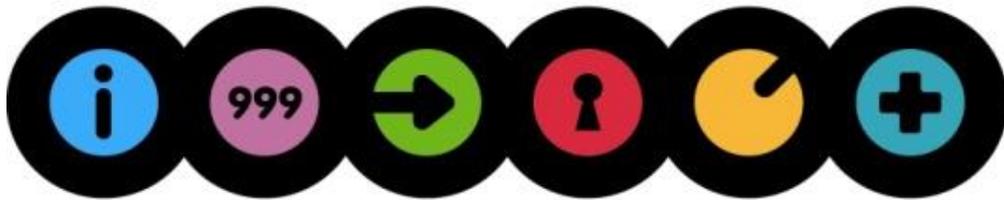


Kent Resilience Forum



PREPARING FOR EMERGENCIES IN KENT AND MEDWAY

Contingency planning for possible traffic disruption in Kent resulting from cross-Channel disruption and following Britain's withdrawal from the European Union.

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Executive summary

This document sets out clearly the contingency plans the Kent Resilience Forum (KRF) has developed to mitigate the impacts of cross-Channel disruption in response to Britain's withdrawal from the European Union in a day 1 no-deal worse-case scenario.

It also lists the primary members of the KRF, their roles and responsibilities and their joint strategic intention and objectives.

The role of the Kent Resilience Forum

The KRF brings together category one and category two responders to ensure a coordinated response to contingency planning and is made up of over 100 organisations. This includes planning for events or incidents which may threaten human welfare, the environment or national security. KRF partners work together to develop plans to protect critical infrastructure and services, minimising disruption for communities and businesses and providing support and information to those involved in an incident.

Local resilience forums were set up around the country in response to the Civil Contingencies Act 2004 which sets out the legislative framework for civil protection in the event of emergencies in the UK. For more information about the KRF members visit www.kentprepared.com.

In anticipation of Britain's withdrawal from the European Union, the KRF has been working together to produce range of contingency plans to mitigate traffic disruption in Kent under the name of Operation Fennel. These plans have been developed in response to the Secretary of State for Transport's direction to keep the M20 open and moving at all times of disruption.

The KRF will continue to develop these plans in the run up to the date of Britain's withdrawal from the EU and beyond.

Op Fennel KRF membership

All partners have been involved in Operation Fennel contingency planning and lead agencies shown in the table below.

Organisation	Responsibility
Department for Transport	Support coordination of national strategic road network, commissioning traffic contingency plans, traffic modelling predictions.
Highways England	Management of traffic on the strategic road network, traffic management.
Kent County Council	Public welfare and management of Kent roads that are not part of the strategic road network.
Kent Police	On-road enforcement, incident management, coordination of KRF.

Port of Dover, Eurotunnel, NHS England and local authorities have made significant contributions to the development of the contingency plans within Operation Fennel.

Operation Fennel

The risk of disruption to one or more routes across the channel for a prolonged period of time in a No Deal EU Exit scenario is described in the KRF Threat and Risk Assessment (see appendix 1).

The national planning assumption suggests that all LRFs should plan for 3-6 months' disruption, although it is accepted that the levels of disruption may vary. As Kent regularly sees 10000 freight per day cross the channel, plans must be developed to provide capacity for managing queues that may build to 10-12000 vehicles.

Operation Fennel is the multi-agency KRF response to exceptionally high volumes of traffic that may be significantly disrupted whilst trying to leave the county via the Port of Dover and/or the Channel Tunnel. Previous causes for disruption have included increased border checks, severe weather, disrupted traffic flows at the ports and industrial action in France.

There are a number of different mitigating measures that come under 'Operation Fennel', to manage traffic on the major roads leading to the Port of Dover and Eurotunnel. These include Operation Brock, which may be activated at times of cross-Channel disruption if there are significant delays at the border between Dover and Calais. The plans are flexible and can be activated depending on the volume and impact on flows around the county, particularly traffic leaving the country via the Kent-based ports.

Plan phases

The following contingencies come under the Operation Fennel range of escalating tactics and measures. The different phases of Brock will be activated as partners receive a situation report to indicate that each stage is likely to reach capacity, and freight traffic will be directed to the relevant site. Decisions will only be implemented when members of the KRF agree within a Tactical Coordinating Centre that it is proportionate to do so.

TAP 20

The TAP (or Traffic Access Protocol) manages traffic flow into the Port of Dover by queuing freight in lane one of the A20. Coordinated by Highways England and the Port of Dover, it is designed to prevent congestion in Dover town centre and its intermittent use since 2015 has helped reduce the need for Operation Stack.

Tap 20 can be used in conjunction with Operation Brock.

