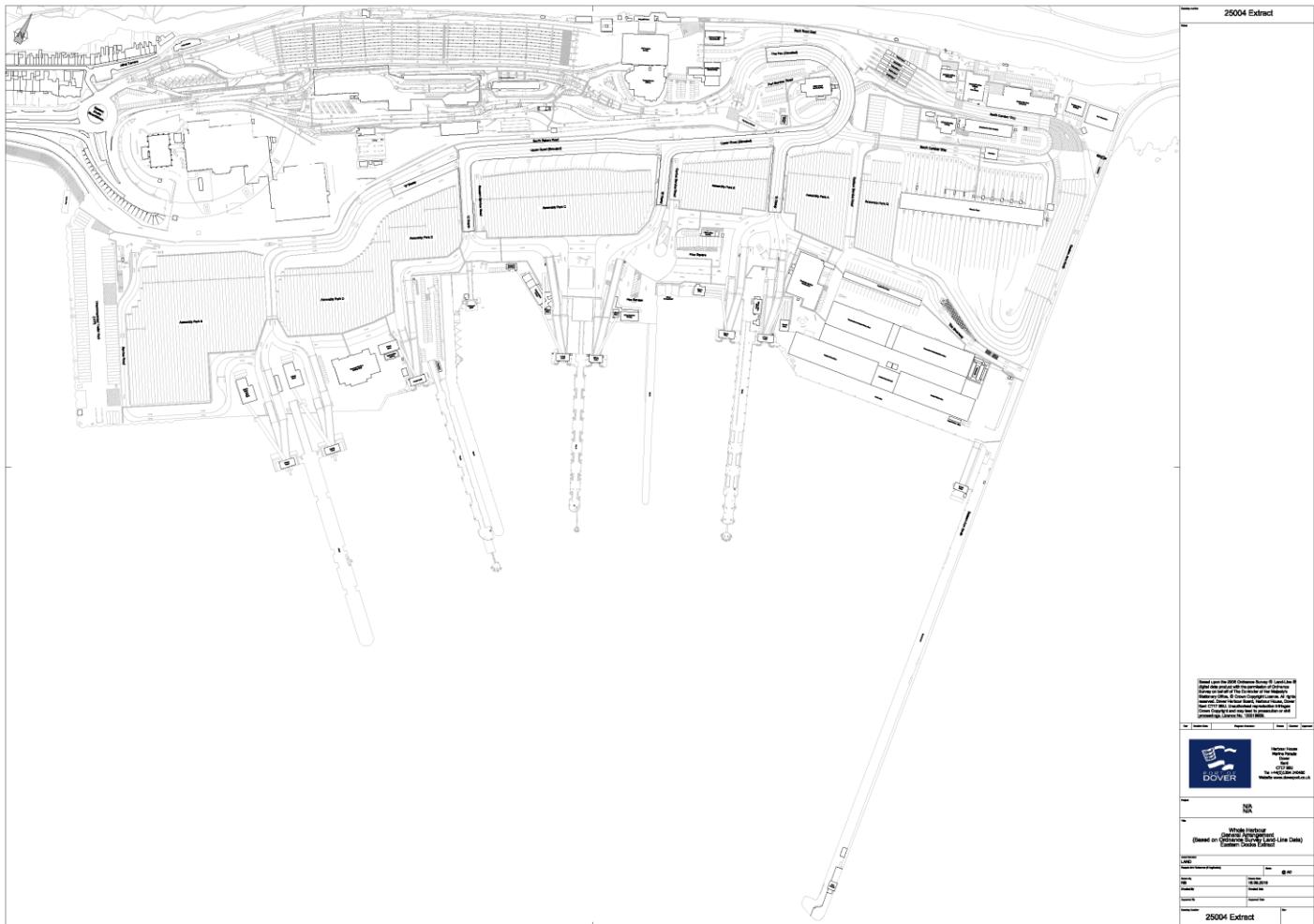
- The Kent Police Casualty Bureau is situated at Kent Police College, HQ, Maidstone.