Brock M20

Designed to keep the M20 open and moving, freight bound for both the Port of Dover and Eurotunnel will be queued on the coast-bound carriageway between junctions 8 and 9. West-bound traffic will use the London-bound carriageway via a contraflow system.

The barriers and road layout for Brock M20 have been installed between junctions 8 and 9.

Brock Manston

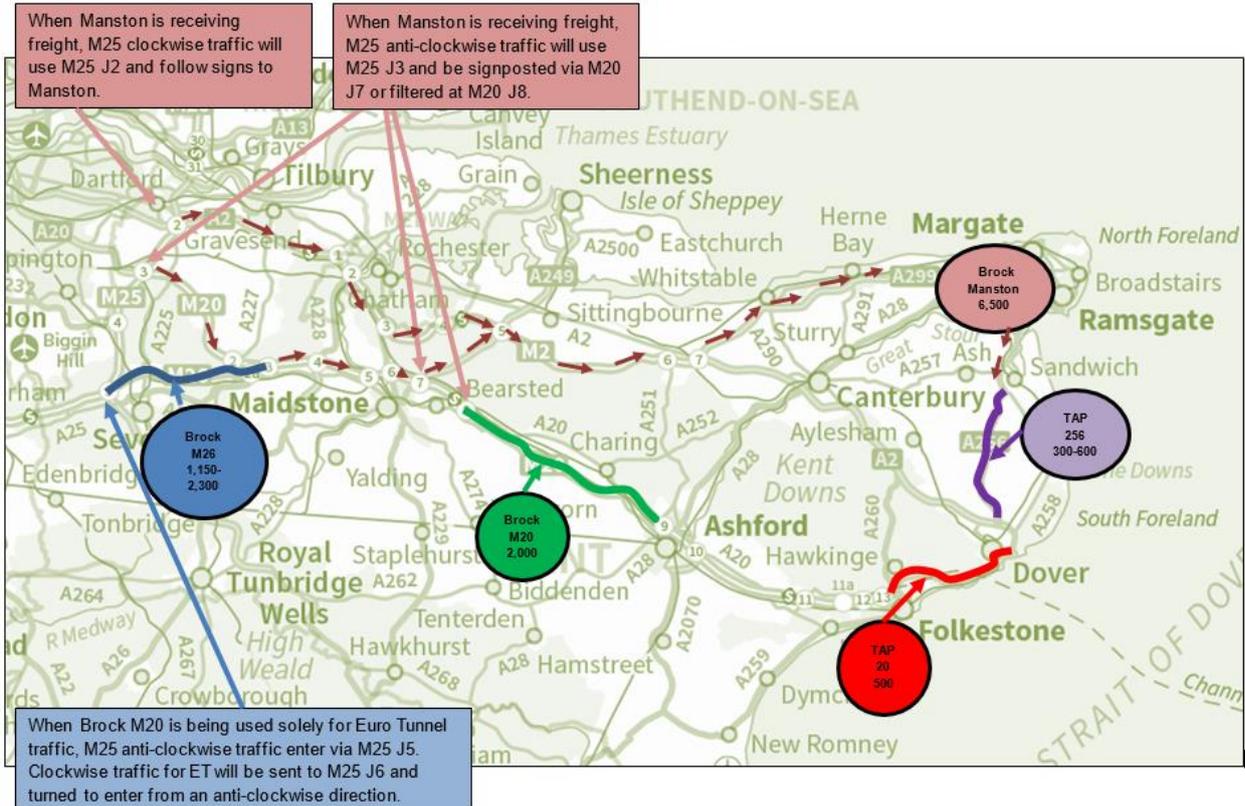
When the Port of Dover freight exceeds the capacity within Brock M20 freight traffic will be directed from the M20 and M2 to Manston Airfield via the A299 Thanet Way. Port of Dover freight in the Brock M20 queue will be drained and the coast-bound carriageway between junctions 8 and 9 will be used solely to queue Eurotunnel freight.

TAP 256

A version of Tap 20 will be used on the A256 (Tap 256) approaching Dover from Manston to manage freight into the port and avoid congestion in Dover town centre.

Brock M26

Eurotunnel bound freight will be queued on the M26 between the M25 and M20 and released into Brock M20 queue as and when capacity is created.



Stage	Location	Capacity*
Eurotunnel	Slip road	450
TAP 20	6 mile section of A20 leading to Dover	500
Op Brock	M20 junctions 8-9 coast-bound	2,000
Manston	Manston Airport	Up to 6,500
TAP 256	A256 dual carriageway	Up to 600
M26	M26 coast-bound and London-bound	Up to 2,300
		Total up to - 12,350

*Capacity figures are based on estimates and subject to change

Operation Perch

A dynamic traffic management plan in response to non-freight traffic queues generated by significant disruption at the ports. Traffic flows are monitored, road closures and diversions are put in place as appropriate.