The Port of Dover may set up its own Public Enquiry Bureau but this will only give out limited holding information, they will also take details of who is calling and the name(s) of people they are enquiring about, these will then be passed onto the Kent Police Casualty Bureau to follow up.



14 Maps and Drawings

13.1 Dover Harbour Board - Eastern Docks – General Layout

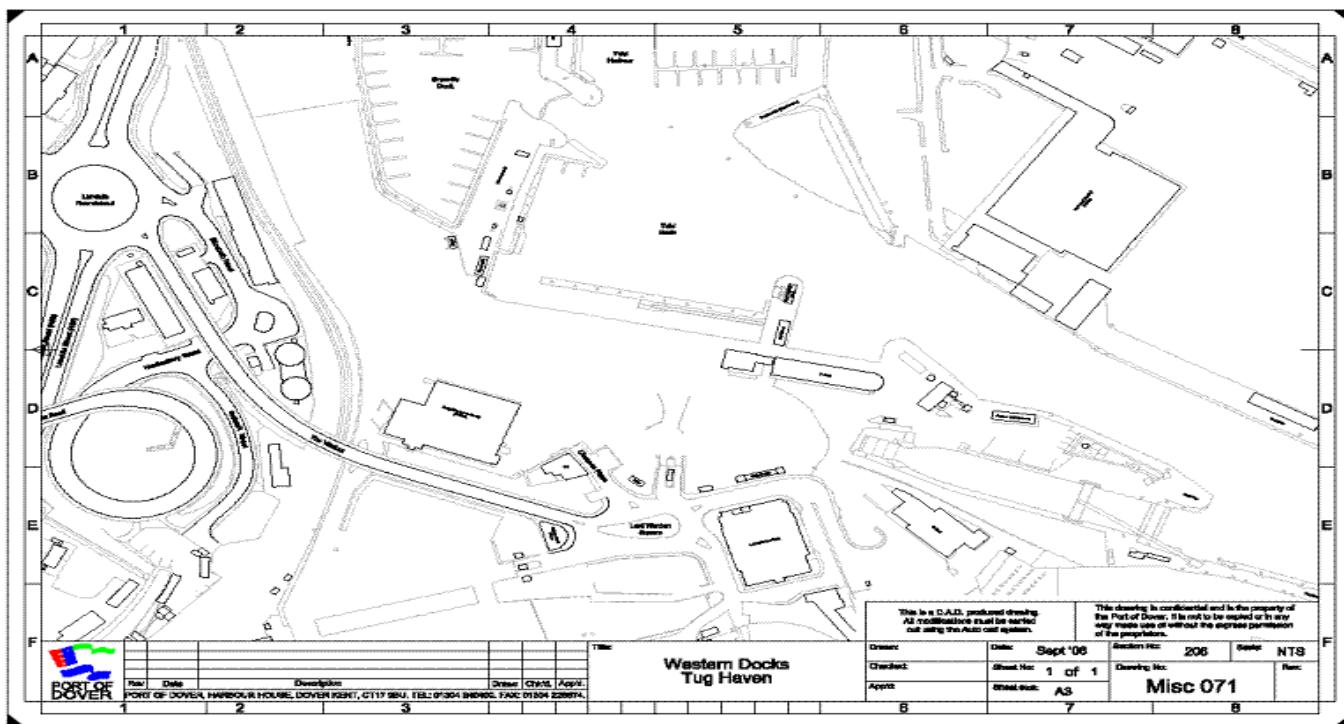


13.2 Dover Harbour Board - Western Docks – General Layout



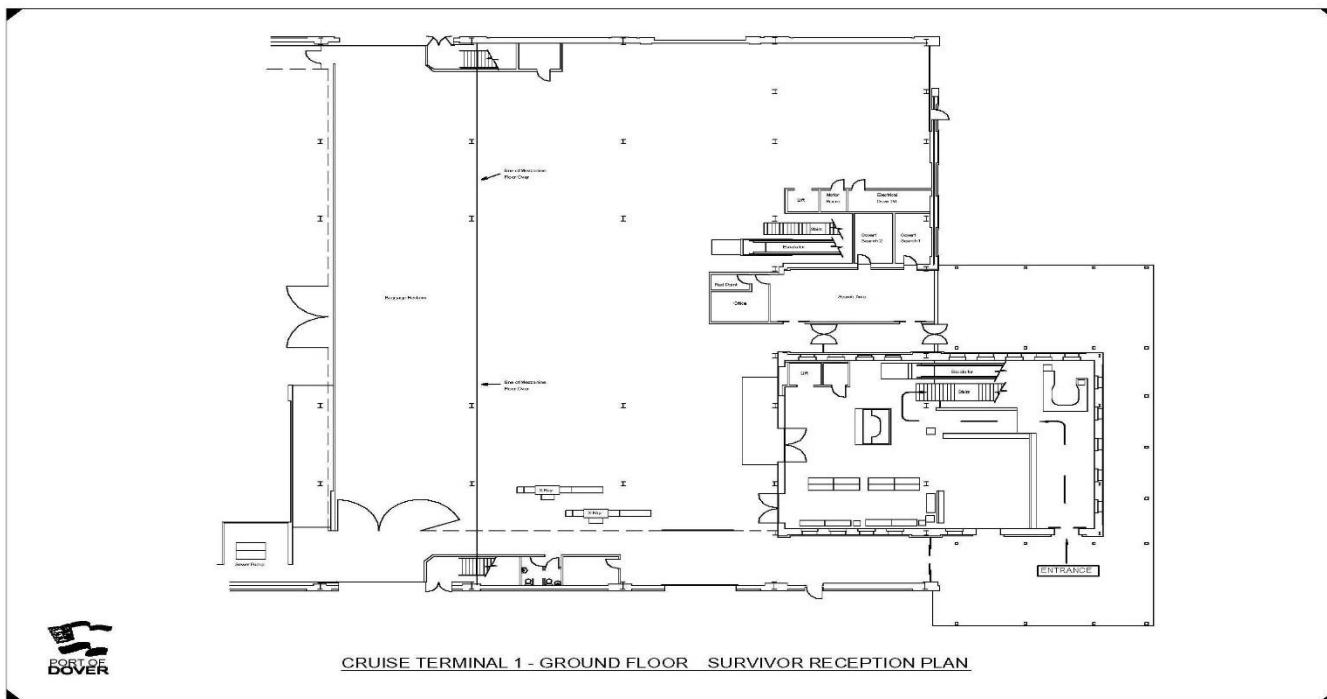


13.3 Dover Harbour Board - Western Docks – Tug Haven



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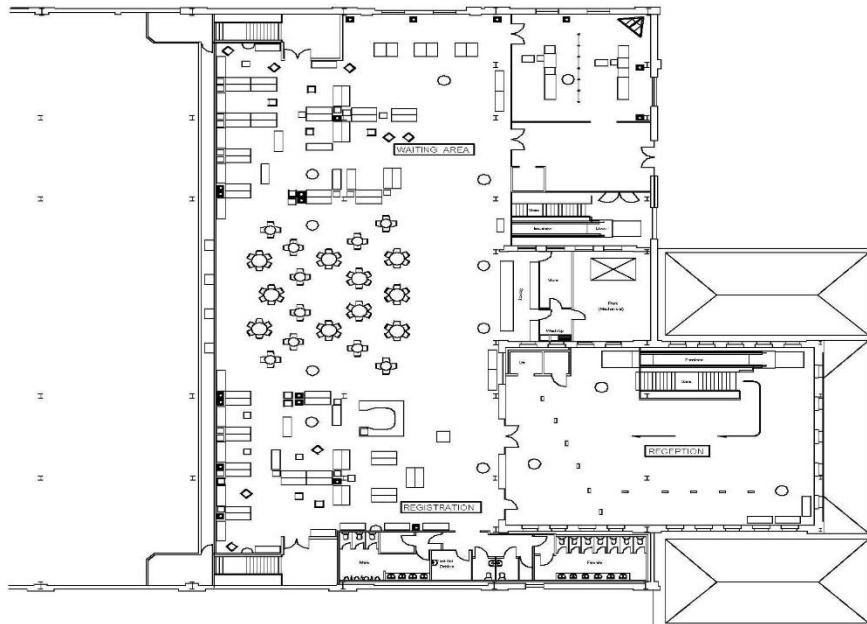
13.4 Cruise Terminal 1 – Ground Floor – Survivor Reception Plan



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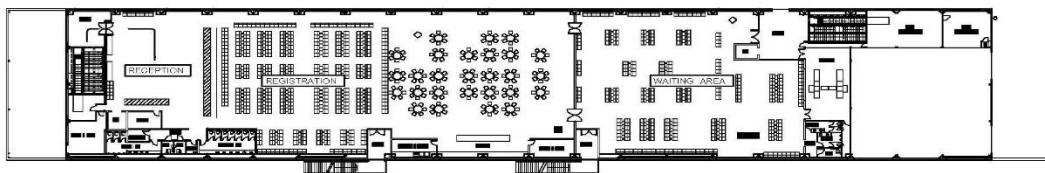
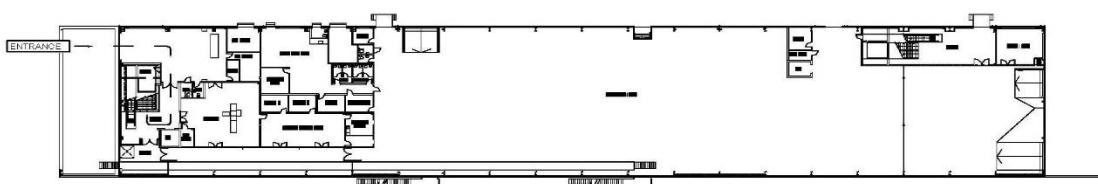


13.5 Cruise Terminal 1 – Mezzanine Floor Survivor Reception Plan



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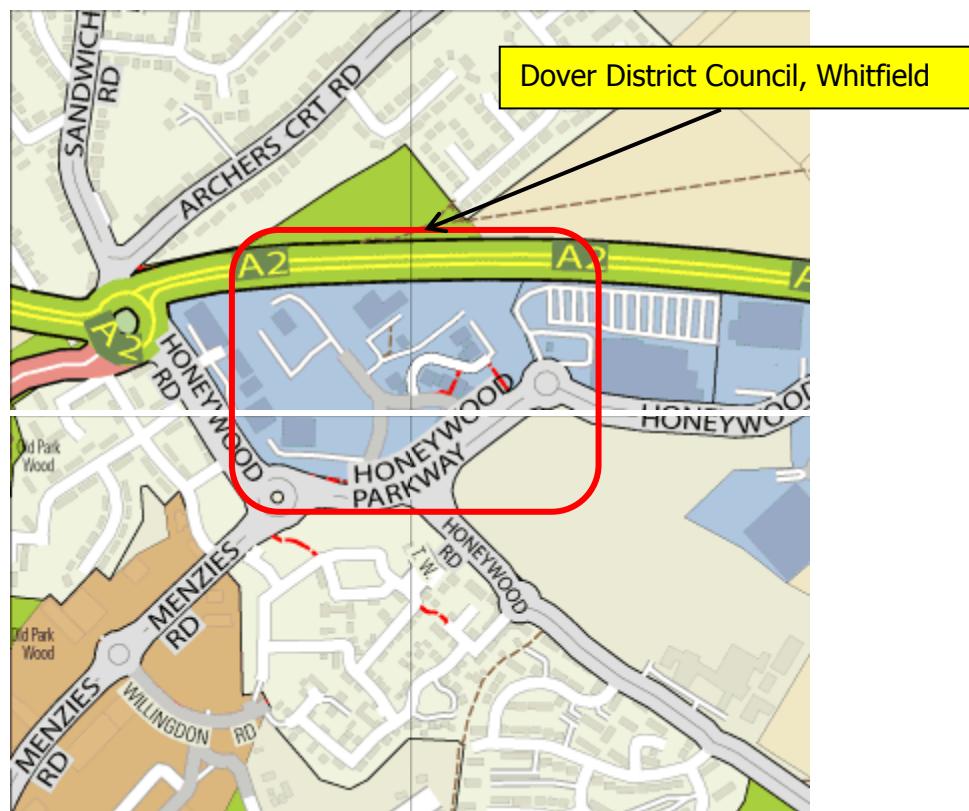
13.6 Cruise Terminal 2 – Survivor Reception Plan