KRF Driver Welfare Plan

Describes the multi-agency arrangements for providing welfare to freight and non-freight traffic during a period of significant congestion or gridlock on Kent's roads. This includes congestion due to disruption at the ports. Welfare options include water, food, warmth, medication and sanitation supplies.

Operation Stack

The phases of Operation Fennel plans have been listed in the preferred order in which they will be implemented. However, Operation Stack remains an option for KRF partners should it be required. It is accepted by the Secretary of State for Transport that the decision on plan activation to best respond to the situation rests with the Kent Resilience Forum.

Under Operation Stack, the M20 between junctions 8 and 11 may be used to queue ports bound freight traffic, depending on which of these 4 stages is implemented:

Stage 1 – freight vehicles are parked between junction 8 and junction 9 on the coast-bound carriageway of the M20.

Stage 2- freight vehicles are also parked between junction 9 and junction 11 of the coast-bound carriageway of the M20.

Stage 3 – freight vehicles are also parked between junction 9 and junction 8 on the London-bound carriageway.

Stage 4 – freight vehicles are additionally parked between junction 11 and junction 9 on the London-bound carriageway.

Non port-bound traffic to use alternative routes which will be communicated to the public.

Strategic Intention

Members of the KRF have agreed and signed up to the following strategic intention:

“Together with multi-agency partners we will protect life and aim to keep Kent moving, preventing and minimising the impact of cross Channel disruption on the community, freight and non-freight traffic and the environment, through implementation of traffic management plans. We will continue to operate a safe local and strategic system using the transport network in Kent and provide reliable travel information. Where we cannot achieve this fully, and in the event of a civil emergency being declared, we will ensure that we provide a driver welfare regime and ensure that our multi-agency communications are clear and consistent to the travelling public. In doing so, we will attempt to mitigate the consequences caused to our surrounding communities. Everything we do will be in accordance with the principles of the Joint Emergency Services Interoperability Programme (JESIP).”

Operation Fennel Strategic Objectives

Members of the KRF have agreed and signed up to the following strategic objectives for Operation Fennel:

“We will work with our strategic partners to:

1. Seek to deliver a response that protects life and minimises the risk of serious harm to human welfare including; loss of life, illness or injury to the public, road users and staff deployed before, during and after the event.

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2. We will develop information and intelligence with key stakeholders to assess threat and risk in order to deliver a proportionate partnership response, which is JESIP compliant.
3. We will seek to protect and maintain the critical infrastructure and critical services, minimising the occurrence and impact of Operation Fennel where possible, whilst endeavouring to keep the county moving.
4. We will work to prevent and minimise disruption where possible to the road network, businesses and the local community. We will provide reassurance and preserve public trust and confidence.
5. Partners will ensure that they share information and work collaboratively to enable the development of appropriate traffic management plans; together with contingency plans for implementation in the event of an emergency being declared.
6. We will provide timely, clear and relevant information to warn and inform the public, using all relevant mediums, including social media and will identify from the multi-agency partnership, who are briefed effectively.
7. We will take reasonable steps to prevent crime and disorder, and where it does occur we will deliver an effective and proportionate investigation securing the best possible evidence to support bringing offenders to justice.
8. We will seek to maintain adequate service resilience and business continuity to deliver 'business as usual'.
9. When the intelligence/information indicates that there is no longer a requirement for multi-agency co-ordination or for partners to be in a state of emergency within the Civil Contingencies Act 2004 we will establish the appropriate governance, led by the relevant authority, to take forward activity to support the recovery phase and when it is appropriate a return to a 'new normality'.
10. When the event or state of emergency has been stood down, we will establish appropriate processes in order to develop a debrief mechanism to facilitate an environment to provide feedback and a "lessons learnt" forum.

Public warning and informing

How can Kent residents and businesses start preparing?

There are still a number of uncertainties around as to the outcome of Brexit negotiations, however businesses and local communities need to look at what contingency plans they may need to put in place to prepare for the UK exiting the EU.

The UK Government is coordinating advice and has guidance from the Department for Exiting the European Union

This covers advice for:

- **Businesses**
- **Individuals**
- **UK nationals in the EU**
- **EU nationals in the UK**

Communities:

In the event of a no-deal EU exit we anticipate that some communities may experience disruption to local road networks. We are working with local authorities to anticipate and minimise any impact this may have and are encouraging residents to consider how they can build their own resilience:

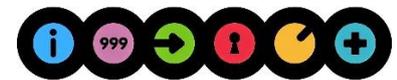
- Residents are encouraged to develop household contingency plans and to put plans in place to ensure they are prepared in the event of an emergency or any likely disruption.
- Check your local Borough / District council website and social media channels for localised advice and updates about local services.
- Tune into local radio and social media channels for travel updates, guidance and safety messages/ advice.