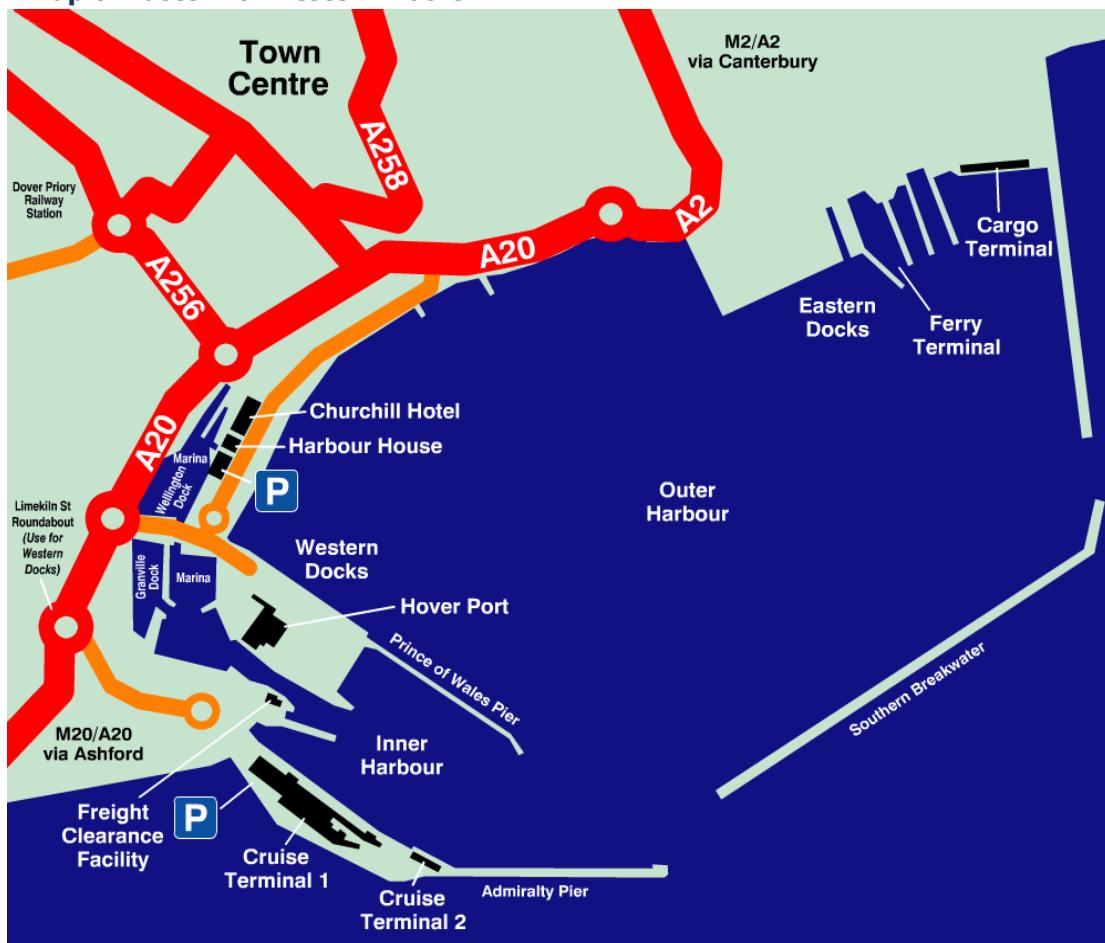
CRUISE TERMINAL 2 SURVIVOR RECEPTION PLAN

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13.7 Emergency Rendezvous Point



13.8 Map of Eastern & Western Docks



This map shows the Eastern and Western Docks; if access to the port is available then this map gives you the necessary information for getting into the docks for any emergency.



15 Glossary

CB	Casualty Bureau. Central contact point <i>operated by the Police</i> for all those seeking or providing information about persons who might have been involved in a major incident
CEPO	Kent County Council County Emergency Planning Officer
CIC	Critical Incident Chaplain
CCA	Civil Contingencies Act 2004
DHB	Dover Harbour Board - Have overall responsibility for the operation of the Port of Dover.
ERV	Emergency Rendezvous Point
FRRC	Friends and Relatives Reception Centres. Designated areas within the port providing privacy and comfort for friends and relatives separate from the main public areas, and to provide them with information, e.g. about the passengers involved in a major incident.
ICC	Incident Control Centre. The ICC is established in pre-identified premises within the Port area for co-ordinating the activities of all agencies involved in the immediate response to the incident.
KCC SC	Social Care Directorates (Kent County Council). In the event of a major incident where support is requested from KCC and KCC is in a position to assist, will provide staff resource to support the Port of Dover.
MERIT	Medical Emergency Response Incident Team.
MISPER Form	Missing Persons Form. Documentation to be completed by survivors and friends and relatives who are presently unaccounted for and believed involved in the incident.
MRCC	Maritime Rescue Co-ordination Centre
PoD SRG	Port of Dover Survivor Reception Group. Those organisations that, in the event of a major incident at the Port of Dover will provide support and care to survivors and relatives and friends caught up in the incident.
RA	Reunion Area. Designated areas within the port providing a degree of privacy and comfort when survivors are being reunited with friends and relatives.
RC Supervisor	Reception Centre Supervisor. Police Officer with overall responsibility for the co-ordination of activities within a designated reception centre area.
RVP	Rendezvous Point
SIM	Police – Senior Identification Manager – responsible for Disaster Identification procedures, especially Victim Recovery; Casualty Bureau; Family Liaison and Mortuary Operations.
SIO	Senior Investigation Officer - Police
SRC	Survivor Reception Centres. Designated areas within the port where evacuees involved in the incident can be taken to allow Police and/or other Control Authorities, (e.g. HM



Port of Dover Survivor Reception Plan

Reference No: EP - 0035

Immigration and HM Customs and Excise) to interview them in privacy. Area will be screened off into passenger reception, interview and waiting areas.

SLP Survivor Landing Point (Tug Haven). This is the point within the Harbour where vessels will land.

Survivor/Evacuee Form Police document used to record details of persons involved in an incident. When completed, provides the authorities with basic information about the person to facilitate identification, reunification with friends or family or onward travel

VSB Vehicle Search Building, Eastern Docks. ISPS search area for coaches and medium/small vehicles.



16 Amendment Record (only requires completion if hard copies of manual supplied)

Date	Version No	Section	Changes Made	Name
			Previous history refer to version history in DMS	
20/02/18	10	Annual Review	Added aims object and scope, job roles amended as needed. Removal of the helo landing area, addition of a stand-down procedure and changes to contacts. Update to abbreviations	Mark Yarrow