Journey planning:

- Check before your travel to ensure you can complete your journey.
- Allow extra travel time and consider alternative routes to your destination in the event of a hold up.
- If using public transport check for any changes to the service that could affect your journey.
- Ensure you take extra food and water, and any prescription medication that may be needed, in the event that your journey is delayed.

Keep updated with the latest local travel information on Twitter:

- **Highways England South East:** [@HighwaysSEAST](#)
- **KCC Highways:** [@KentHighways](#)
- **Medway Highways updates:** [@MedwayHighways](#)
- **Port of Dover** travel news: [@PoDtravelnews](#)
- **Eurotunnel** updates: [@LeShuttle](#)
- **Eurostar** updates: [@eurostar](#)
- **DFDS** travel updates: [@DFDSUKUpdates](#) [@DFDSChnlFrieght](#)
- **P&O Ferries** updates [@POferriesupdate](#)



Appendix 1: Kent Resilience Forum EU exit threat and risk assessment

20 March 2018

Current Context

The Brexit referendum vote for United Kingdom leaving the European Union (EU) occurred on 23 June 2016 with negotiations commencing 19 June 2017.

Formal withdrawal from the EU is due to take place on 29 March 2019. A withdrawal agreement for the UK's exit from the EU, detailing the terms of the UK's exit and its future relationship with the EU, is still yet to be finalised and agreed.

There has been speculation about what might happen next, whether this be negotiations for a new deal, a 'no deal' scenario, or an extension to Article 50. As there is still no agreed deal between the UK and EU in place, Kent Resilience Forum planning remains focussed on a 'day 1 no deal' scenario.

'No Deal'

In a 'no deal' Brexit scenario we expect the UK to be treated by the EU as a third country and would be subject to full third country controls. This would mean businesses who currently trade with the EU would need to be subject to the controls and processes which we currently apply to all trade with the rest of the world, including completing customs declarations and being subject to a variety of border checks.

Port of Dover and Eurotunnel both experience very high volumes of traffic on a daily basis. If any new controls or additional checks are introduced, this could cause delays at the border leading to queues on the transport network in Kent. Kent continues to work with Government departments to ensure that risks associated with a 'no deal' scenario are understood and managed, and that traffic through Dover and Eurotunnel can continue to flow.

Threat and Risk Assessment

The Kent Resilience Forum Risk Assessment Group has reviewed the [Kent Community Risk Register](#) and identified some Local Risk Assessments that will need to be monitored as the impacts of the worst case scenario of Day 1 No Deal are realised.

The Local Risk Assessments have been reviewed and this has provided assurance that the KRF has the capabilities in place to respond to the risks in the table below. There has been no increase to the likelihood or impact of these risks and the Kent Resilience Forum has extensive and robust plans in place to respond.

Impact

5 Severe					
4 Significant				Cross-channel disruption	
3 Moderate				Transport Accident – Road Plant Health	
2 Minor		Maritime Accident or deliberate blockade Animal Disease		Industrial Action Public Disorder Influx of British Nationals	Food Supply Contamination
1 Limited					
	1 Limited	2 Medium /Low	3 Medium	4 Medium High	5 High

New Risk

Likelihood

As part of the KRF's assessment of the risk, an assessment has been completed and it has informed the ongoing work of the KRF to respond to the impacts of a Day 1 No Deal worst case scenario:

Risk Title	Risk Level
Prolonged disruption of one or more channel crossing routes for a period of more than three months	Very High
<p>Risk Description:</p> <p>This risk relates to potential disruption at the border, in the event of a 'no deal' scenario, which may cause delays at the Port of Dover and Eurotunnel.</p> <p>The Port of Dover and the Channel Tunnel are facilities of national importance. As the shortest crossing point between the UK and mainland Europe, the Dover Straits ports (Dover, Channel Tunnel) account for 69% of all goods vehicles and 89% of all powered goods vehicles that travel between the UK and mainland (Freight fluidity for UK gateways to Europe paper 2015).</p> <p>Prolonged disruption to one or more channel crossing could have the following impacts:</p> <ul style="list-style-type: none"> • Traffic – disruption on the major and minor road network; • Environmental – noise, air pollution and waste stockpiling; • Economic – impact on local businesses and the tourist industry; • Medicines & consumables – distribution of medication within NHS around the county along with supply chain and medication from outside of the UK; • Supply chain – businesses within Kent that supply EU countries or receive goods from EU/non-EU countries may have a delay in import and export, including food, medicines and medical consumables. <p>KRF has robust plans in place across the partnership to mitigate the impact of this risk on Kent's communities, businesses, KRF responders and wider partners. These plans will ensure that partners can respond to adverse impacts as well as continue to deliver their most critical services.</p>	